

Change Leadership

Development Ideas using the 10/20/70 Learning Model

We all have an opportunity to sharpen our change leadership skills, whether leading ourselves through change, or leading others, teams or businesses through change. A change leader is someone who can lead their teammates through change by helping reduce resistance that change naturally creates in people. Leaders also create conditions for change, challenging and encouraging teammates to find new and better ways of doing their work.

10%: Formal Learning		
Leading Self	Leading Others	Leading Teams & Businesses
<ul style="list-style-type: none"> <input type="checkbox"/> Change Management versus Change Leadership: What's the Difference? <input type="checkbox"/> Making a Difference: How to Advocate for the Change You Want <input type="checkbox"/> Cultivating a Growth Mindset <input type="checkbox"/> Book Recommendation: <i>Immunity to Change</i> by Robert Kegan and Lisa Laskow Lahey 	<ul style="list-style-type: none"> <input type="checkbox"/> Change Leadership <input type="checkbox"/> Leading with Stability during Times of Change and Disruption <input type="checkbox"/> How Neuroscience Can Aid Collaborative Leadership <input type="checkbox"/> Creating a Culture of Change 	<ul style="list-style-type: none"> <input type="checkbox"/> February 2025 OpCo Leader Lab Material - Change Leadership <input type="checkbox"/> Managing resistance to change <input type="checkbox"/> Change Readiness for Leaders, Teams, and Organizations <input type="checkbox"/> Why we can't stay there (a case for change)
20%: Coaching, Mentoring, Peer Learning		70%: On-the-Job Experiences
<ul style="list-style-type: none"> • Get insights from mentors or peers about the successes and challenges they have faced in managing change. • Get feedback from peers about your ability to work through change and/or lead change. • Work with a coach to identify areas for growth, such as managing resistance, communicating with influence. • Shadow peers that are leading change. • Part of being a great change leader is sharing a vision for the change. Practice sharing your vision for the change you are leading with a mentor or peer to get feedback. • Another best practice is to give the team choices in the change and to actively get the team's input throughout the change - brainstorm these opportunities with a mentor or peer. • Consider engaging with a coach or mentor to help you navigate change. Discuss pitfalls to avoid, best practices to lean into. 		<ul style="list-style-type: none"> • Find an opportunity to lead a small change project. You will gain hands-on experience in planning and executing change. • Look for ways to engage stakeholders as you are planning a change. This builds trust and prepares you to handle resistance effectively. • Join an effort to develop and deliver communication. Learn to make it clear, supportive and purpose-driven. • Take time to reflect with your team and learn after a change is implemented. Identify things that worked well and opportunities to improve for next time, both for the leader and the team. • Seek out changes within the team's control - proactively challenge the team to experiment and try new ways of doing their work. • Check in regularly with teammates on how they are doing during a change effort. Try to find out where they are struggling and use the check-in as an opportunity to learn and grow.

The above links work for North America. The International team will have a different version with Workday LMS links. For feedback on this or other iDP suggestions, contact [Shannon Swanson](#) (North America) or [Anais Fadli](#) (International).