

## The Strategic Link Between Change Management and Personal Development

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### Summary:

It is widely accepted that “Values” are of critical importance to how people view and act in the world. But organisations are generally reluctant to investigate the relationship between people’s personal development, underlying personal issues, and the success or failure of change initiatives. Based on experience, a literature, interviews and case studies, Philippe proposes a relationship between strategic commitments to personal development, competitiveness organisational success.

He outlines a six-principle systemic personal development approach. And he says that leaders must actively broaden typical organisational values sets beyond historically-ingrained “masculine values.”

### Recommendations:

Noting that values are not easily changed (and require an intersection of personal insight, acceptance and motivation), Philippe cites several factors that are conducive to and reflect levels of personal and overall Values development in organisations:

**Level of Change Readiness (LCR):** An organisation’s LCR is continually tested by new situations and reflected in leaders’, managers’ and employees’ abilities to anticipate and embrace change. Willingness and ability to investigate and propose new options and approaches indicated a more positive LCR.

**Evidence of Self-Awareness:** Signs of personal development include an appreciation for one’s own feelings and the feelings of others, as well the ability to communicate about them.

**Functional and Systemic Indicators:** Functional signs of personal development include personal development programs based on specific organisation needs and issues (e.g. team leadership). A systemic approach includes holistic development to enhance the “whole” individual. A systemic development approach incorporates elements of meaning, vision, responsibility and relationships.

**Useful Tools, Methodologies and Metaphors:** There are a variety of approaches that are useful to personal development in organisations. For example: Unfreeze, Transition, Re-freeze: This model, first described by Kurt Lewin, helps identify existing values and guiding principles; investigate their relevance; and incorporate new ones. At the other end of the spectrum is the use of highly visual metaphors that – in one image – help stress the importance and benefit of a systemic personal approach and vision. (In his broader research, Philippe chooses “The Daffodil Metaphor” as particularly useful from his perspective.)