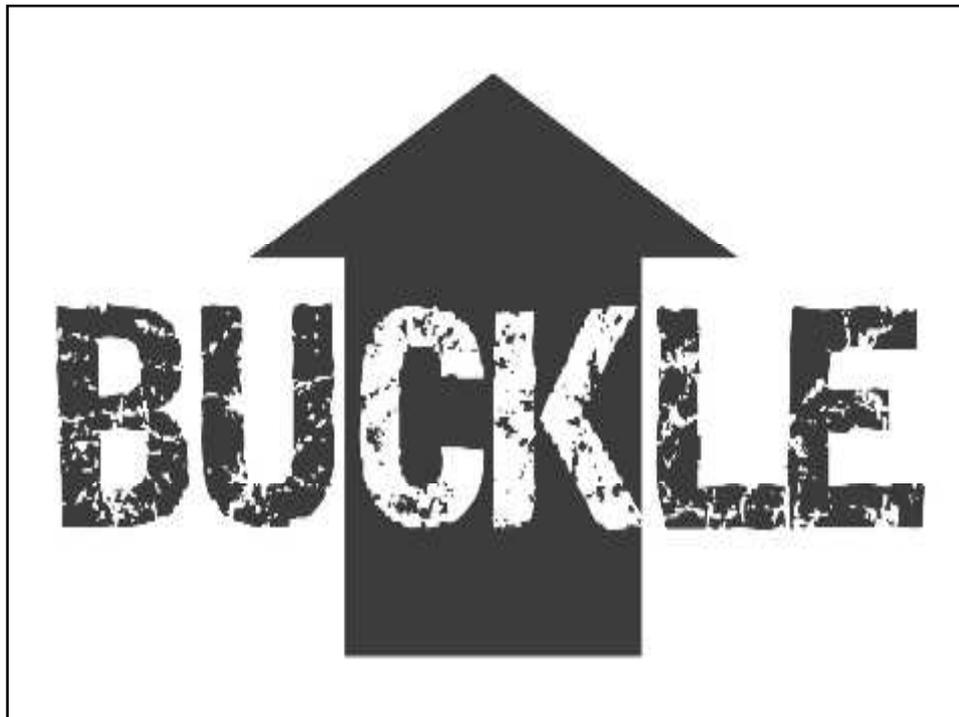
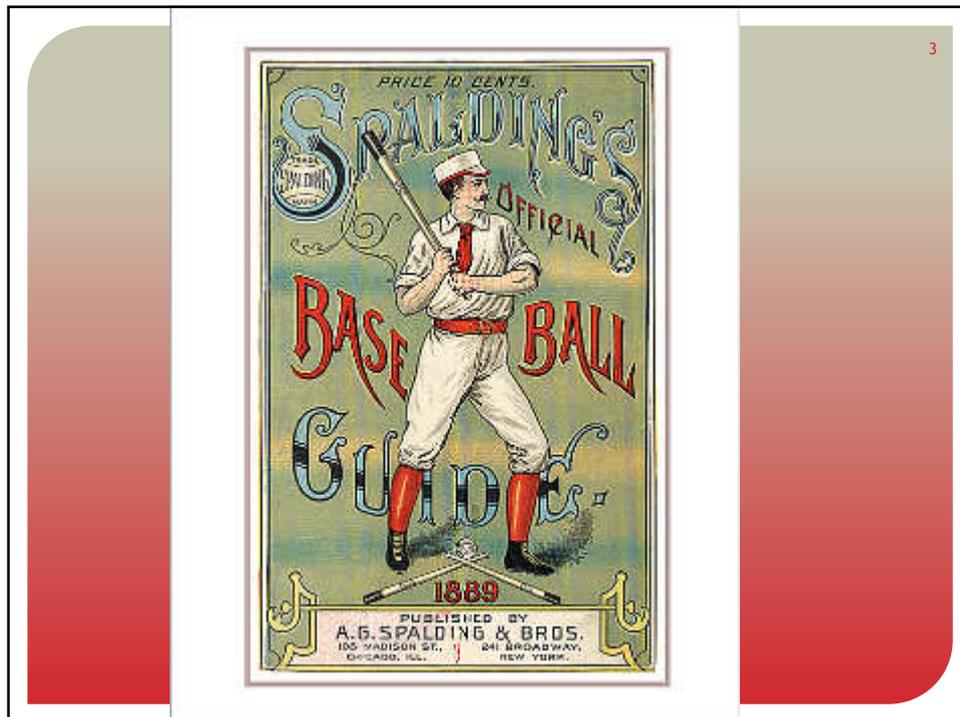


Changing using LTAD
Leading LTAD Integration in Organizations

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You can't
change this
game

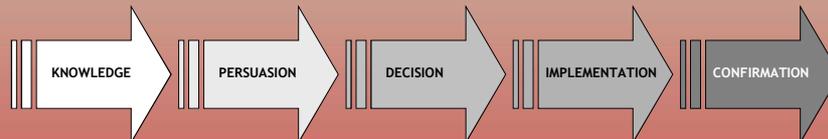


“People resist change”...
So why do we adopt the new?

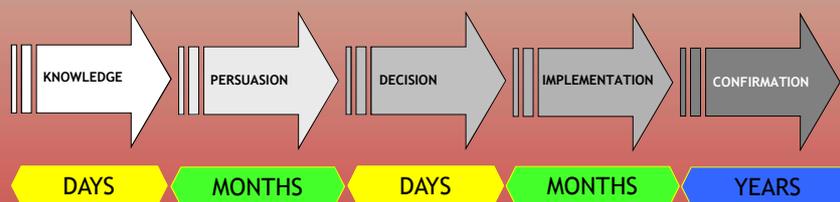


...why do we sometimes resist change bitterly,
and other times embrace it ?

Adopting innovation: a simplified process model



And this might be the time frame:

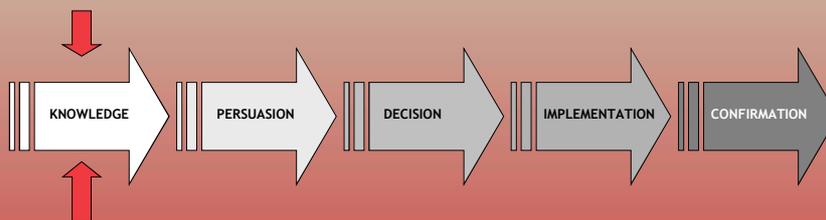


Adopting the new is a journey

- Both individuals and organizations follow a process when they adopt an innovation: and LTAD is an innovation. It's similar to athletes moving through LTAD stages: you can only do what you are ready and able to do.
- Individuals and organizations (NSOs, PSOs, Clubs) may move at different speeds. This raises coordination challenges.
- The process is likely to be non-linear, have long time lags, and be somewhat unpredictable.
- Emotion (fear, anger) and bias are likely to play a role.
- We can harness early adopters to help: we often think of them as "Champions" of the cause.
- When we work with organizations, we have to leverage the energy of champions while respecting the attitudes of the others.
- It's a process: as facilitators we are like border collies managing a herd, helping the leaders stay on track and circling back to encourage the laggards.

Knowledge/awareness stage

We usually stop here! It takes more than a presentation!



Levels:

- basic awareness
- deep: how does it work?
- deeper: how can I expand upon it? (principles)

Approaches: They need...

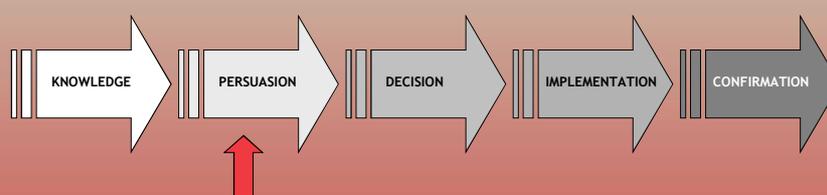
- mass communication
- seminars, workshops
- build networks

The first guy
through the wall
always get's
bloodied

Ideas for LTAD facilitators: Knowledge Stage

- Some (usually the early adopters or Champions) will “get it” first- they can help if you engage them.
- Stages within the stage:
 - What is LTAD? (basic awareness- “LTAD 101”)
 - How does it work? (theory, science)
 - How can I use it? (examples from other sports)
- Make the range of information available so people can find what they need at their own pace- remember showing “LTAD 101” to the whole group will bore early adopters while irritating laggards.

Persuasion stage



Questions: They ask...

- favourable or unfavourable?
- would it work for us?
- who else *like us* is using it?

Approaches: They rely on...

- personal communication
- trusted networks
- facilitator

Ideas for LTAD facilitators: Persuasion Stage

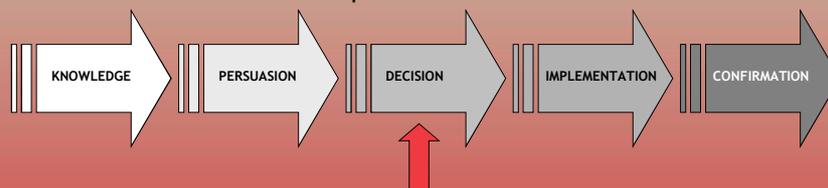
- Your job just changed!
 - Stop giving information;
 - Start linking your decision-makers (who might be early, middle, late adopters or laggards) to peers for support;
 - Plug them into a network of peers and experts.
- Why am I linking them to peers?
 - They are skeptical;
 - They want to know if LTAD will work for “people like them”;
 - Other sports’ Tech Directors, CEOs, etc are references - point them to peers who will be favorable/supportive.

You have to be
willing to be
misunderstood

Decision stage

Approaches: They rely on...

- personal communication
- change agent/facilitator support
- promise of resources to assist



They ask...

- Relative advantage: how will this be better than that (or inaction)?
- Compatibility: is it like what we already do?
- Complexity: how easy is it to adopt?
- Trialability: can we try it before we plunge in?
- Observability: will we know it is working? How soon?

Ideas for LTAD facilitators: Decision Stage

- Your job changed again!
 - Pull back to a supporter role
 - Decision-makers need to digest, weigh, debate...there are risks for them so they may think carefully about many variables
 - They have to come to decision to go ahead by themselves
 - Other “crises” may divert their attention and delay decision.
- Support them as they consider:
 - Relative advantage: what will they win/lose by changing?
 - Compatibility: how big a shift is this? (Bigger = scary)
 - Complexity: how easy is it to adopt? (Start small for now)
 - Trialability: can we try it before we plunge in? (Pilot projects)
 - Observability: How do we know it is working? (Experience of peers may help; use clear simple examples)

Motivation:

“People don’t want to buy a quarter-inch drill. They want a quarter-inch hole!”
- Theodore Levitt



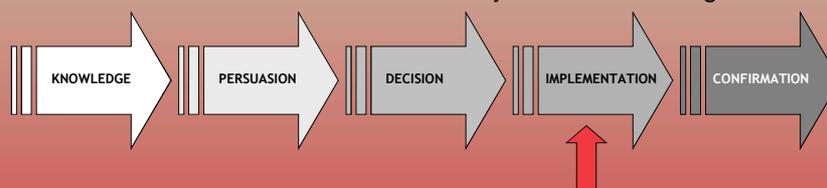
Demonstrate how LTAD is a solution to existing problems.

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Implementation

Approaches: They need...

- support: expertise (networking, consultant)
- support: financial, human
- confidence: overcome objections & challenges

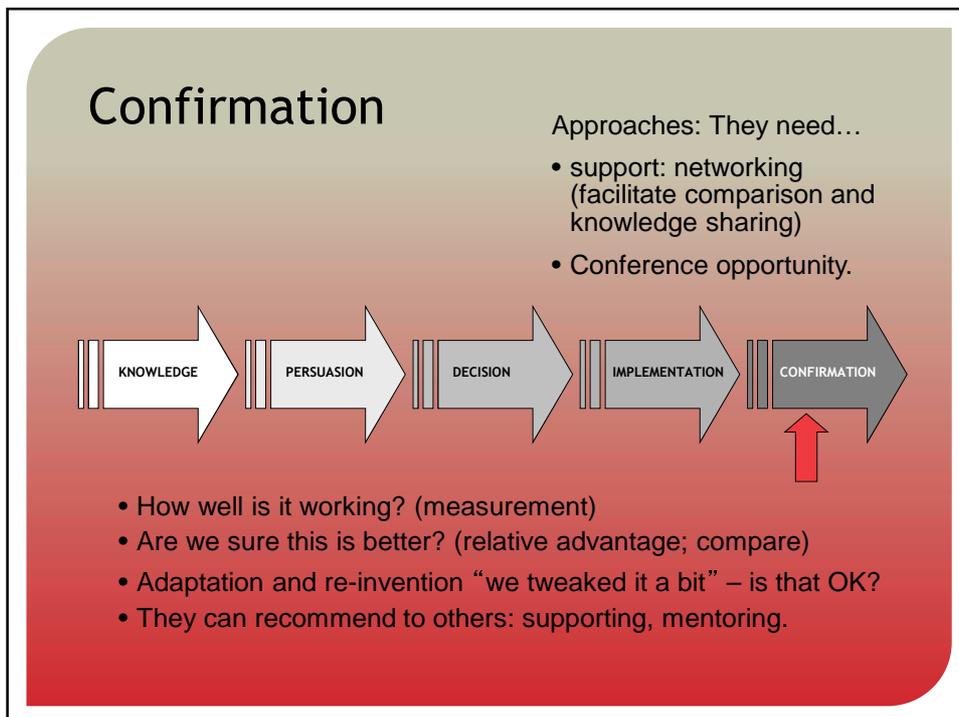
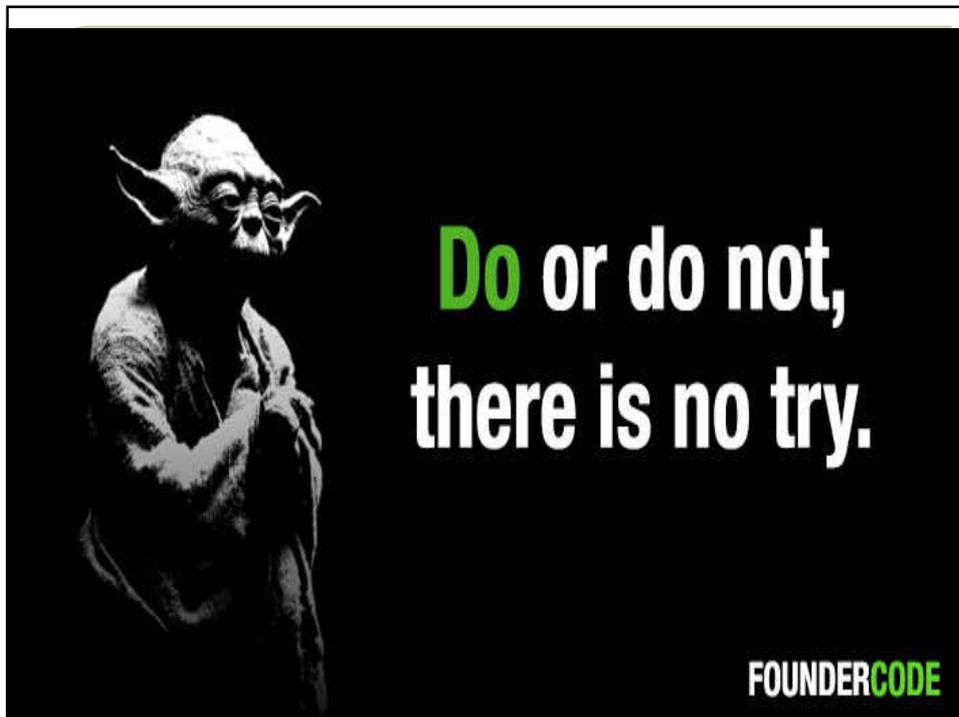


- Where do we get the resources to do this? (strategic concern)
- How do we bring this in? (strategic concern)
- How do we support and reinforce it? (operational concern)
- How do we know it's working? (measurement concern)

There may be a long time lag in this phase

Ideas for LTAD facilitators: Implementation Stage

- You guessed it: your job changed yet again!
 - You probably thought you were going to start at this stage, right?
 - Move to the fore again: now that they have made their decision, you are here to lead the planning "this is how we do it"
 - They should be energized and excited- but some skeptics remain!
- This is the "roll up our sleeves stage"
 - What's our first step or first project?
 - Who will lead? Who needs to be on side? Communication?
 - Where's the money coming from? (Help is critical here- there needs to be a carrot!)
 - Evaluation plan: set them up to succeed- SMART parameters



Ideas for LTAD facilitators: Confirmation Stage

- This is the “one year follow up visit”
 - They will analyze and reflect on what worked/didn't work
 - They will decide to keep going, make improvements, or abandon the change altogether
- This is where the network is so important
 - Share stories, “call a friend”, see what worked for others
 - Sense of momentum- “everyone else is staying the course” “we can use the lessons to make it better in Year 2”
 - Again, financial support is key: “We have to keep going and there is going to be help for us to do so.”

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Celebrate
SUCCESS

Summary : Ideas for LTAD facilitators

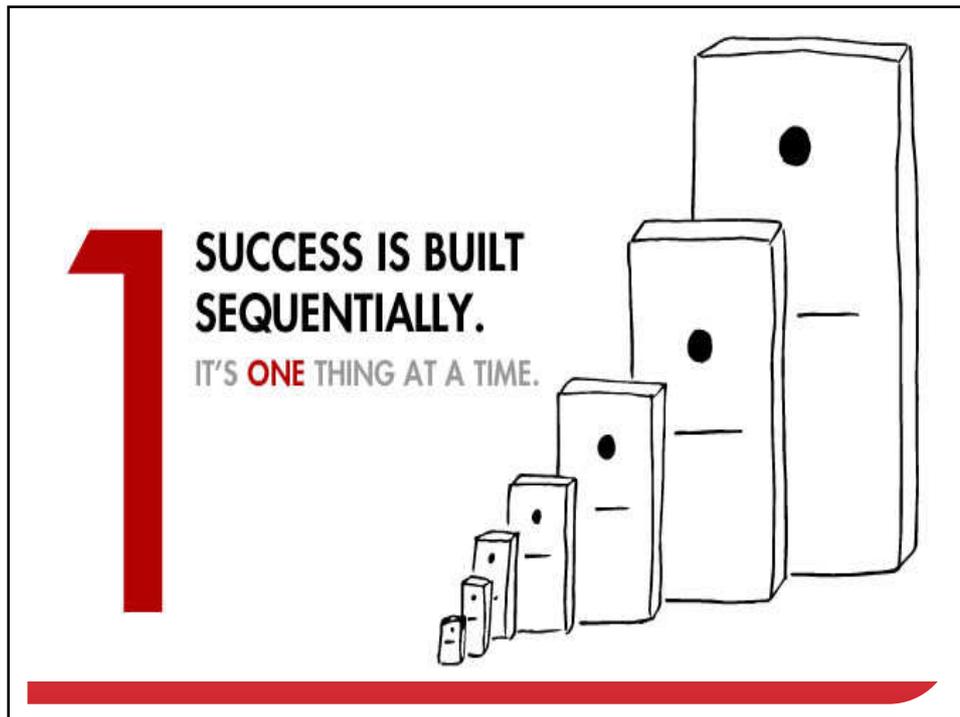
- You never start at “implementation”
- Respect personal “types” (e.g. early adopters) and use them to the organization’s advantage
 - Early adopters = champions
 - Late majority = skeptics = “sober analytical thinkers”
- Your job changes, stage-by-stage
- Leading from the front, putting them in touch with respected peers, building networks, assuring them the resources (\$) will be there, cheerleading are all key at different times
- And...the process isn’t as simple or linear as this presentation makes it seem!

PERSPECTIVE

Strength lies in differences, not in similarities



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Do a little a lot, not a lot a little

You don't have to be good to start but
you have to start to be good



To get what you have never had, you
have to do something you have never
done before



Sometimes the light at the end of
the tunnel is a train



You can't
change this
game





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For more information:

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