



LAMDA Solutions

LEADERSHIP AND MANAGEMENT DEVELOPMENT ASSOCIATION

The LAMDA Leadership Newsletter

Month 6: Making Change Last

Why doesn't change stick?

Over the past month, we've explored a question that sits beneath almost every attempt to improve an organisation:

Why do some changes take hold...whilst others slowly disappear?

At first, the problem can look simple.

- > A new process.
- > A new system.
- > A new expectation.
- > A new behaviour.
- > A new way of working.

The change is designed.

- It is communicated.
- People are trained.
- Everyone appears to understand.
- And yet, a few weeks or months later...

The old behaviours return, the new process is dropped...
...people stop engaging, and it becomes another thing that was tried.



Change doesn't fail because people are incapable of changing, it's because we haven't created the conditions that allows the change to stick.

- Christopher T. Waters, LAMDA

Nothing undermines organisational change as much as the failure to think through the losses people face.

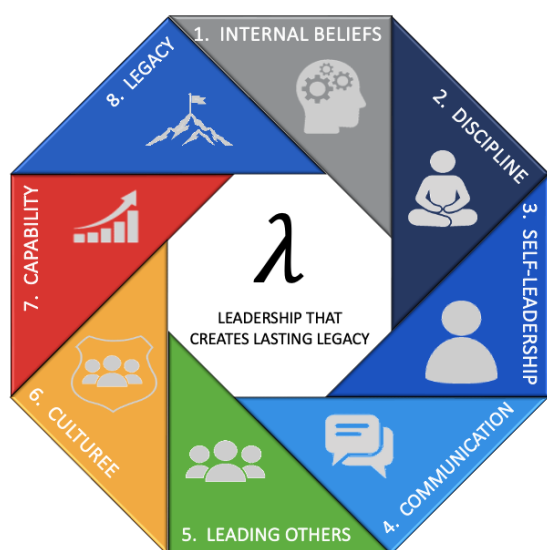
- William Bridges, [Managing Transitions](#)

People don't resist change, they resist being changed.

- Peter Strange, [The Fifth Discipline](#)

But when we look beneath the behaviour, a different picture emerges.

Understanding → Meaning → Motivation → Discipline → Support → Adoption → Ownership → Culture



A change they never really understood.

A reason that never felt meaningful to them.

A new behaviour they weren't given space to learn.

A mistake that made the old way feel safer.

A leader who stopped reinforcing the new way.

Slowly, the pull of the familiar grows.

Between what we intended the change to achieve...

...and what people actually experience.

And eventually, they ask themselves:

"Why should I keep doing this?"

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THIS MONTH'S CENTRAL QUESTION:

"What do I need to change around the change I want...so that it actually sticks?"

Because leadership doesn't mean we can simply introduce a change and it will happen.

We need to understand what happens to that change once it meets real people, real pressures, and a real environment.

The change is experienced through:

- What people believe.
- What motivates them.
- What they understand.
- What they feel safe doing.
- What they are supported to do.
- What we consistently reinforce.
- What their colleagues demonstrate.
- And eventually, what the culture expects.

Over time, these experiences become patterns.

Patterns become expectations.

And expectations become culture.

This month, we've explored five connected questions:

- Why are people resisting?
- What does the change mean to them?
- What do they need, to feel safe enough to move?
- Who will move first?
- What will help others follow?
- What needs to change around the change?
- How do I create an environment where people own it?
- And...how do I make the change something the culture carries?

Changing behaviour is less a matter of giving people analysis to influence their thoughts, than helping them to see a truth to influence their feelings.

- John P. Kotter & Dan S. Cohen, *The Heart of Change*

Valued achievements connect to people at a deeper level, and a deeper level can change behaviour that is generally very difficult to change.

- John P. Kotter & Dan S. Cohen, *The Heart of Change*



EARLY COMMITMENT IS EASY...

SUSTAINED COMMITMENT IS MUCH HARDER!

BECAUSE SUSTAINING CHANGE MEANS CHANGING BEHAVIOURS.

*"I had designed an excellent programme...
...but I hadn't designed the environment around it!"*

That was one of the most important lessons I learnt from the first leadership development programme I ran.

We researched it, created resources, built reflective practice into the programme, provided coaches and mentors, and more than 40 people signed up.

- > The first session was full of energy.
- > The room was buzzing.
- > The feedback was excellent.

It felt like change had begun...

...but by the end, only 12 people committed to the whole programme.

The programme itself wasn't the problem.

- > I had designed the change.
- > I hadn't designed what would help the change survive.

New behaviours must compete with deadlines, pressure, existing habits, and the way things have always been done.

A good initiative doesn't automatically create lasting change.

> **The environment around it does!**

1. Why Do People Resist Change

"We really tried to change..."

It's tempting to describe resistance as a problem with the people.

- > They're reluctant.
- > They're difficult.
- > They're set in their ways.
- > They don't want to change.

But before we decide that people are resisting change, we should ask:

"What are they actually resisting?"

Imagine we tell our team: "We're introducing a new system."

And they ask: "Why?"

We often resort to explaining what the system does, the process, we provide training, we explain the benefits.

- > But this doesn't encourage them to engage.

And we're left asking "Why are they resisting?"



INSTIGATE CHANGE:

ALIGN → MOTIVATE → DISCIPLINE → ENABLE

ALIGN THE CHANGE WITH WHAT MATTERS.

MOTIVATE PEOPLE TO ENGAGE WITH IT.

DISCIPLINE THE BEHAVIOUR THROUGH REPETITION.

ENABLE PEOPLE TO EMBED IT THROUGH THE RIGHT ENVIRONMENT.

» GREAT LEADERS **UNDERSTAND** THE MEMBERS OF THEIR TEAM **INDIVIDUALLY**...
THEY FIND A WAY TO **ALIGN** THEIR VISION WITH THE VALUES OF EACH.

Perhaps we skipped the most important question:

"Why should they want it?"

Well-managed change doesn't have to equal uncertainty.

- Dennis Stolle, JD, PhD

The hardest part of managing change is guiding others through hesitancy and fear of the unknown.

- Debra M. Kawahara, PhD

When people are in environments where they feel they matter, their work has meaning, and they feel psychologically safe, change (and even uncertainty) hit them a lot more softly.

- Dennis Stolle, JD, PhD

Change means different things to different people.

It could mean:

- More work.
- Less certainty.
- Loss of control.
- Threat to competence.
- Disruption.
- Learning something unfamiliar.
- Or simply another initiative that will disappear in 6 months.

But it could also mean:

- Better outcomes.
- Greater autonomy.
- Less wasted time.
- Better service.
- Greater opportunity.
- Development.
- Growth.

People rarely commit to a **what**.
They commit to a **why**.

And this is where change begins to move through the LAMDA Framework.

Internal Beliefs

Our experiences build beliefs about ourselves, other people, and the world around us.

- > Change can challenge those beliefs.

Motivation

Meaning creates the possibility of motivation.

It changes from "what do I need to do?" to "why does this matter to me?"

Discipline

Motivation creates buy-in, discipline creates follow-through.

But sustainable discipline is not forcing ourselves to comply, it is behaviour aligned with something we believe matters.

Self-Leadership

Even motivated and disciplined people need the right conditions.

They need to:

- Experiment.
- Reflect.
- Make mistakes.
- Learn.
- Fail forwards.
- Manage pressure.
- Maintain their wellbeing.

This is why successful change requires three things together:

- > **A well designed change.**
- > **The right environment around the change.**
- > **Time and reinforcement.**

People change when something becomes:

- > **Meaningful enough to motivate.**
- > **Important enough to discipline.**
- > **Supported enough to sustain.**

Eventually the change will become the way we do things...

The greatest danger in times of turbulence is not the turbulence, it is to act with yesterday's logic.

- Peter Drucker

The most important thing in communication is hearing what isn't said.

- Peter Drucker

WHY ARE MY TEAM **RESISTING CHANGE?**



THINK ABOUT YOUR TEAM:

HAVE YOU EXPLAINED **WHY IT MATTERS TO THEM?**

PEOPLE RARELY COMMIT TO A **WHAT...
...THEY COMMIT TO A **WHY!****

We keep a change in place by helping to create a new, supportive, and sufficiently strong organisational culture.

- John P. Kotter & Dan S. Cohen, *The Heart of Change*



IN THE FACE OF **UNCERTAINTY...PEOPLE
NEED TO KNOW:**

WHAT DO WE KNOW?
WHAT DON'T WE KNOW?
WHAT ARE WE DOING?
WHAT HAPPENS NEXT?

2. Psychology of Uncertainty

"How do I lead when I can't remove the uncertainty?"

We all remember the uncertainty of the COVID lockdown.

There was so much we didn't know:

What would happen next?
When would restrictions change?
What would work look like?
What would happen to our people?
What decisions were coming next?

And the most uncomfortable part of it was that the leaders couldn't provide any certainty.

...because they didn't have it themselves.

This is a reality of leadership:

**Sometimes as a leader, we cannot remove the
uncertainty.**

But this doesn't remove the need for leadership, rather it amplifies it.

When people have less knowledge, less control, and less influence over what happens next, uncertainty becomes uncomfortable.

People don't necessarily need every answer.

They need to know:

- > What do we know?
- > What don't we know?
- > What are we doing?
- > What happens next?
- > When will we communicate again?

And they need to trust us as the person navigating the uncertainty with them.

This runs through the LAMDA Framework.

Internal Beliefs

Uncertainty can make us question our beliefs around safety, expectations and what happens next.

- > Discomfort is human.

Motivation

When circumstances change, our priorities can change.

- > Security and existence can become more important than achievement or growth.

Leadership within uncertainty is not about pretending we know everything...

...but creating enough clarity and trust for people to keep moving.

"I don't have every answer yet. But here's what I know. Here's what matters. And we're going to work through the rest together."



INTERNAL BELIEFS

- >> Uncertainty challenges the beliefs that help us feel safe.



MOTIVATION

- >> When certainty disappears, security becomes the priority.



DISCIPLINE

- >> Shared values help us act intentionally when uncertainty makes us react.



SELF

- >> Before leading others through uncertainty, we must first lead ourselves through it.



COMMUNICATION

- >> When information disappears, speculation fills the gaps.



OTHERS

- >> Different people experience the same uncertainty in different ways.



CULTURE

- >> Trust becomes the glue that holds people together when certainty disappears.



DECISION MAKING

- >> The goal isn't to have all the answers, but to help others act without waiting for you.

>> GREAT LEADERS DON'T REMOVE UNCERTAINTY...THEY CREATE THE CLARITY, TRUST, AND CONFIDENCE PEOPLE NEED TO NAVIGATE IT TOGETHER.

Discipline

A shared language creates stability.

We may not know exactly what happens next.

But we can still know:

- > What we stand for.
- > Why decisions are being made.
- > How we will navigate together.

Self-Leadership

Leaders need to notice their own response.

- > What do I know?
- > What am I assuming?
- > What am I feeling?

Because an anxious leader can multiply uncertainty.

Communication

Uncertainty requires more communication, not less.

Silence doesn't stop speculation....it gives speculation space to grow.

Leading Others

Different people need different things.

- > Some need information.
- > Some need reassurance.
- > Some need space.
- > Some need permission to say:

"I'm struggling with this."

3. Building Early Adopters

"How do I get everyone on board?"

Imagine driving along a familiar road.

Ahead, you see a sign:

ROAD CLOSED

Underneath:

ACCESS ONLY

But there's no explanation.

- > No alternative route.
- > No indication of where the road is closed.
- > No indication of when.
- > No explanation of why.

Most people keep on driving.

One person turns around.

Why?

- > Perhaps they have more time.
- > Perhaps they know another route.
- > Perhaps they trust the alternative.
- > Or perhaps they're more comfortable trying something different.



Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

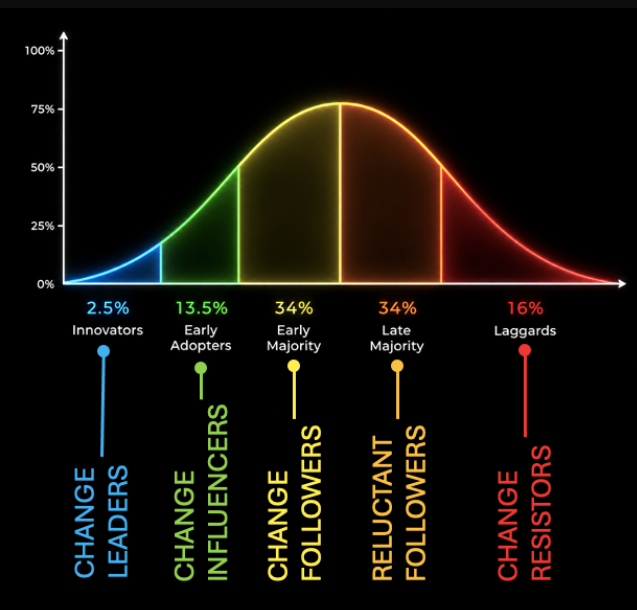
- John P. Cotter, [Leading Change](#)

Leadership is lifting a person's vision to higher sights.

- [Peter Drucker](#)

Whenever smart and well-intentioned people avoid confronting obstacles, they disempower employees and undermine change.

- [John P. Cotter, Leading Change](#)



Our response to a sudden change isn't necessarily a reflection of our commitment. It is often about:

- Trust.
- Information.
- Risk appetite.
- Confidence.
- Experience.
- And belief in the change.

Our leadership is no different to the road sign!

We often tell people **what** is changing.

> Like the road sign.

But forget to explain:

- > **Where are we going?**
- > **Why are we going there?**
- > **How are we going to get there?**
- > **What does this mean for me?**
- > **Can I trust the new route?**

Early adopters are often the people who turn before they reach the roadblock.

But the goal isn't to find and employ people who we know are willing to change.

It should be to make the alternative route easier to trust than the familiar one.

Internal Beliefs

What does change mean to this person?

Does it feel safe/risky/threatening/exciting?

Motivation

People adopt behaviours that help them move towards something they value.

- > Existence
- > Achievement
- > Influence
- > Growth
- > Affiliation

Discipline

Motivation creates interest.

Discipline creates movement.

Early adopters will often choose the new behaviour before they are forced to.

Self-Leadership

Confidence becomes important.

But confidence isn't necessarily knowing you can already do the thing.

Confidence can be knowing you are free and safe to learn to do it.

Change doesn't spread because everyone is told to do something...it spreads when enough people believe it is worth trying the change.

- [Christopher T. Waters, LAMDA](#)



INTERNAL BELIEFS

» An adopter is someone whose beliefs make a new direction feel possible.



MOTIVATION

» People adopt behaviours which enable what matters to them.



DISCIPLINE

» When a change aligns with their values, it becomes easier to sustain.



SELF

» Confidence isn't knowing they they can successfully do the change...it is feeling free to learn to be able to do it.



COMMUNICATION

» People need to hear the message consistently enough for it to become familiar...so they can see themselves in it.



OTHERS

» Early adopters don't just adopt change themselves...they make it easier for others.



CULTURE

» When enough people experience it as successful, supported and worthwhile...the change reinforces itself.

» IT ALL STARTS BY AN **ENVIRONMENT** WHERE SOMEONE FELT **SAFE ENOUGH** TO START MOVING WITHOUT BEING **PUSHED**.

Give people enough structure to succeed...

...and enough freedom to own the outcome.

- [Christopher T. Waters, LAMDA](#)



YOU NEED TO EXPLORE HOW TO GIVE THEM:

SPACE TO EXPERIMENT

PERMISSION TO MAKE MISTAKES

SUPPORT WHEN THEY NEED IT

RECOGNITION WHEN THEY MAKE PROGRESS

Communication

People need examples, stories, evidence, feedback, repetition...

...they need to see the change becoming familiar.

Leading Others

Adoption spreads through social proof.

One person tries it...it works...

...someone else sees them succeed.

- > "It can work!"
- > "People like me can do it!"
- > "Maybe I can too..."

Culture

Eventually, enough people experience the way new way of working as worthwhile, supported, and successful.

> The change becomes "the way we do things".

The change is started by one person knowing where they are going...and why!

4. Creating Self-Sustaining Change

"How do I make the change stick?"

One of the most important leadership experiences in my own career came when I entered a new team.

Before I arrived, I had already imagined the changes I wanted to make.

But instead of arriving with a list of things to fix, I spent my first ~100 days observing, listening, and learning.

I started with a small change.

- > Partly as an appetite test.
- > Partly as a way of putting my foot in the door.

But mostly because leading a team isn't proving how much we can change...

...it's understanding what actually needs changing!

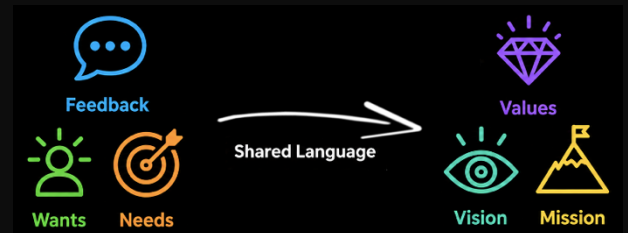
I gathered feedback, listened to what people wanted and what they needed.

Then we established a shared language of:

- Values.
- Vision.
- Mission.

Values I want to lead by

- 1. lead the people not the work.*
- 2. Embrace the talents and interests of those in my team.*
- 3. Always be the leader which I would need in their position.*



You have two eyes, two ears, and one mouth. Look and listen before you speak.

- [Christopher T. Waters, LAMDA](#)

Efficiency is concerned with doing things right. Effectiveness is doing the right things.

- [Peter Drucker](#)

A culture truly changes only when a new way of operating has been shown to succeed over some minimum period of time.

- [John P. Kotter & Dan S. Cohen, The Heart of Change](#)

Without change there is no innovation, creativity, or incentive for improvement.

- [William Pollard](#)



DIFFERENT NEEDS
DIFFERENT STRENGTHS
DIFFERENT APPROACHES
ONE SHARED PURPOSE!

Then I began to bring the wants and needs together with the changes I believed were necessary.

The changes themselves were small.

- > They embraced people's existing skills and talents.
- > They were connected to our shared purpose.

And importantly, the members of my team received what they needed, and as much of what they wanted as possible.

The result wasn't simply that the changes were implemented.

Something more important happened.

> **We collectively owned them!**

The changes became sustainable.

The team didn't need me to keep pushing them.

The change started moving without me.

And that's the difference between implementing change and creating a self-sustaining change.

Internal Beliefs

Understand the beliefs we have of ourselves, of others, and how others see themselves before deciding how to lead them.

Motivation

Understand what makes each person want to move.

Discipline

Don't confuse a different pace with a lack of commitment. Different people have different 'barriers to entry'.

Self-Leadership

Understand your own instincts, as we should not lead everyone how we would prefer to be led.

> We must adapt our leadership before asking others to adapt to us.

Communication

The same message may require different delivery for it to land with each of them in the same way.

Leading Others

Some people need freedom, others need structure.

Some need challenge, others need support first.

Culture

Support people appropriately without compromising shared standards.

> Same standards. Different support.



INTERNAL BELIEFS

» Understand the people before deciding how to lead them.



MOTIVATION

» Understand what makes each person want to move.



DISCIPLINE

» Don't confuse a different pace with a lack of commitment.



SELF

» Adapt your leadership before asking others to adapt.



COMMUNICATION

» Different needs around context, clarity, challenge, and reassurance. Same message...different delivery.



OTHERS

» Make reasonable accommodations; freedom vs structure, challenge vs support.



CULTURE

» Same standards...different support.



DECISION MAKING

» Give people enough structure to succeed...with enough freedom to own it.

» THE GOAL ISN'T DEPENDENCE ON OUR SUPPORT. IT'S INCREASED INDEPENDENCE.

Same **destination**. Same **standards**. Different **routes**.

A good initiative can introduce change. Only the environment around it can make it last.

- Christopher T. Waters, LAMDA

Change doesn't become sustainable when people understand what to do. It becomes sustainable when they understand why it matters, feel able to do it, and have an environment that supports them doing it.

- Christopher T. Waters, LAMDA

Our 12 LAMDA Leadership Insights

Insight 1 – Meaning:

- People rarely commit to a change simply because they understand it. They commit when they understand why it matters.

Insight 2 – Environment:

- A good initiative doesn't create lasting change. The environment around it does.

Insight 3 – Discipline:

- Motivation creates buy-in. Discipline creates follow-through.

Insight 4 – Uncertainty:

- Uncertainty doesn't diminish the need for leadership. It amplifies it.

Insight 5 – Communication:

- Sometimes clarity isn't knowing the outcome. It's knowing where you currently stand.

Insight 6 – Adoption:

- Change doesn't spread when everyone is told to move. It spreads when enough people believe it's worth trying.

The LAMDA Diagnostic

The LAMDA Integrated Leadership Framework allows us to trace change back towards its underlying causes.

A team may appear resistant.

> But perhaps they don't understand why the change matters.

A person may appear disengaged.

> But perhaps the environment has not supported sustained behaviour.

Someone may appear reluctant to adopt.

> But perhaps they don't yet trust the new route.

A leader may believe their team lacks confidence.

> But perhaps they haven't created enough safety to experiment.

A change may have appeared to have failed.

> But perhaps the environment around the change was never designed to sustain it.

INTERNAL BELIEFS

> What do people believe about themselves, others, and the change because of their experiences?

MOTIVATION

> Why does this change matter to them?

DISCIPLINE

> What behaviours will turn from intention into sustained action?

SELF

> What assumptions, pressures, and instincts am I bringing to the change?

COMMUNICATION

> What are they hearing, understanding and experiencing?

OTHERS

> What does each individual need to confidently move?

CULTURE

> What patterns are our repeated behaviours creating?

DECISION MAKING

> What do our decisions teach people about what matters?

CAPABILITY

> Are we developing people's ability to carry the change?

SUCCESSION

> Who is becoming more capable because of the change?

LEGACY

The behaviour we see today is often the visible end of a much longer leadership process.



INTERNAL BELIEFS



MOTIVATION



DISCIPLINE



SELF



COMMUNICATION



OTHERS



CULTURE



DECISION MAKING



CAPABILITY



SUCCESSION



LEGACY

UNDERSTAND → CONNECT → COMMUNICATE → SUPPORT → ADOPT → OWN → EMBED → SUSTAIN

Our 12 LAMDA Leadership Insights

Insight 7 – Confidence:

- Confidence isn't knowing you can already do the thing. It is feeling free and safe to learn to do it.

Insight 8 – Individual Leadership:

- The same change can require different routes for different people without changing the destination or the standard.

Insight 9 – Ownership:

- Sustainable change begins when people stop waiting for the leader to carry it.

Insight 10 – Capability:

- Every problem a leader solves teaches the team something. The question is whether it teaches them how to solve the next problem.

Insight 11 – Culture:

- A change becomes sustainable when the culture reinforces it without us having to continually push it.

Insight 12 – Legacy:

- The test of a change isn't what happens whilst we're present. It's what continues when we're not there to influence it.

The Leadership Question

Perhaps the most important lesson from this month is that leaders often focus too heavily on the change itself.

We ask:

“How do I introduce this?”

“How do I communicate this?”

“How do I get people on board?”

“How do I make them do it?”

But perhaps the deeper question is:

“What kind of environment do I need to create for people to own the change?”

Because ownership requires more than instruction.

Ownership requires:

- Meaning.
- Clarity.
- Trust.
- Challenge.
- Support.
- Space to experiment.
- Time to learn.
- Consistency.
- Reinforcement.
- And eventually, independence.

Our role as a leader changes throughout the process.

At first:

We carry the change.

Then:

We support people carrying the change.

Eventually:

The culture carries the change.

And that is when leadership has created something sustainable.



Start with a Conversation. Lead with Curiosity.



Choose – choose 1 change you're introducing, and 3 people.
Not a new Change, one being Implemented.



Ask – ask open, meaningful questions.
Create Space for Honesty.



Listen – listen fully without interrupting or preparing a response.
Seek to Understand.



Reflect – take time to reflect on what you heard.
Look for Patterns, Not Just Problems.



Understand – not every gap can be closed, not every expectation can be fulfilled.
But they can be understood.



Act with Intent – use understanding to have honest conversations about what happens next.
Clarity Builds Trust. Trust Builds Retention.

When we understand our people, we create the foundation for real engagement, growth, and retention.

Your Leadership Challenge

This week, choose **one change** you are currently trying to introduce.

> Don't ask your team whether they support it.

Instead, sit down with three people and ask:

- **Why do you think we're making this change?**

Then:

- **What does this change mean for you?**
- **What feels clear?**
- **What feels unclear?**
- **What concerns you?**
- **What would make you more confident trying it?**
- **What support would help?**
- **What would make this change worth owning?**

And finally:

"What do you think I need to change about the environment around this change?"

Then listen.

> Don't defend.

> Don't explain.

> Don't immediately solve.

Just listen.

Because you may discover that the resistance isn't to the destination.

It may be to the route.

- > Or the uncertainty.
- > Or the lack of support.
- > Or the meaning.
- > Or an experience from a previous change that taught them not to trust this one.

Not every concern can be removed.

Not every route can be changed.

But they can be understood.

And once we understand them...

...we can begin creating the conditions for ownership.

Remember

When change fails to stick, the visible behaviour is rarely the beginning of the story.

It is often the result of everything that came before it.

This all starts with understanding ourselves:

- > Our beliefs.
- > Our motivations.
- > Our assumptions.
- > Our reactions.
- > Our habits.

MAKE CHANGE LAST

Understand – understand what people believe, value, and experience.

Without preconceptions or bias.

Connect – connect the change to something meaningful.

Link it to what drives their intentions and actions.

Communicate – make the destination, purpose, and route clear.

Use a shared language grounded in shared values, vision, and mission.

Support – create the conditions for people to experiment, learn, and adapt.

Provide the freedom to fail forwards, free of judgement.

Adopt – find the people willing to try the new route and learn from their experience.

Celebrate and reward early adoption.

Own – gradually transfer responsibility for the change to the people who live with it.

Empower the team with the change.

Embed – reinforce the behaviour through culture, standards, and everyday decisions.

Make it easier to live the change than against the change.

Sustain – step back...if the change can continue without you pushing it...it's now part of the way you do things.

People rarely commit to a what.
They commit to a why.

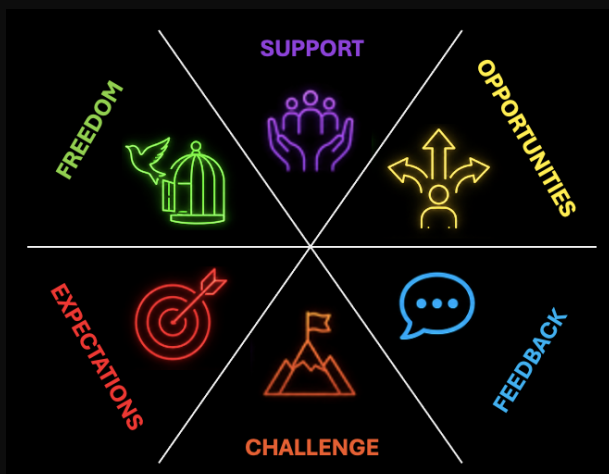
- [Christopher T. Waters, LAMDA](#)

The goal isn't to make people follow the change. It's to create the environment where they can own it.

- [Christopher T. Waters, LAMDA](#)

Confidence isn't knowing you can do the thing. It's feeling free and safe enough to learn how.

- [Christopher T. Waters, LAMDA](#)



From there, communication becomes the bridge between our intentions and another person's experience.

Then comes the environment we create.

- > The challenge.
- > The support.
- > The freedom.
- > The expectations.
- > The feedback.
- > The opportunities to experiment.

And eventually, the culture begins to carry what we started.

The LAMDA Leadership Reflection

At the beginning of this newsletter, we asked:

“Why doesn’t change stick?”

Perhaps the better question is:

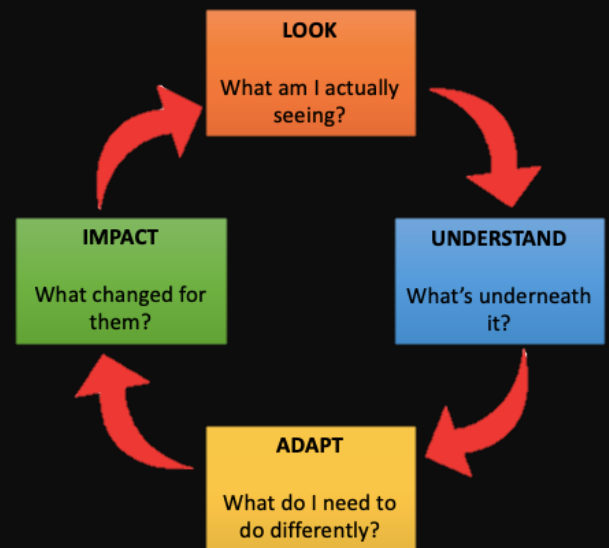
“What am I doing around the change that determines whether it survives?”

Because change isn't simply something we introduce.

It is something people experience.

And those experiences shape:

- > Beliefs.
- > Motivation.
- > Discipline.
- > Confidence.
- > Behaviour.
- > Ownership.
- > Culture.



What are my people learning about the approach to change from me?

- > Not what do I tell them to change.
- > Not what do I expect them to be doing.

But how does my approach to sharing the rationale behind the change speak to them?



Change is truly **embedded** when the **behaviour** continues because people **understand why** it matters...

...not because the **leader** is still standing there **asking** them to **do it**!



The challenge for every leader is therefore not simply to ask:

“How do I get my people to change?”

It is to ask:

“What kind of environment would make people want to own the change?”

That starts with us.

It starts with how we lead ourselves.

It continues through how we communicate and lead others.

It develops through the culture we create.

And ultimately, it becomes part of the legacy we leave behind.

Because the greatest sign that change has worked isn't that people can repeat what you taught them.

It is that they no longer need you to remind them.

The LAMDA Integrated Leadership Framework

The LAMDA Integrated Leadership Framework provides a connected pathway for developing leadership at every level:

Lead Yourself → Lead Others → Lead a Legacy

Leadership develops from the inside out.

We begin by understanding ourselves:

- Internal beliefs.
- Motivation.
- Discipline.
- Emotional regulation.
- Self-awareness.

We then use that awareness to lead others:

- Communication.
- Trust.
- Relationships.
- Challenge and support.
- Capability.
- Ownership.

And ultimately, we create something that extends beyond ourselves:

- Culture.
- Decision making.
- Succession.
- Independence.
- Shared standards.
- Legacy.

The LAMDA Integrated Leadership Framework Self-Reflection:

Discipline: What might my people currently believe about change because of their previous experiences?

Motivation: Why does this change matter to each person?

Discipline: What behaviours need to become consistent for this change to succeed?

Self: What assumptions or instincts might I be bringing into the change?

Communication: What are people actually hearing, understanding, and experiencing?

Others: What does each person need from me to confidently move?

Culture: What are my repeated behaviours teaching people to expect?

Decision Making: What are my decisions reinforcing about what matters?

Capability: Where am I still carrying something my team could learn to own?

Succession: Who is becoming more capable because I am leading this change?

Legacy: If I stopped pushing tomorrow, what would continue because of me?

Because leadership isn't simply about pushing through changes.

It's about creating the conditions in which people can become capable of carrying it.

And perhaps the greatest test of our leadership is not what happens whilst we're in the room...

...but what happens when we're not.

If you disappeared tomorrow, what would continue because of the way you led today?

And if you stepped away...

What would stop being done first?



Partner with LAMDA Solutions

At LAMDA Solutions, we work with organisations and individuals to develop confident, capable middle leaders who can drive performance and shape culture.

Through leadership coaching, workshops, and leadership development programmes, we help leaders move beyond simply introducing change...

...and towards building the capability, culture, and ownership that makes change sustainable.

If you'd like to explore what this could look like within your organisation, reach out via LinkedIn or contact LAMDA Solutions.

The conversation starts with a question.