

Leading Change


*Strategies for Introducing Innovation
and Managing the Chaos of Change*



With Jeff Russell of
Russell Consulting, Inc.

Do people resist change??





People don't resist
change as much as they
resist *being* changed!

People CRAVE Change!

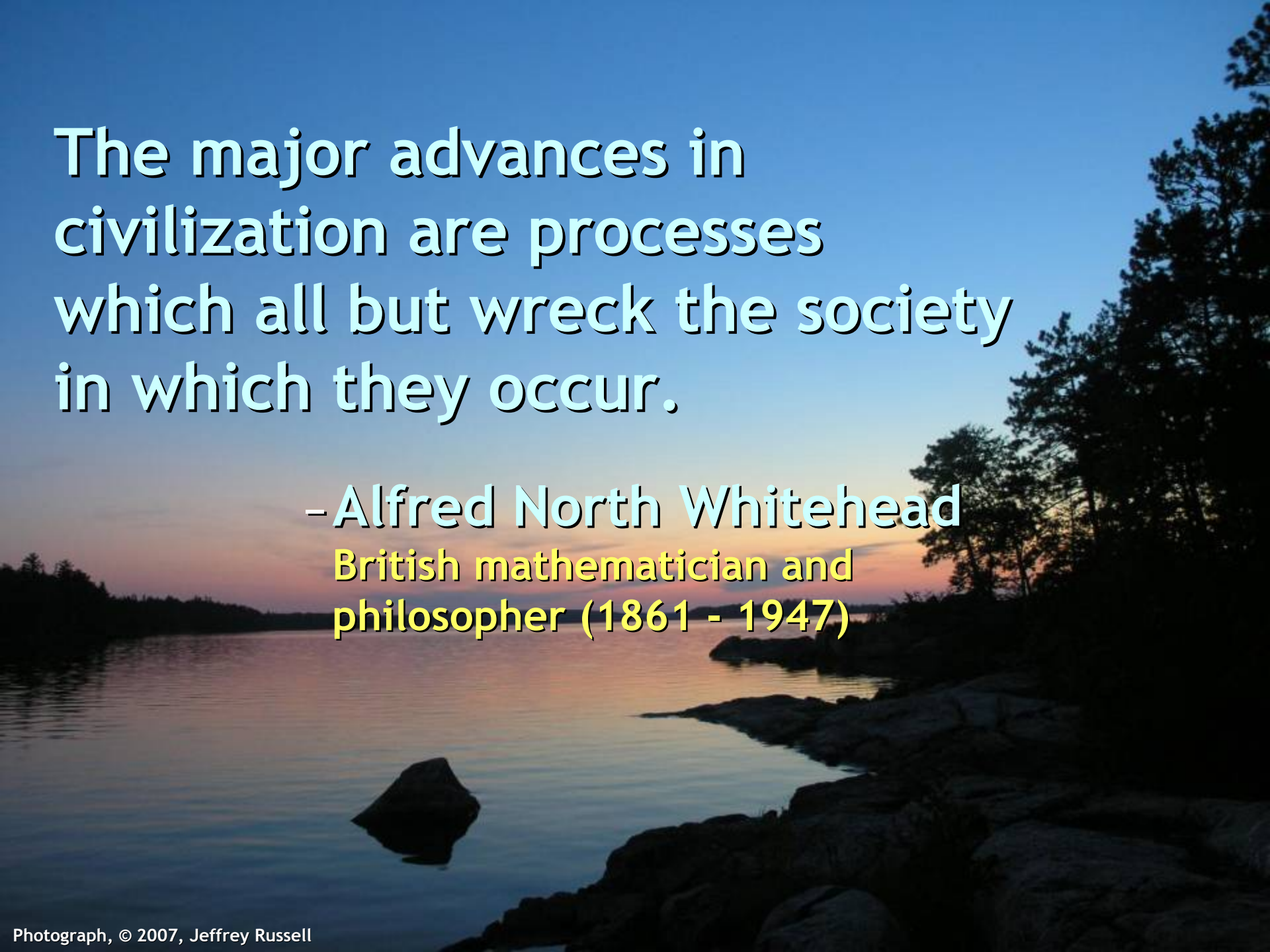
- Change is an *extraordinarily* natural and normal practice that people routinely embrace . . . on their own terms!
- When people are in the *driver's seat* of change, seeking out learning, opportunity, and growth, they usually view change as their *ally* to and a *wellspring* of their personal success.

Imagine a world without change . . .

- You live in the same house with the same family next to the same annoying neighbors
- You never read another book
- Your children *never* grow up — or (worse) they *never* leave home!
- You eat the same meal at the same restaurant with the same rude waiter for the rest of your life
- You do the same work every day at a job that is forever the same for a boss who is always cross
- You never visit a foreign country
- You never marry . . . or never divorce
- You never see a blazing scarlet sunset
- You never experience awe, wonder, or joy!

It's usually not change that people resist, but **how** organizations manage it!

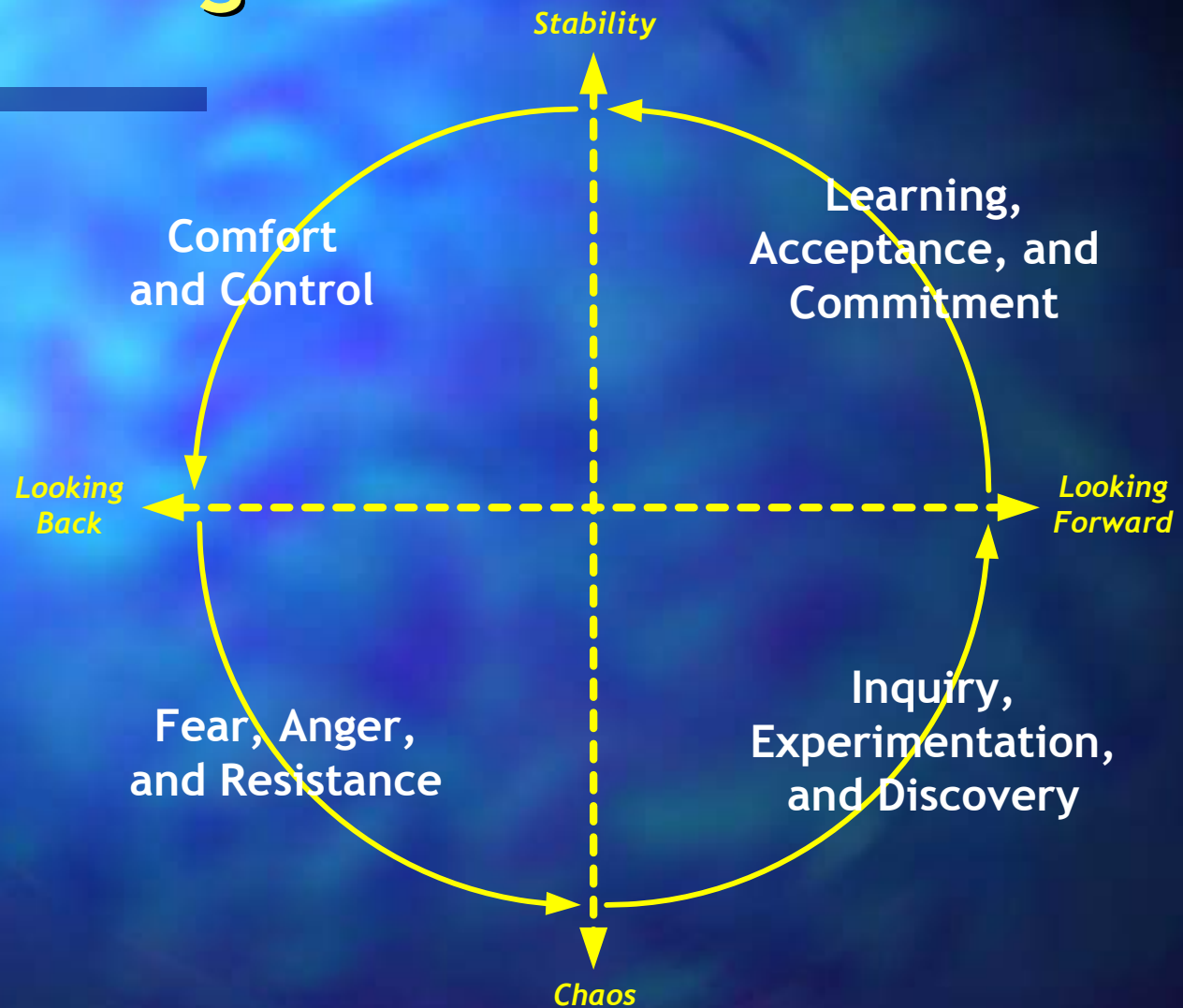




The major advances in civilization are processes which all but wreck the society in which they occur.

- Alfred North Whitehead
British mathematician and
philosopher (1861 - 1947)

The Journey Through Change



Characteristics of Comfort & Control

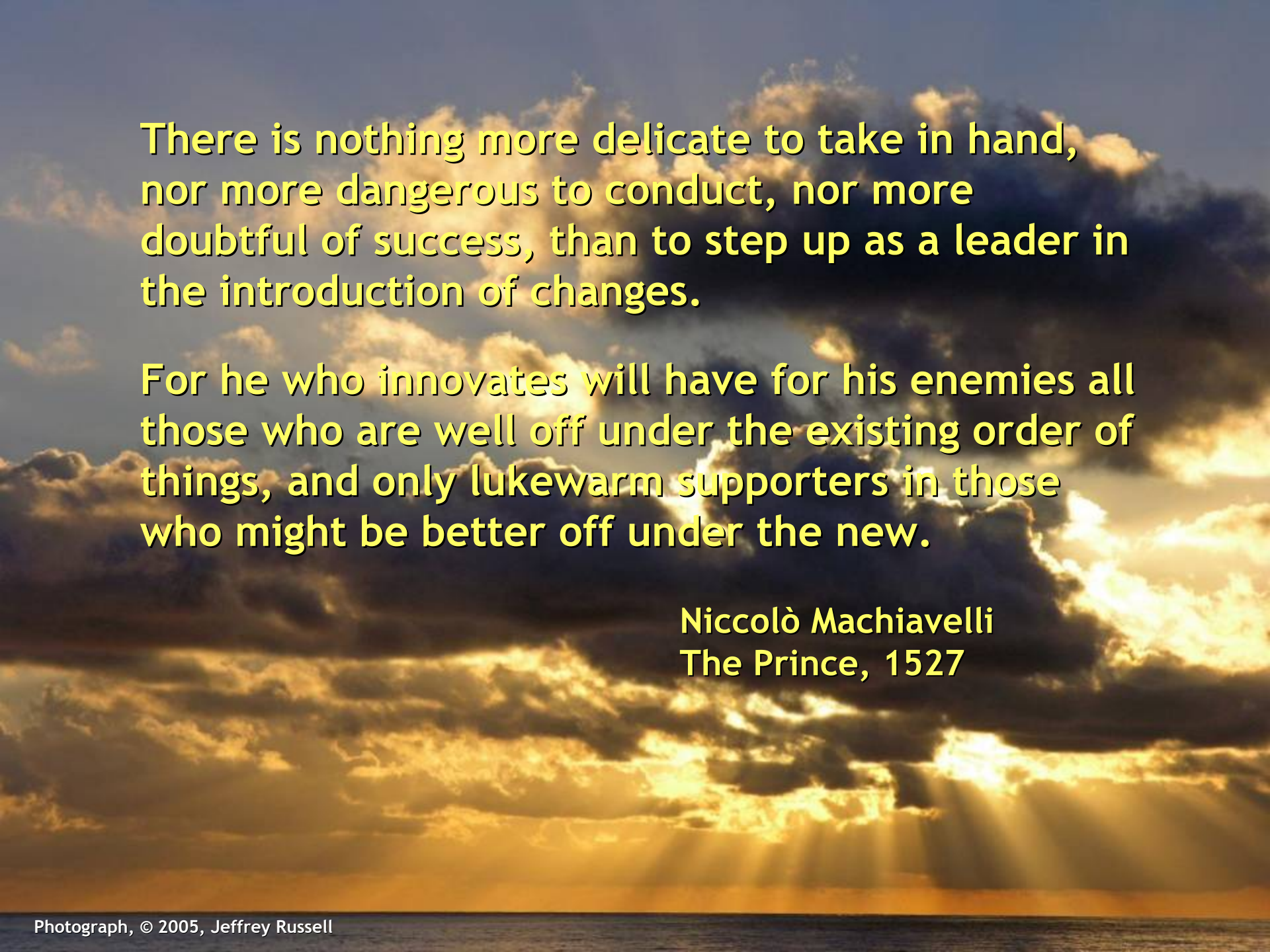
- Comfortable
- Safe
- Everything's fine
- Happy
- Satisfied
- No problems
- Positive
- Rewarding
- In control . . .
- I'm okay, you're okay!

People feel comfortable, safe, and in control. They are working hard – but often on the wrong things.

Characteristics of Fear, Anger, & Resistance

- Frustration
- Anger
- Fearful
- Betrayed
- Upset
- Confused
- Challenged
- Hostility
- Anxiety
- Self-doubt
- Lost
- Dazed

People feel frustrated, angry, and fearful about the change. Performance deteriorates.



There is nothing more delicate to take in hand,
nor more dangerous to conduct, nor more
doubtful of success, than to step up as a leader in
the introduction of changes.

For he who innovates will have for his enemies all
those who are well off under the existing order of
things, and only lukewarm supporters in those
who might be better off under the new.

Niccolò Machiavelli
The Prince, 1527

Characteristics of Inquiry, Experimentation, & Discovery

- Confused
- Questioning
- Hopeful
- Opportunity
- Frustrated
- Disappointed
- Challenged
- Half-way there!
- Making progress
- Going in all directions at once!
- Searching for solutions
- Exciting!
- Innovation/creativity

People want to make the change work – on their terms as well as those of the organization – but they don't have clear answers.

Characteristics of Learning, Acceptance, & Commitment

- Now I know!
- Energized
- Success!
- We made it!
- Relief
- Wow!
- Self-confidence
- Satisfied
- Comfortable
- What's next?



People are focused upon and excited about the future. They begin working together to accomplish the change vision.

It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.

— Charles Darwin

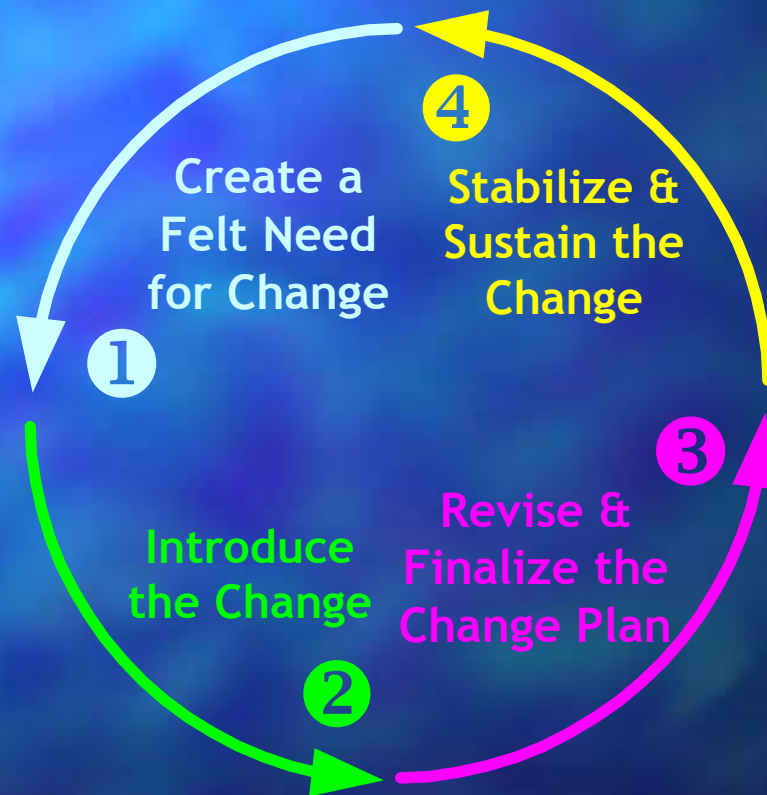
British naturalist

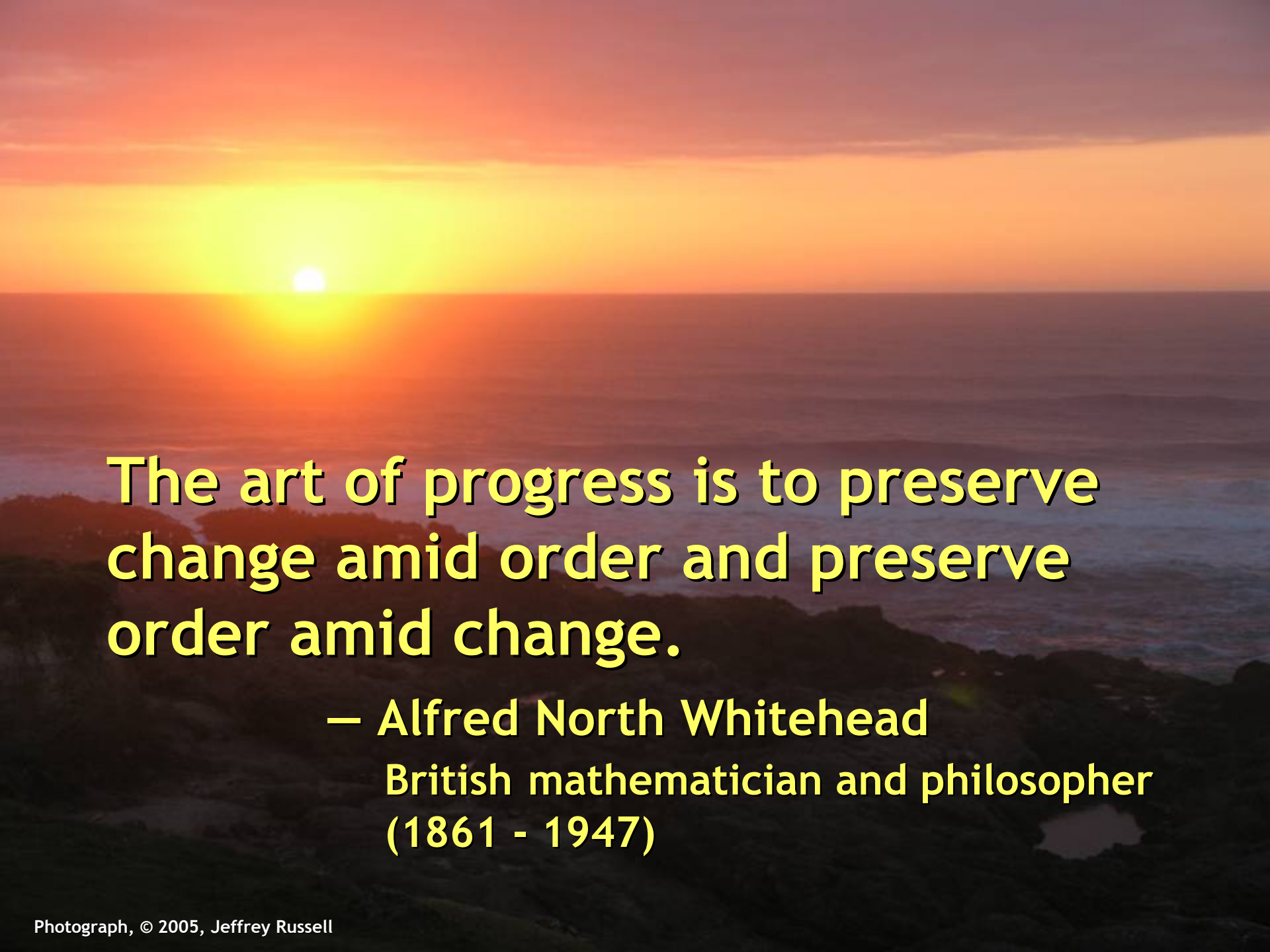
c. 1809-1882

Leader Actions . . .



Leading Change





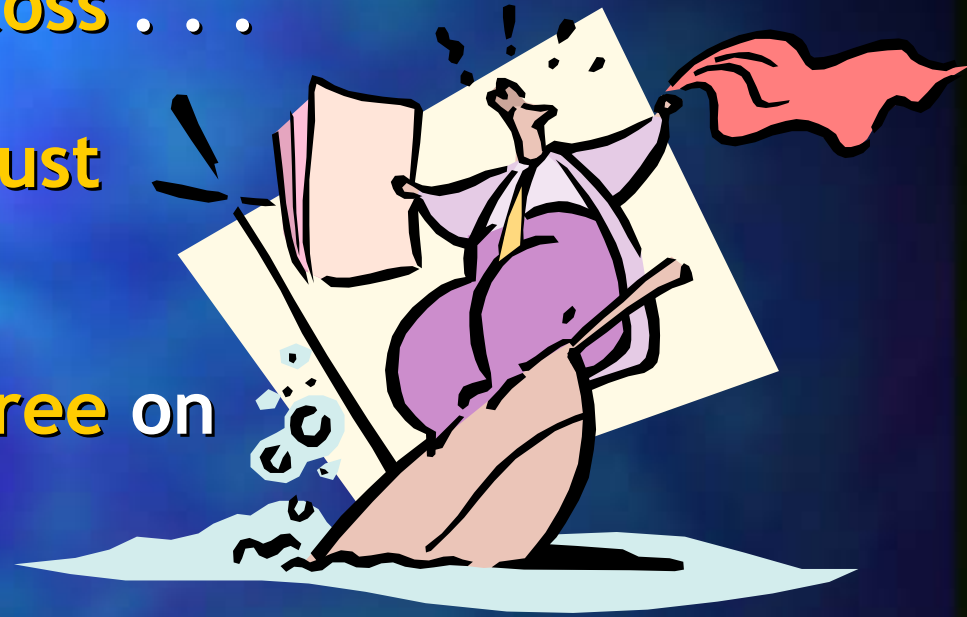
**The art of progress is to preserve
change amid order and preserve
order amid change.**

– Alfred North Whitehead

**British mathematician and philosopher
(1861 - 1947)**

The Origins of Resistance . . .

1. Some people fear **loss** . . .
2. Some people **mistrust** those who lead . .
3. Some people **disagree** on the change . . .
4. Some people **don't tolerate change** well . . .



A photograph of a sunset over a body of water. The sun is low on the horizon, partially obscured by clouds, creating a bright glow that reflects on the water. The sky is filled with various shades of orange, yellow, and grey. The water in the foreground is dark and calm.

Why must we value those
who *resist* change?

We *Value* Resisters Because . . .

1. They help clarify the problem that must be addressed by the change.
2. They identify other problems that may need to be solved first.
3. They force change leaders to think before they act and implement.
4. Their tough questions can strengthen and improve the change vision, strategy, and plan.
5. They let us know who opposes the change – and, therefore, who we need to listen to.
6. They slow down the change.
7. They may be right – it IS a dumb idea!



**Blessed are the flexible, for
they shall not be bent out of
shape.**

— Dr. Michael McGriffy

The Crisis of Change . . .

危機

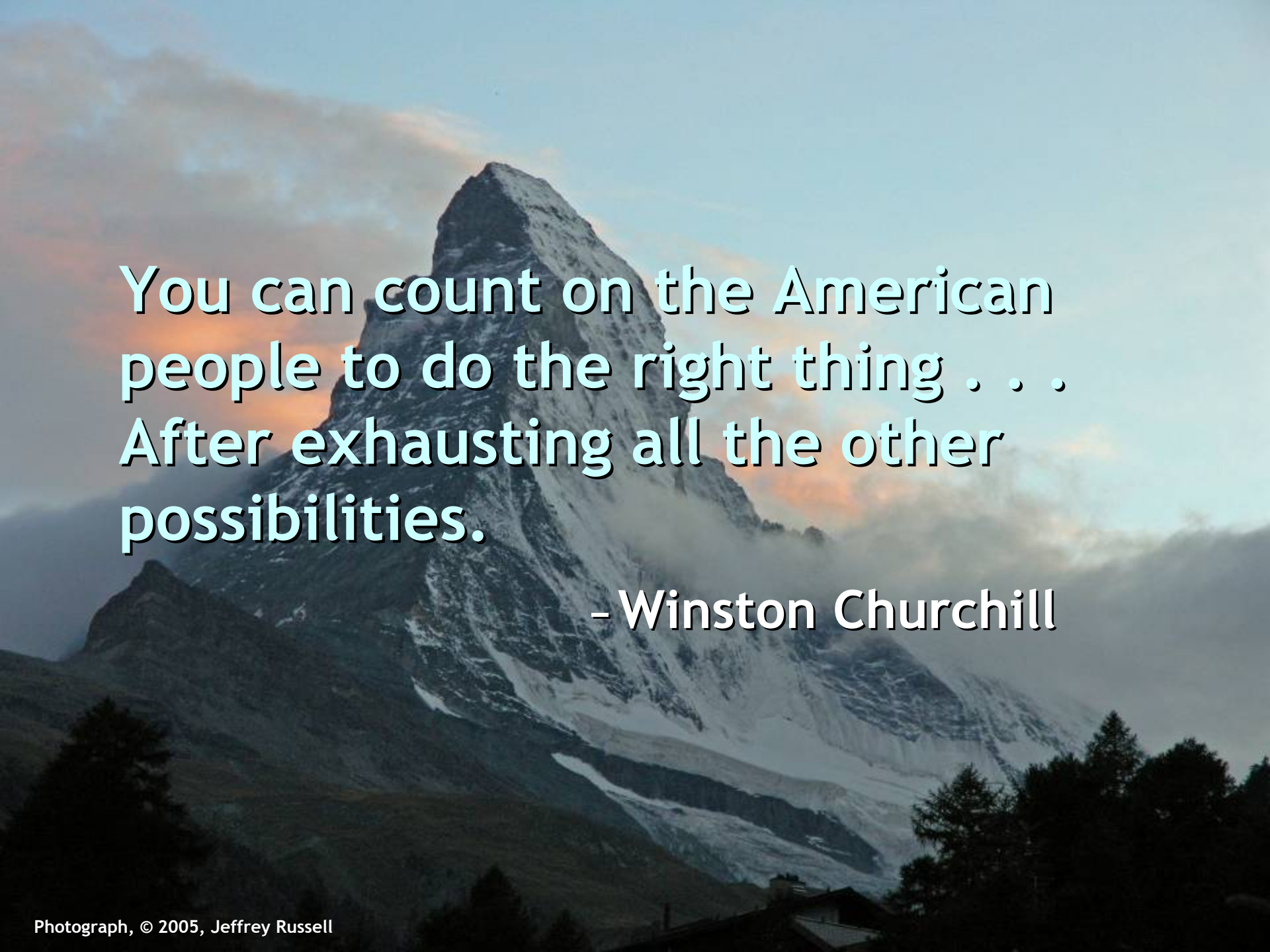
Danger!

Hidden Opportunity



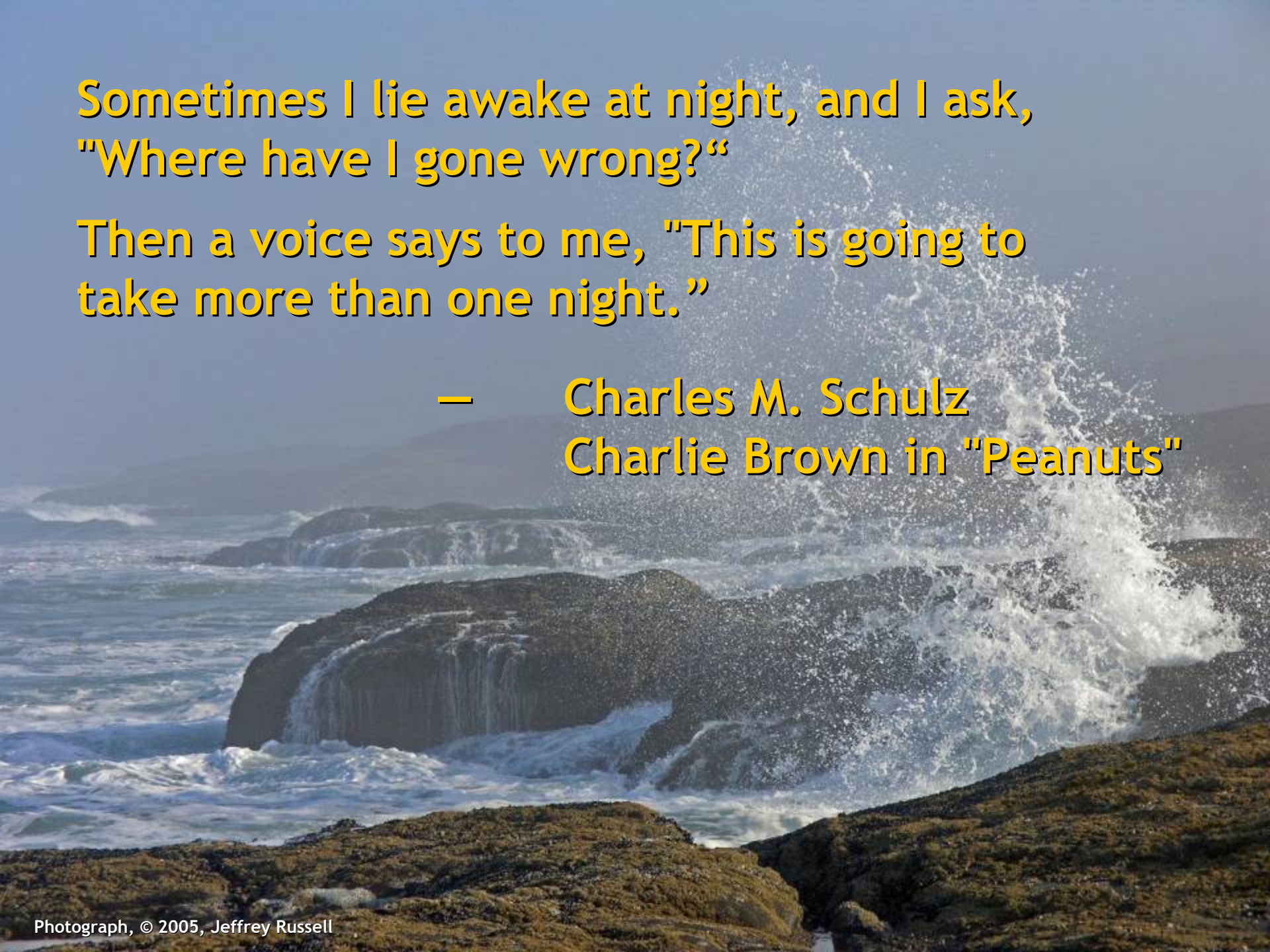
**Change is
inevitable, growth
is optional**

(Let's help our people choose *growth*)



**You can count on the American
people to do the right thing . . .
After exhausting all the other
possibilities.**


- Winston Churchill



Sometimes I lie awake at night, and I ask,
"Where have I gone wrong?"

Then a voice says to me, "This is going to
take more than one night."

— Charles M. Schulz
Charlie Brown in "Peanuts"



**Thank you for being a part of
this exploration of change . . .**

**For more information about leading change
contact Russell Consulting at
www.RussellConsultingInc.com**