

52nd Annual Minnesota Quality Conference

Leading Change

*Guiding People Beyond Resistance
and Into Commitment*

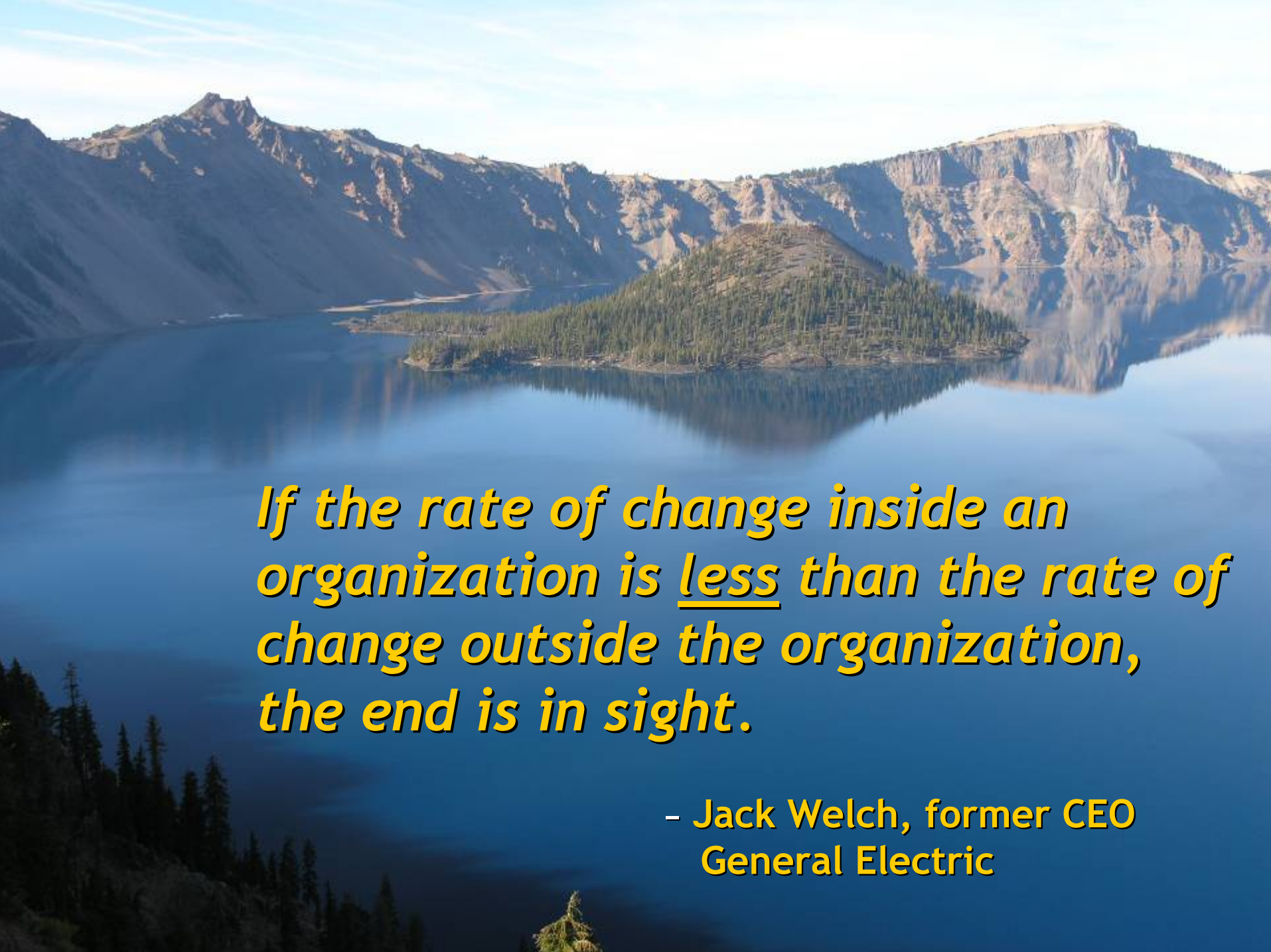


With Jeff Russell of
Russell Consulting, Inc.

What are the Forces Driving Change in Our Organizations Today?



And what are the consequences if we don't effectively respond to these forces/challenges?

A scenic landscape featuring a large, calm blue lake in the foreground. In the middle ground, there is a small island covered in dense green evergreen trees. The background consists of rugged, brownish mountains with some snow patches, under a clear blue sky with light clouds. The water of the lake is very still, reflecting the surrounding mountains and sky.

If the rate of change inside an organization is less than the rate of change outside the organization, the end is in sight.

*– Jack Welch, former CEO
General Electric*

Our Learning Objectives . . .

1. Describe how change affects people and explore a model for understanding the human response to change
2. Identify the role of leaders, OD, Quality, and HRD staff in guiding people through the journey
3. Identify specific actions you can take to help yourself and others through a change
4. Describe the four stages of introducing or *leading* a significant change . . .

Your Perceptions of Change

What are your reactions when you hear the word “**change**?”

- **Negative perceptions**
- **Positive perceptions**

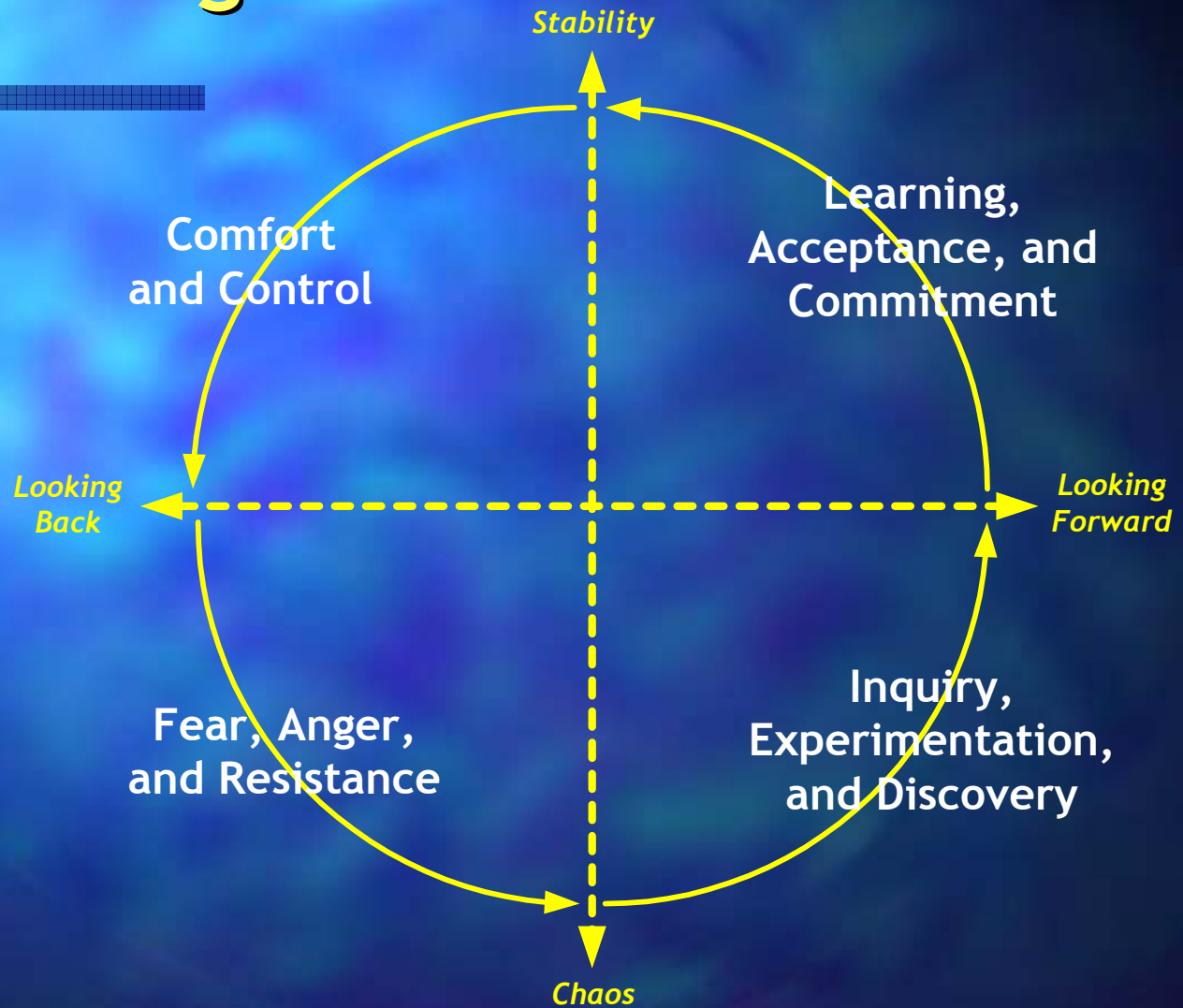


Experiencing Personal Change

Think of a change you have experienced from start to finish in the recent past.

Imagine that you kept a journal where you recorded your feelings, reactions, and thoughts . . .

The Journey Through Change



Characteristics of Comfort & Control

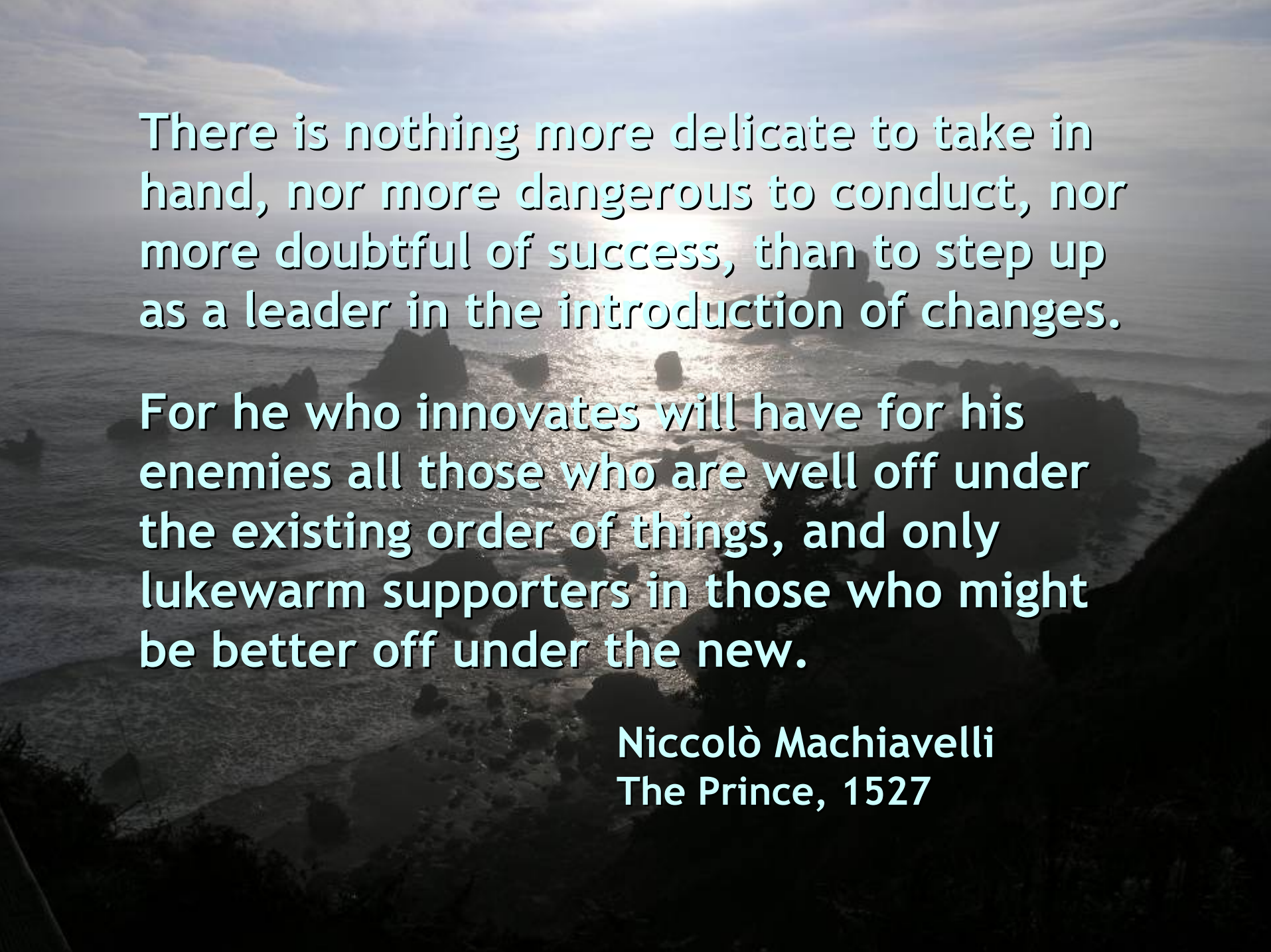
- Comfortable
- Safe
- Everything's fine
- Happy
- Satisfied
- No problems
- Positive
- Rewarding
- In control . . .
- I'm okay, you're okay!

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.

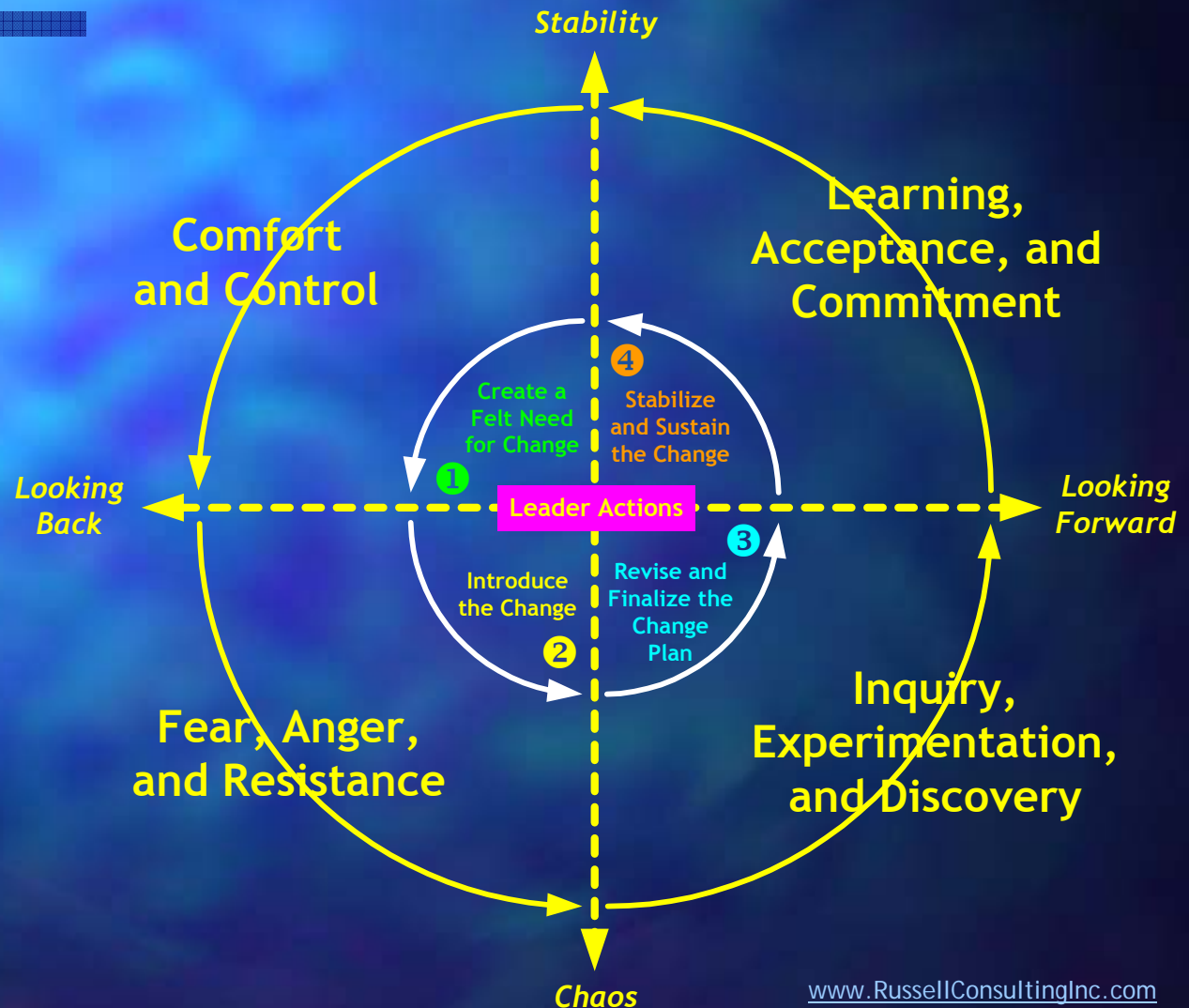
Characteristics of Learning, Acceptance, & Commitment

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

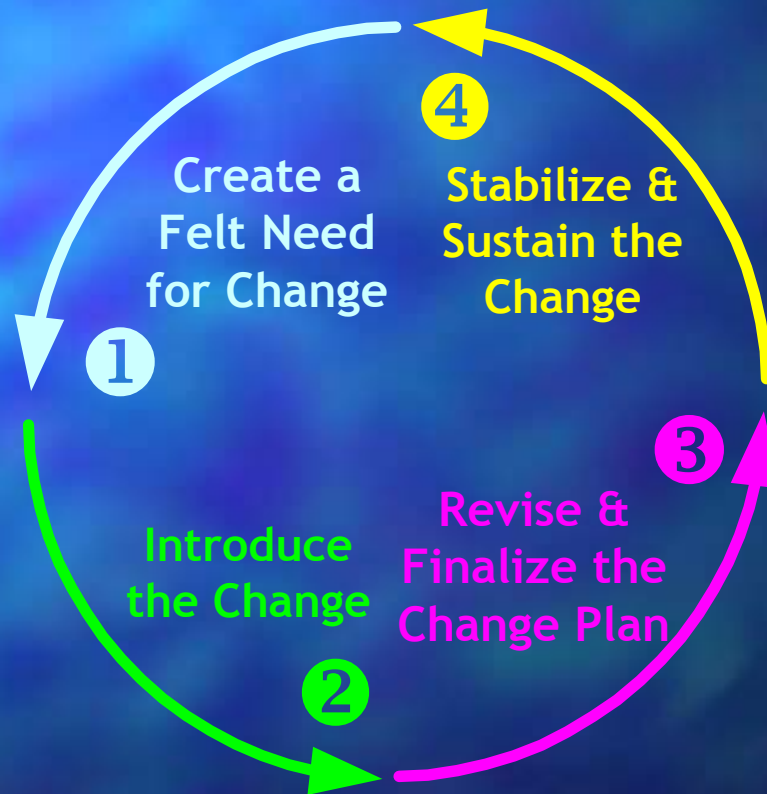


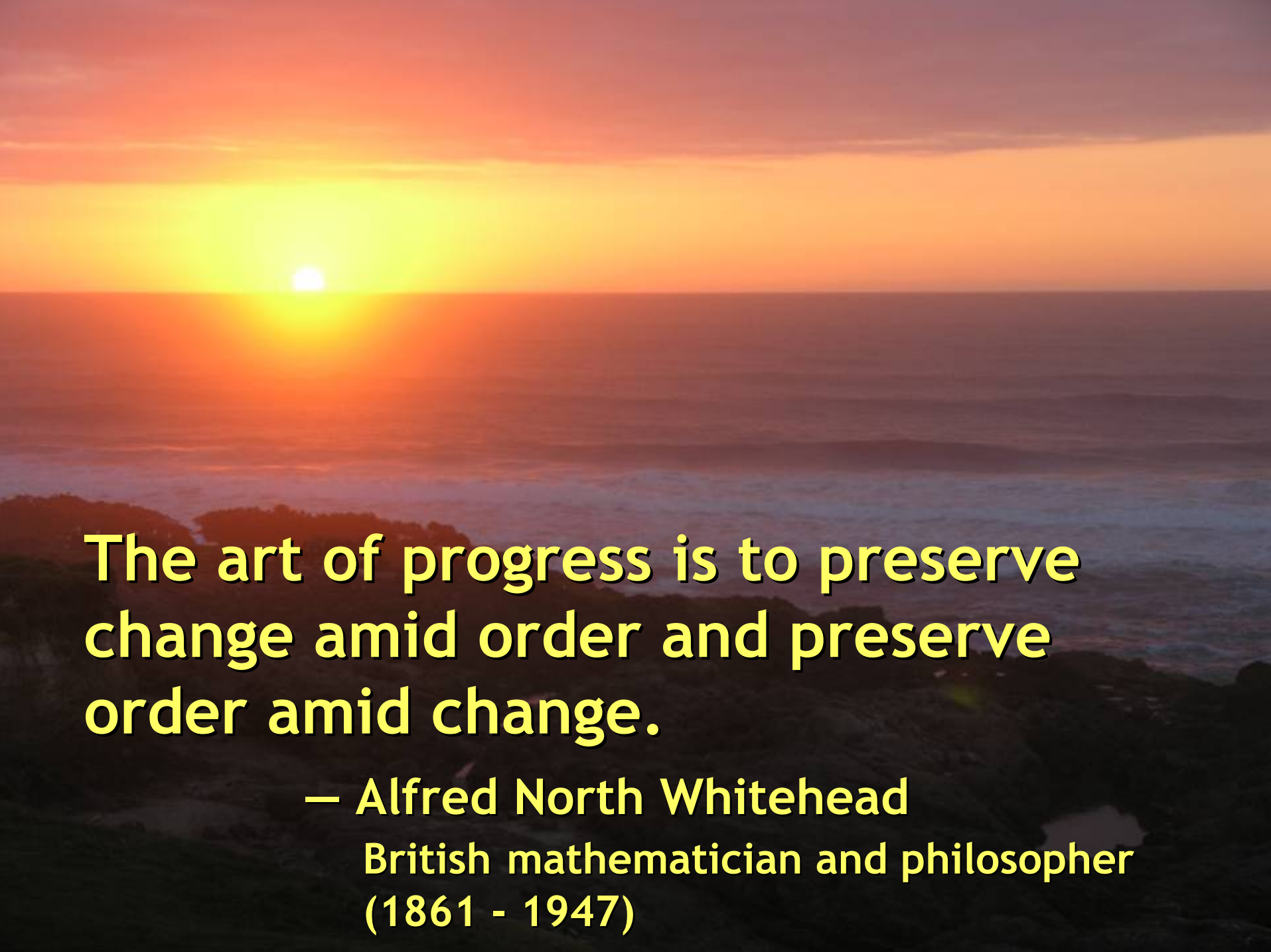
People are focused upon and excited about the future. They begin working together to accomplish the change vision.

Leader Actions . . .



Leading Change

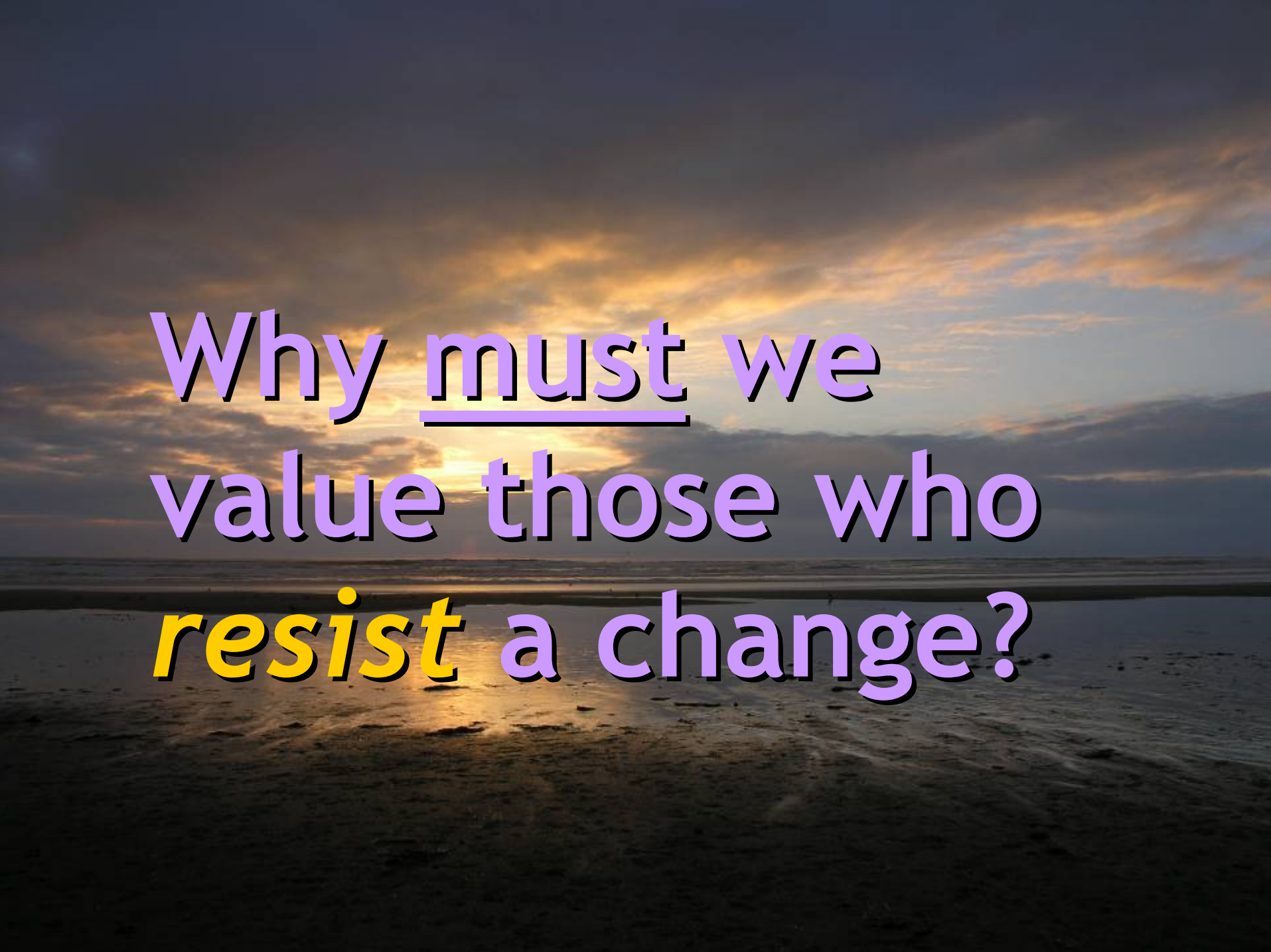




**The art of progress is to preserve
change amid order and preserve
order amid change.**

— Alfred North Whitehead

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

A sunset over a beach with the text "Why must we value those who resist a change?" overlaid. The word "resist" is in yellow, and "must" is underlined.

Why must we
value those who
resist a change?

We *Value* Resisters Because . . .

- They help clarify the problem that must be addressed by the change.
- They identify other problems that may need to be solved first.
- They force change leaders to think before they act and implement.
- Their tough questions can strengthen and improve the change vision, strategy, and plan.
- They let us know who opposes the change – and, therefore, who we need to listen to.
- They slow down the change.
- 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 . . .



Danger!

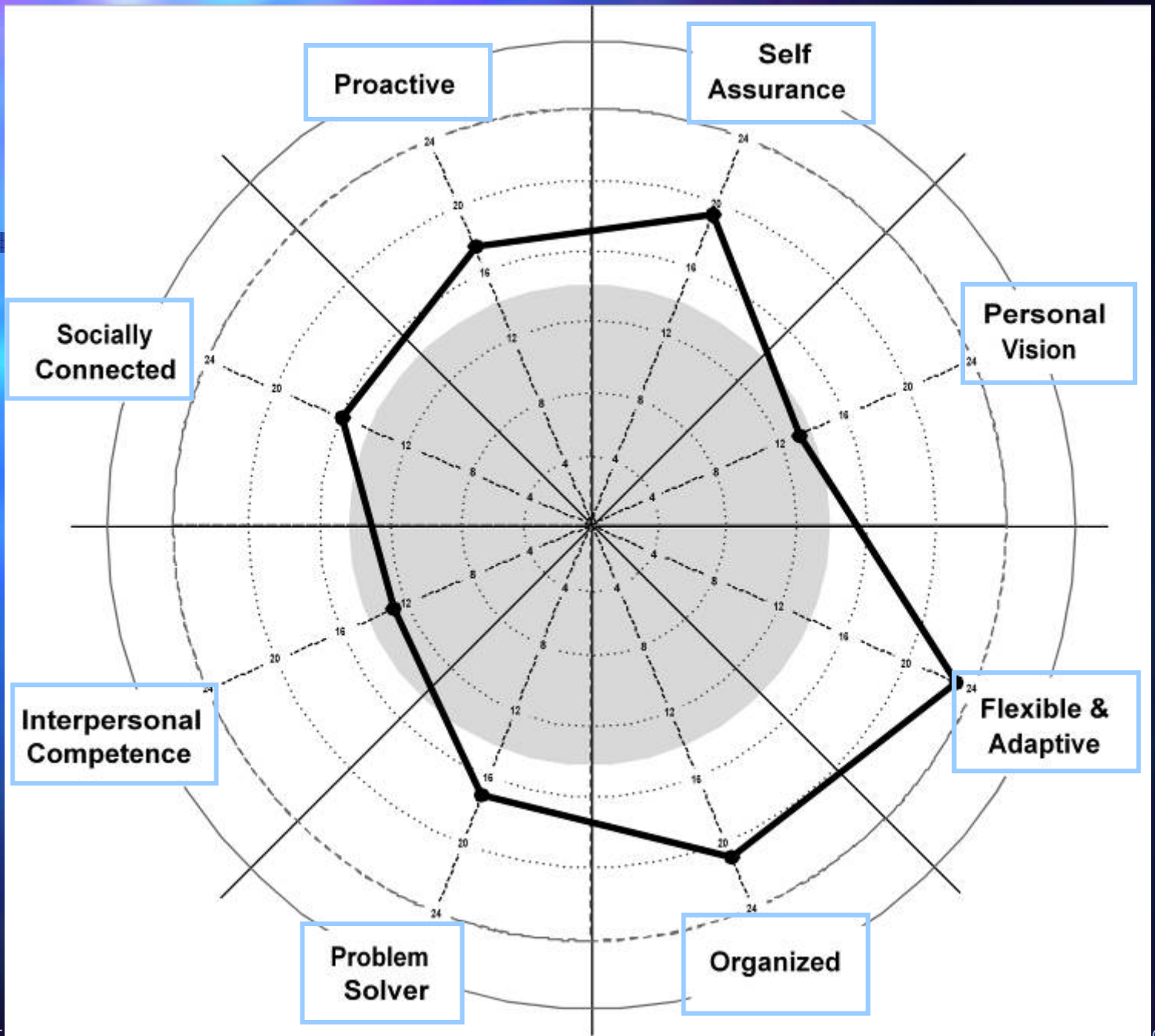
Hidden Opportunity

Resilience Competencies . . .

- **Self-Assurance**
- **Personal Vision**
- **Flexible**
- **Organized**
- **Problem Solver**
- **Interpersonal Competence**
- **Socially Connected**
- **Proactive**



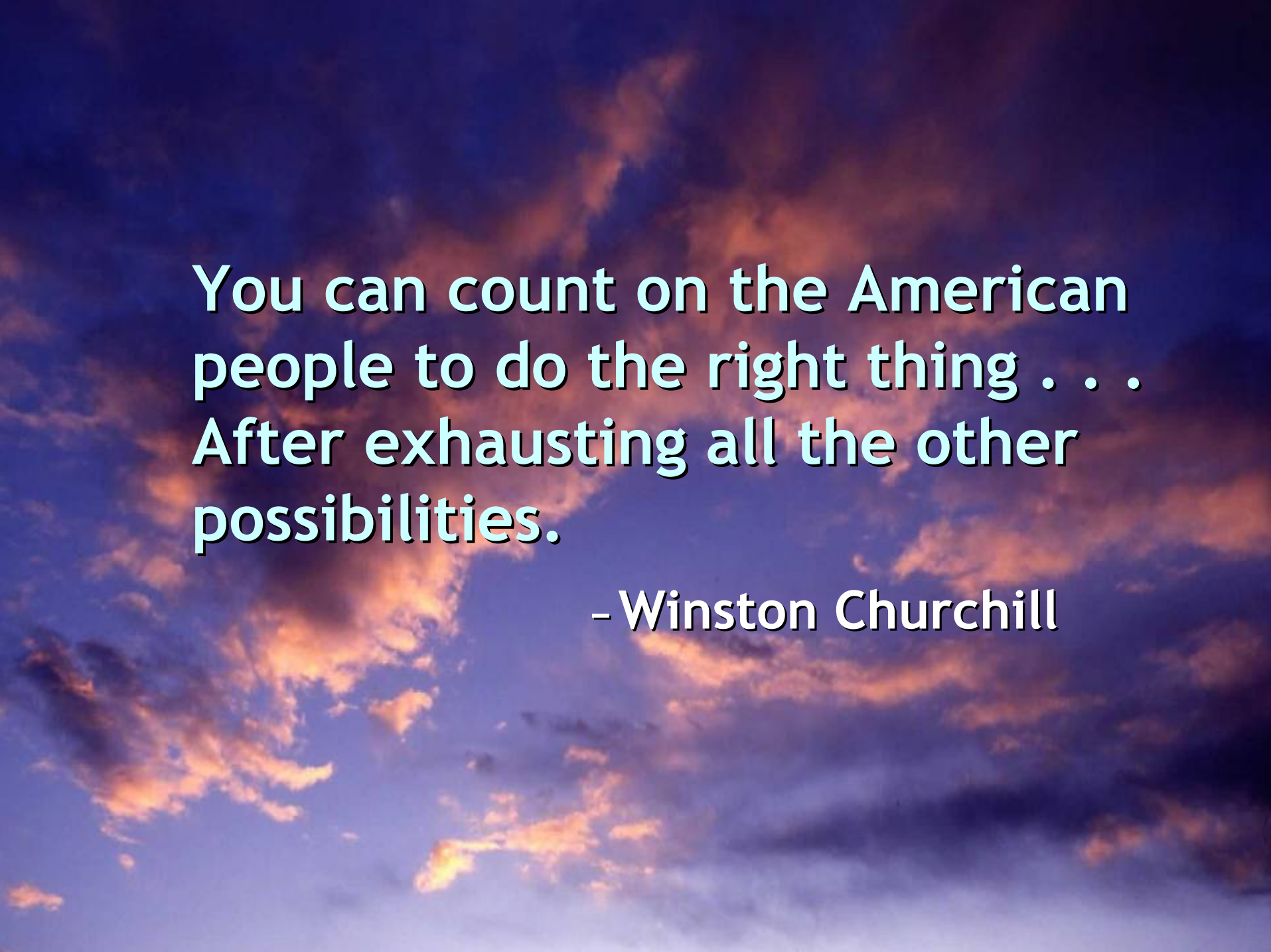
QRMST






**Change is
inevitable, growth
is optional**

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



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

- Winston Churchill



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

**More information about leading change and the
PowerPoint presentation from this session,
contact Russell Consulting at
www.RussellConsultingInc.com**