



## **FinPro Leading Change Webinar – Thursday 21 November 2024**

- **Presented by Lee Stubbs**
- **Facilitated by Simone Wickes, FinPro Executive and Director Corporate Services, Monash CC**

Simone welcomed everyone and acknowledged the traditional owners of the lands on which they met.

She introduced the session's topic, "Leading Change," which is the second part of a trilogy, and mentioned that the previous session was about strategic service planning. Simone then handed over to Lee Stubbs, who has experience in managing change in various organizations; most recently at the City of Casey.

Lee emphasized the importance of managing change effectively for the success of any project and expressed his desire for a practical discussion. He outlined the agenda for the session, which included understanding the mindset and approaches to change leadership, and leading change without power. Lee also introduced a transformation management process, which he planned to unpack during the session.

### **Navigating Change Management and Communication**

Lee discussed the complexities of change management, emphasising that it is a nonlinear process and highly personal experience. He highlighted the importance of understanding individuals' perspectives and addressing their concerns, rather than solely focusing on the organisation as a whole.

Lee stressed the need for a strategy that intervenes at all levels of change, from concrete processes to abstract philosophical considerations. He encouraged everyone to consider where they spend most of their time when implementing change, suggesting that many leaders focus primarily on the way work is done. Members of the participants shared their experiences, with John emphasizing the importance of communicating and selling benefits, and Mahesh suggesting that checking purpose and setting reasons for change is the first step in onboarding teams.

### **Navigating Change Management Complexity**

Lee then discussed the complexity of change management and the need to consider it at four levels simultaneously. He emphasized the importance of focusing on rationality, non-rationality, and developing shared meaning in change processes.

Lee also highlighted the need for constant evolution in shared meaning and the importance of trust and openness in change processes. Simone and Lee discussed the challenges they face in their respective roles, with Simone noting the importance of

considering non-financial aspects in change management and Lee emphasising the need to address the non-rational aspects of change.

Simone and Lee agreed that trust and openness are critical factors in successful change management.

### **Change Management in Local Government**

Lee and Simone then discussed the challenges of change management in organizations, particularly in local government. Highlighted were the importance of trust, openness, and shared meaning in facilitating change. Lee emphasized the need to consider both rational and non-rational aspects of change, as well as the cultural shift that needs to occur. He also discussed the complexity of stakeholder engagement in local government, noting that it can be challenging to ensure all relevant stakeholders are included and that their roles are clearly defined. The conversation ended with Lee promising to discuss tools that can help with these challenges.

### **Building Trust in Change Leadership**

Lee discussed the importance of trust in relationships and how it can be built and maintained. He highlighted four key dimensions of trust:

- intentions,
- competence,
- disclosure, and
- contractual trust.

Lee emphasised the need for change leaders to demonstrate their intentions, showcase their work and life competence, disclose personal information, and maintain contracts in order to build trust. He also noted that trust can be challenging to build in a short period of time, especially when there is a need for balance in disclosure. Lee suggested that change leaders should always consider how they can use these dimensions of trust to influence situations, even when they lack formal organisational power.

### **Building Trust and Leading Change**

Lee discussed the importance of trust and power in driving change within organisations. He emphasized the need for finance professionals to build trust and collaborate effectively with others.

Lee also introduced the "Stages of Concern" model, which helps understand people's concerns and move them towards collaboration. He encouraged the team to use this model to analyze their biggest concerns around Council planning and to intervene in abstract and tangible ways to help people move forward. Lee highlighted the importance of self-awareness, thinking systemically, and building trust in leading change. Participants were encouraged to apply these principles in their work.

### **Webinar Success and Change Management**

In the meeting, Simone and Lee discussed the importance of building trust in business relationships. They agreed that providing information alone is not enough to drive change and that a more collaborative approach is needed across the board.

A full recording of the webinar is [available on our website](#), along with copies of the presentation slides.

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### **A little about our presenter Lee Stubbs:**

Lee Stubbs is an independent consultant who recently completed a long term consulting assignment with the City of Casey as their Head of Transformation Strategy and Execution. During his time at Casey he has led the design and implementation of the Transformation Program which has successfully deliver the first 2 years of a 4 year program.

Outside of Casey, Lee has a long track record of working with organisations to design and undertake large scale change efforts, including Ambulance Victoria, ESTA 000 and Jemena.

Lee has 3 kids, twin daughters that just finished year 12 (yeah!) and a 12 year old finishing grade 6.

The logo for Lee Stubbs Enterprises, featuring the text "Lee Stubbs Enterprises" in white, bold, sans-serif font on a dark blue rectangular background.