

## Coaching through Complex Change

### *Part 3: Continued Use of the Knoster Model*



***“Great coaches create the right conditions to awaken the potential within a person.”***

*-Adapted from Trust & Inspire<sup>1</sup>, Stephen M. R. Covey*

In the Texas Panhandle, we have grass native to the area called buffalo grass. It is not the thick, green grass you see planted in the parks. It is not the soft, green grass that people seek to plant in their backyards.

But, it IS the grass gifted to this area - and for good reason.

Buffalo grass survives.

It can survive the severe heat in the Panhandle, with temperatures over 100 degrees many days in the summer. It can survive the drought the Panhandle so often lives in for months, and even years, on end. The winters here often bring snow, ice and weeks of freezing temperatures, but the buffalo grass lies patiently in wait for spring to arrive.

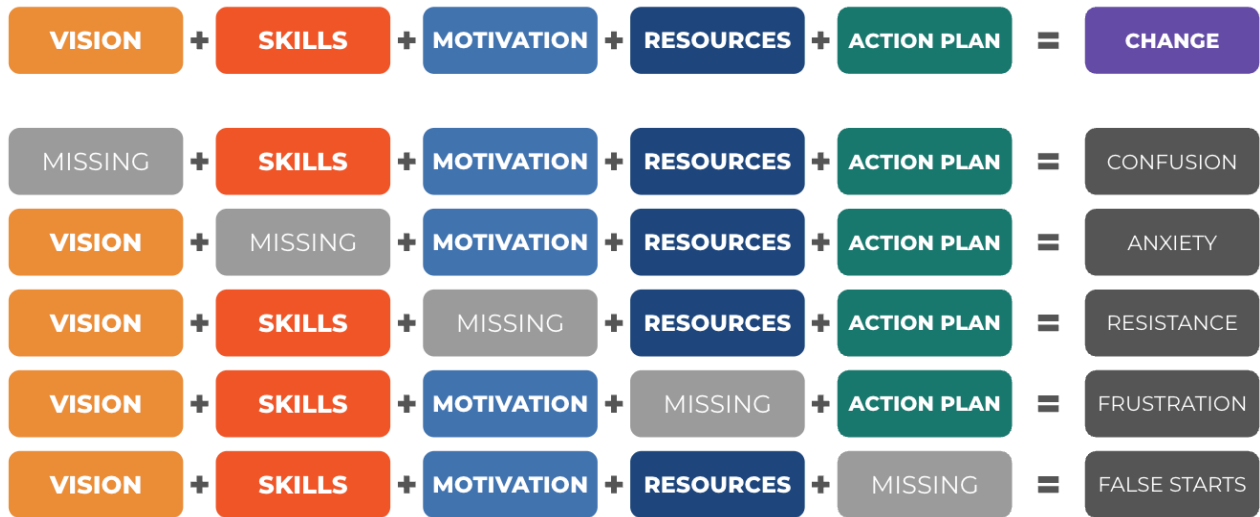
Then, with just a little bit of rain and the warmth of the sun, the landscape changes quickly and intensely. With the right conditions, the buffalo grass flourishes!

**Leaders are a lot like that.** They each have greatness inside, though sometimes it is as dormant as the buffalo grass in the winter... **until it is drawn out. Then they flourish.**

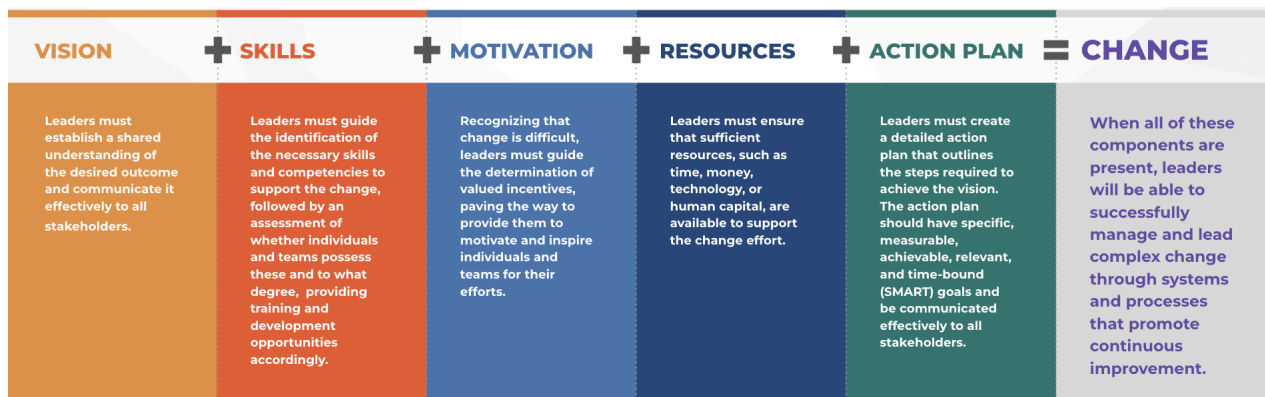
As executive coaches, we have the opportunity to draw that greatness out.

As presented in the Impact Insights, Part 1 and 2 of “Coaching through Complex Change,” the **Knoster Model**, developed in the early 1990s by Hendrik Knoster, is a five-stage model that provides a structured approach to managing change, offering a systematic way to deal with the challenges or obstructions associated with change.<sup>2</sup>

### The Knoster Model Complex Change Matrix



In Part 2, we explored possible questions for the first two components, vision and skills, that we might use to draw out, inspire, or develop “systems-level thinking” within leaders. Today, let’s take a look at the next three components: motivation, resources and action plan.



## Motivation

***Recognizing that change is difficult, leaders must guide the determination of valued incentives, paving the way to provide them to motivate and inspire individuals and teams for their efforts.***

The following coaching questions aim to serve as a guide to coach an executive leader through consideration of the element of “motivation.”

- **Understanding Motivation**
  - What motivates you personally to pursue this change initiative?
  - How might you gauge the motivations of your team and stakeholders regarding this change?
  - What intrinsic and extrinsic motivators might you leverage to drive commitment?
- **Enhancing Motivation**
  - How might you inspire and engage your team to be encouraged throughout the change?
  - What recognition and reward systems might you consider to impact stakeholder motivation and the sustainability of the change?
  - How might you address and manage any fears or concerns that may demotivate your team or stakeholders?
- **Sustaining Motivation**
  - What strategies have you successfully used in the past to sustain motivation throughout the change process?
  - What barriers do you anticipate and how might you overcome those in advance?
  - How do you envision adapting your motivational strategies based on feedback and changing circumstances?

## Resources

***Leaders must ensure that sufficient resources, such as time, money, technology, or human capital, are available to support the change effort.***

The following coaching questions aim to serve as a guide to coach an executive leader through consideration of the element of “resources.”

- **Identifying Resources**
  - What resources are essential for this change initiative to be successful?
  - How do the current resources of the organization align with these needs?
  - What additional resources will you need to secure?
- **Allocating Resources**
  - How might you prioritize and allocate resources to ensure the success of the change initiative?
  - What criteria might you use to make resource allocation decisions?
  - How might you manage any resource constraints or limitations?

- **Optimizing Resources**

- How might you ensure that resources are used efficiently and effectively?
- What monitoring and evaluation mechanisms might you put in place to track resource utilization?
- How might you adjust resource allocation based on progress and changing needs?

## Action Plan

***Leaders must create a detailed action plan that outlines the steps required to achieve the vision. The action plan should have specific, measurable, achievable, relevant and time-bound (SMART) goals and be communicated effectively to all stakeholders.***

The following coaching questions aim to serve as a guide to coach an executive leader through consideration of the element of the “action plan.”

- **Developing the Action Plan**

- What specific actions and steps are necessary to achieve the vision of the change initiative?
- How might you sequence these actions to ensure a logical and coherent change initiative?
- What timelines and milestones might you establish for each phase of the action plan?

- **Implementing the Action Plan**

- How might you effectively communicate the action plan to your team and stakeholders?
- What roles and responsibilities might you assign to ensure effective implementation? Who will “own” each critical action?
- How might you monitor progress and address deviations from the plan?

- **Evaluating the Action Plan**

- How might you measure the success of the action plan?
  - What might be the leading measures that influence the lagging measures?
- What feedback mechanisms will you use to gather input from your team and stakeholders?
- How will you make adjustments to the action plan based on feedback and outcomes?

We are hopeful that this question bank, aligned to the model, supports you as you guide leaders through leading complex change initiatives.

**“Great coaches recognize that the power is in the seed. They curate conditions in which a person can flourish.”<sup>1</sup>**

...exactly like the rain and the sunlight that enable the buffalo grass to flourish.





*A good coach can change a moment.  
A great coach can change a life.*

**Citations:**

1. R., C. S. M., Kasperson, D., Covey, M; Judd, G. T. (2023). Trust & Inspire: How truly great leaders unleash greatness in others. Simon & Schuster Paperbacks.
2. <https://agilityportal.io/blog/knooster-model-for-change>