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# Change management is out. Personal leadership is in!

by Ab Reitsma and Pekka Matvejeff

All over the world, everybody is talking about change management. It is a term which refers to a set of tools or structures employed to make sure that a particular process is under control. When managing change, we try to minimize the disruption caused by and the impact of the change. It is obvious that factors such as the time required to complete the change, the number of people required to execute it and the expected economic results are at the top of the agenda.

How about approaching it differently? In the context of change management, too many managers think about the what- and how-questions but seem to forget about answering the why-question. When the why-question is left unanswered, resistance to change is inevitable. There is no doubt that it is not easy to change attitudes or relationships given that they are deeply embedded in the organization and the individuals themselves. It is important to remember that people should be placed at the center of the change process, and it requires leadership to understand the attitudes of these people. Furthermore, Personal Leadership helps individuals to find out what the change process can offer them as individuals. In this way, people will be more likely to apply their personal skills and behave in a way that is conducive to the transformation process. As we all know, leading people and business – not to mention change processes – cannot be done without firstly knowing and understanding yourself and others.

At the core of developing a Personal Leadership approach, is the ability to think ‘outside-in’ and ‘inside-out’. It is essential that you are able to identify your

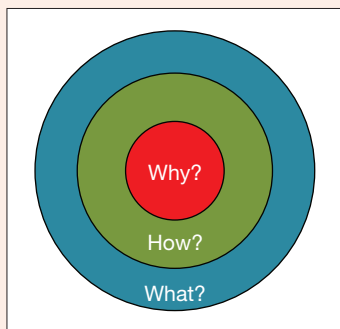


Figure 1. The Golden Circle (Sinek, 2010)

own ways of coping with your dynamic environment and that you feel that you can be yourself in the workplace. This can be achieved by thinking ‘inside-out’, knowing who you are, recognizing your own values and opinions, understanding why you are the way you are and, finally, by accepting yourself for who you are. When we find this balance between ourselves and our surrounding environment, we can make the engine go faster, act a little bit smarter and run more efficiently. Personal Leadership forms part of a picture that is much bigger than ‘just’ change management. It opens doors to new opportunities and initiates large-scale and sustainable changes.

### Change Management: The Old Approach

Simon Sinek (2010) discovered “The Golden Circle” which deals with What, How and Why (figure 1). Sinek stresses that the why-question is the most important question to be answered. However, people, employees and managers in general pay very little attention to why they act; it is all about what and how.

Projects involving change implementation typically start with analyzing the external environment, defining the potential Opportunities and Obstacles that may arise and identifying how to respond to them using internal Strengths and Weaknesses. From here, strategies and scenarios are envisaged and actions are planned and executed in order to achieve the new goals. It is a very rational process in which, often, people only become involved once the what and how of the change are clearly defined. At this stage, the ‘only’ thing that needs to be done is find the appropriate tools, methods and change strategies to convince people of how they can develop and

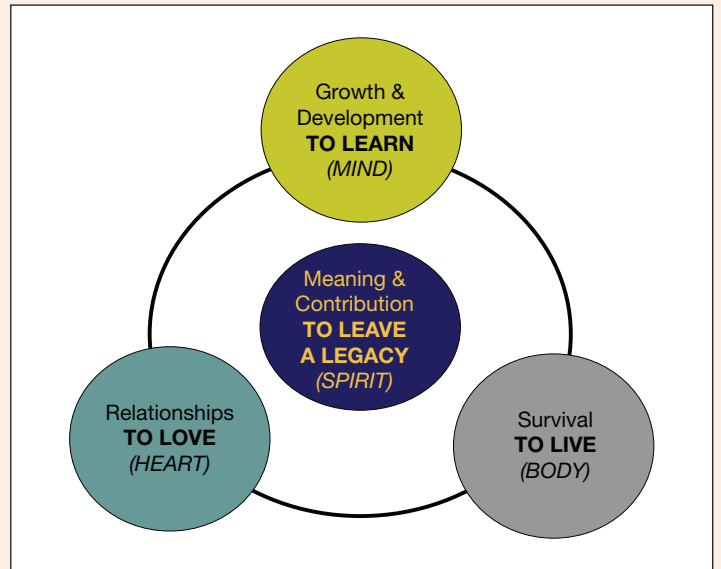


Figure 2. The whole person approach, the four needs of people (Covey, 2004, p. 21)

progress in the desired situation. However, in most cases, questions such as Who desires a new situation? and Why should we change? are not considered. It is for this reason that experts recommend that we start asking: Why should we, you and I change? And it is possible that, by answering these why-questions in an honest way, we may have a totally different and unexpected outcome. The philosophy is that people will be open to change provided that they can stick to their beliefs and what really matters to them!

### A Different Approach: Personal Leadership

Personal Leadership can ensure sustainable change for people in the workplace. It is an approach which, above all, focuses on taking people seriously, it is a balanced Leadership approach.

Personal Leadership embraces the four needs of people (see figure 2), whether they are the customers, the employees or the leaders themselves. According to Covey (2004) these four needs or intelligences are:

- IQ. The Mental Intelligence. This is the mind which enables us to learn and develop ourselves.
- PQ. The Physical Intelligence of the body that requires all of the other intelligences.
- EQ. The Emotional Intelligence, dealing with social sensitivity, empathy and communication.
- SQ. Spiritual Intelligence is the most fundamental. It represents our drive to find meaning and the ultimate reason for living.

Personal Leadership addresses the whole person in a respectful way; it creates a balance between our own intelligences and those of other people. Leaders first need to find and understand their own voice: what is driving me, and why? After that, they can help others to find their voice. When voices come together and are supported, people begin to see change as a way of developing, they call for change because they believe that things can be done more efficiently, or that customer service can be improved, for example.

### People Make the Difference

Facility Management is often viewed from an integrated perspective. Dutch academics have connected the IFMA model: People,

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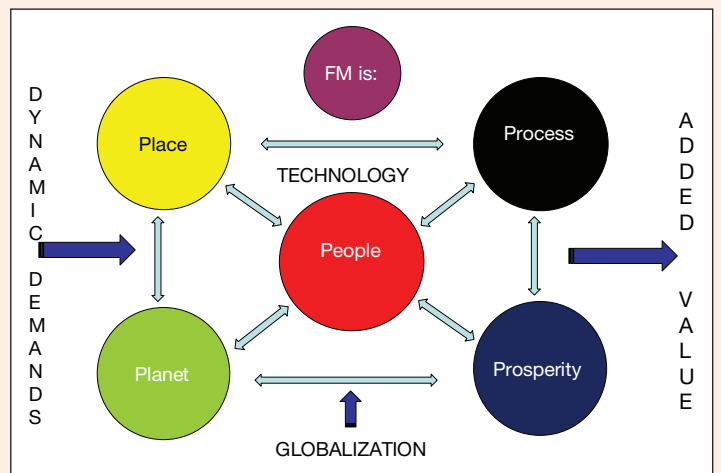


Figure 3. Basic model for Facility Management in The Netherlands (LOOFD, 2010)

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Place, Processes and Technology with the 3 P sustainability model. Using this resource, future facility leaders can meet the highly dynamic requirements of modern FM. In Finland, specific service design tools have been used to identify change-related ‘bottlenecks’ in businesses which often have to do with a lack of Personal Leadership. These studies reveal that FM adds most value when it positions people at the center of organizations, at the center of processes or at the center of building design and construction. In the end, an optimal outcome can be achieved at organizational, employee and global level.

From a Dutch perspective, facility managers are characteristically associated with the 5 Ps (People, Place, Process, Planet and Prosperity) and T (Technology) in relation to changing demand in an international context. Viewing facility managers in this way adds value for the people and the organization, as visualized in the basic Facility Management model (see figure 3). Essentially, this model is formed by combining IFMA’s 3 P-model with sustainability P’s resulting in a sustainable 5 P Facility Management model.

From a Finnish perspective, the main objective is to provide students with an integrated holistic view on the main driving forces affecting changes in the FM working environment. Universities use a Service Design (SD) approach, implementing their tools to support

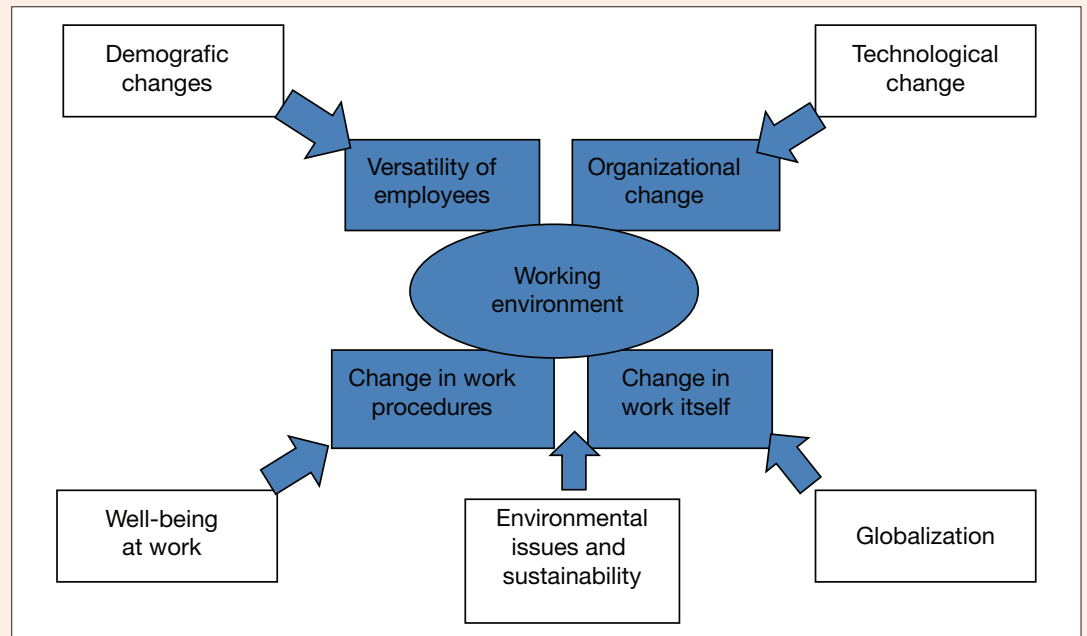


Figure 4: Driving forces for development in working environment (Rothe, 2011).

innovative service development, change management and leadership in organisations (Rothe, 2011).

In working environments, SD tools can be used to get to the core of service encounters which are where the customers, service staff and other service providers meet. By identifying the respective behavior of the different parties during these encounters, a leadership approach can be implemented in these situations more easily.

Dutch and Finnish FM-education organisations have strengthened their cooperation in the context of, for example, developing leadership by combining some of the basic elements of these models. Recently, they launched a knowledge exchange program called “Learning by Sharing” which is designed

to boost and enhance staff and student exchange between partner universities and promote cooperation with business and public enterprises.

### Developing Personal Leadership

Figure 5 demonstrates the so-called “Seven Shell Model” (Blekkingsh, 2006). This particular model is used extensively in the Four-Dimensional Leadership elective at the Hanze University of Applied Sciences in Groningen to find out whether there is a connection between people and the environment in which they live.

First of all, to find out how you interact with your environment, you go from OUTSIDE > IN. Are your behavior and your skills effective in dealing with this environment? What are your norms, how relevant are egos in your environment, what are your values and what really matters to you? Do you feel you can be yourself (Authentic) in the workplace? When you have done this Outside > In exercise in order to find out if there is a balance or not, you proceed to the INSIDE > OUT-exercise, starting with Who Am I, Why, Values and Norms. Then, move on to How can I apply my Skills and Behavior in the Environment? Can I stay here or do I have to search for a different (work) environment where I can be myself?

The core of this “Seven Shell Model”, made up of Authenticity and Values, is similar to Sinek’s WHY-question (2010) and the SQ of Covey (2004). So the key concept is: Authenticity.

In order to better understand this model, we can analyze real life experiences, follow the individual steps and discuss the experience encountered at each step. In this way, you become aware that it is important to know what drives YOU and OTHER PEOPLE before you can

start to change the environment, and the structures, procedures, behavior and skills in that environment. And, in some cases, perhaps it is not other people who need to change, but YOU as a manager because of a big Ego which makes you believe that you know what is best for everyone (when it is perhaps not the case).

### PERSONAL LEADERSHIP: And Nothing Else Matters!

This article is an edited version of a Conference paper and a presentation compiled by Ab Reitsma and Pekka Matvejeff for the 2013 IFMA Facility Fusion Conference in Los Angeles.

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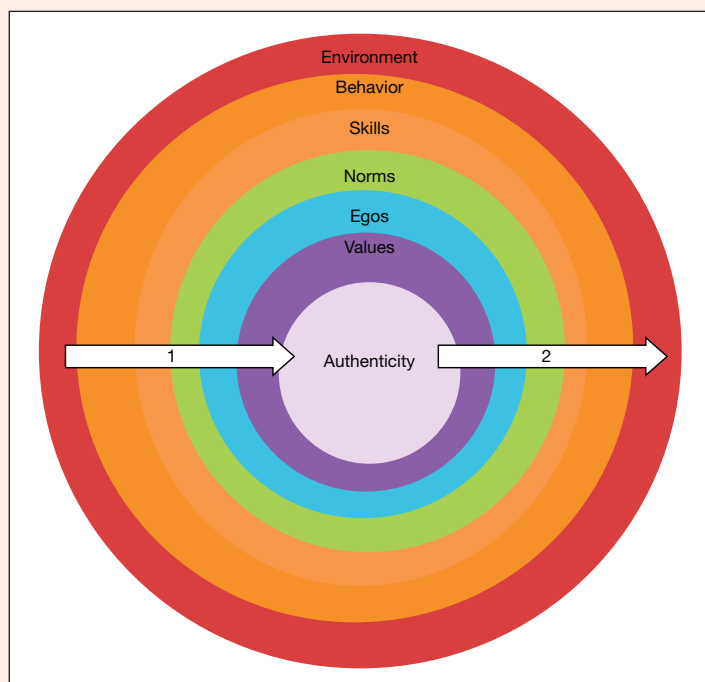


Figure 5 The Seven Shell Model (translated from: Blekkingsh, 2006)

