

PMI Professional Development Days
Welcomes You to . . .

Leading Change

*Guiding People Along the
Emotional Journey of Change*



With Jeff Russell of
Russell Consulting, Inc.

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)**

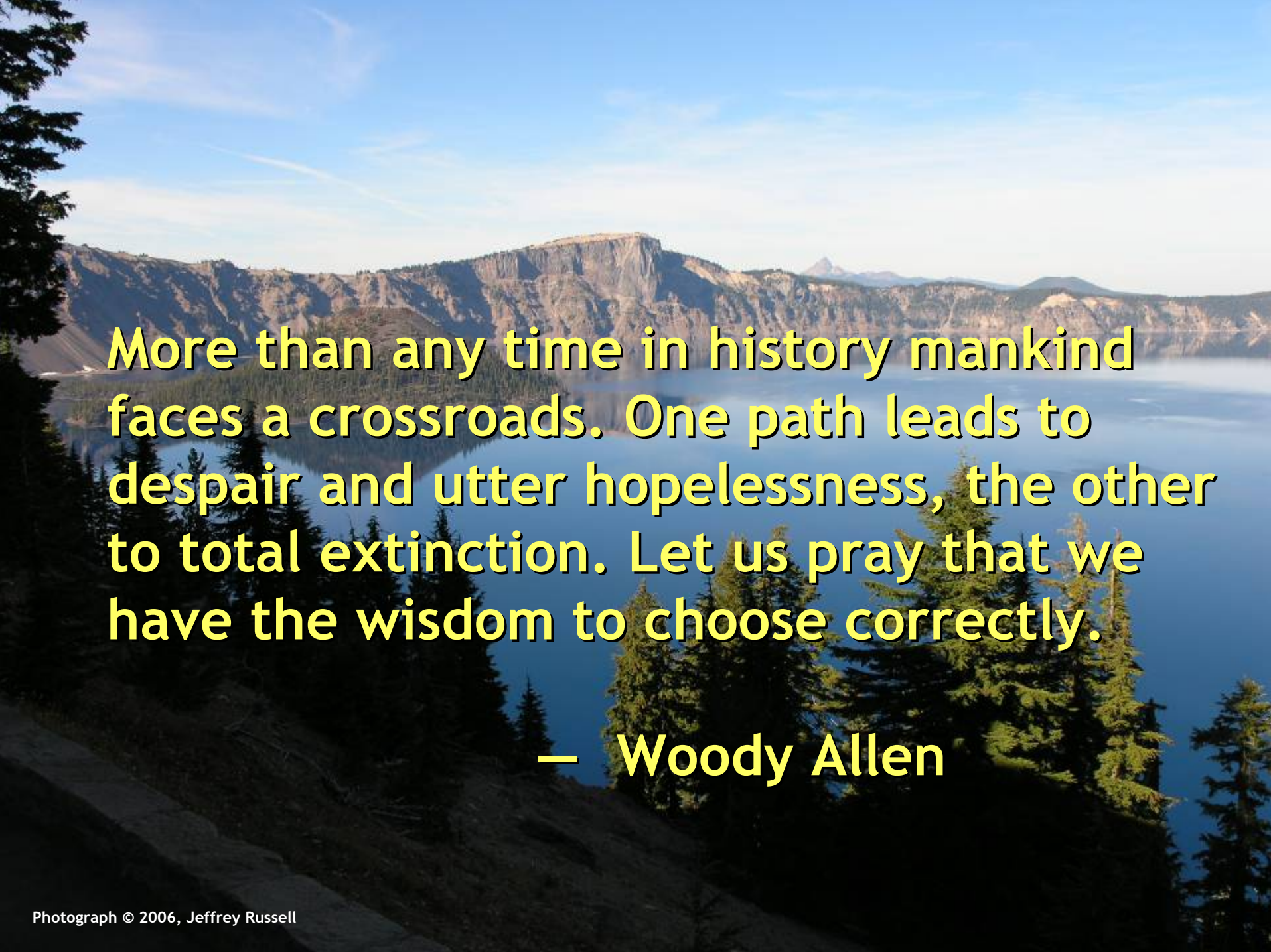
The Journey Through Change



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.



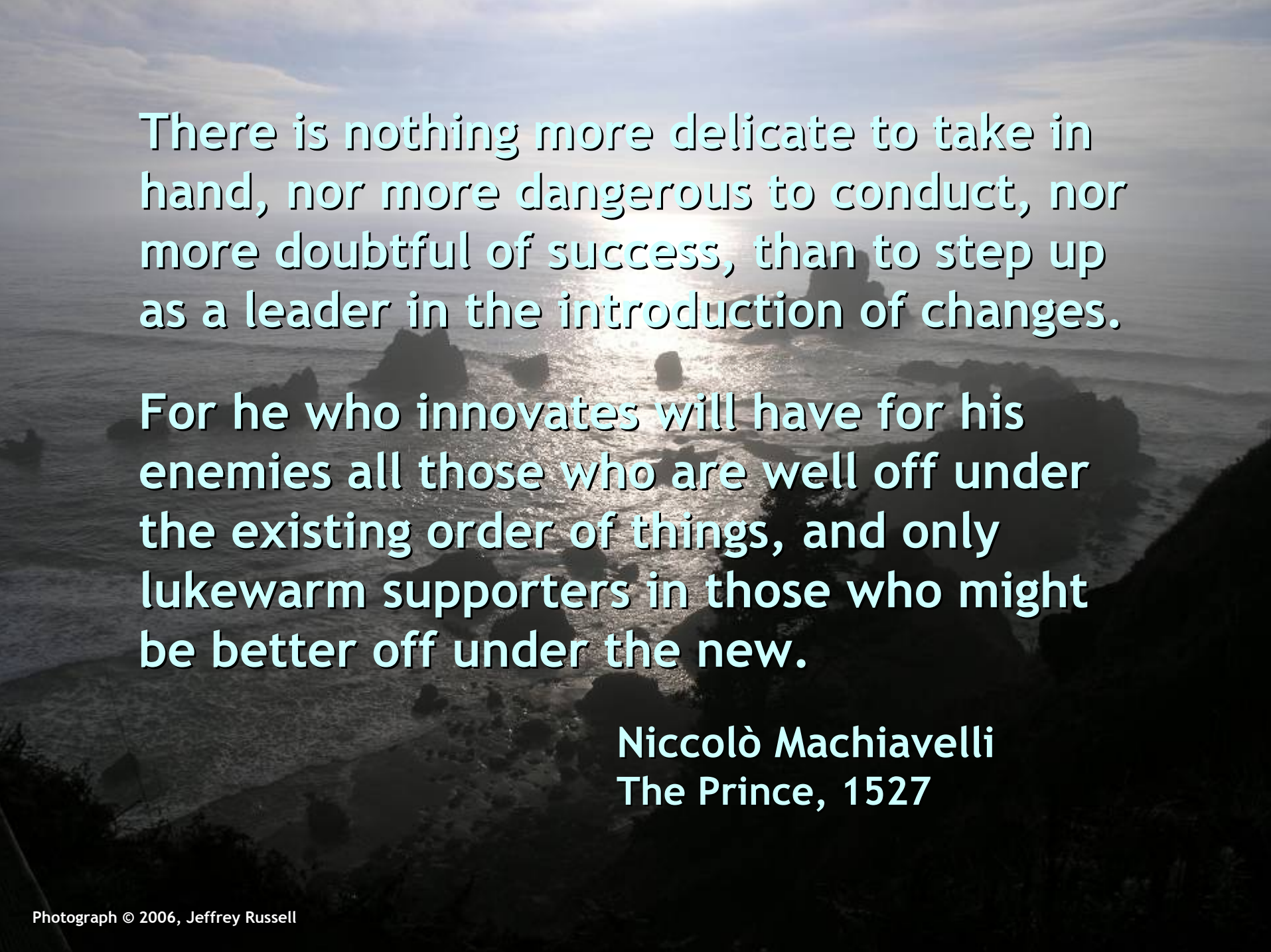
More than any time in history mankind faces a crossroads. One path leads to despair and utter hopelessness, the other to total extinction. Let us pray that we have the wisdom to choose correctly.

— Woody Allen

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

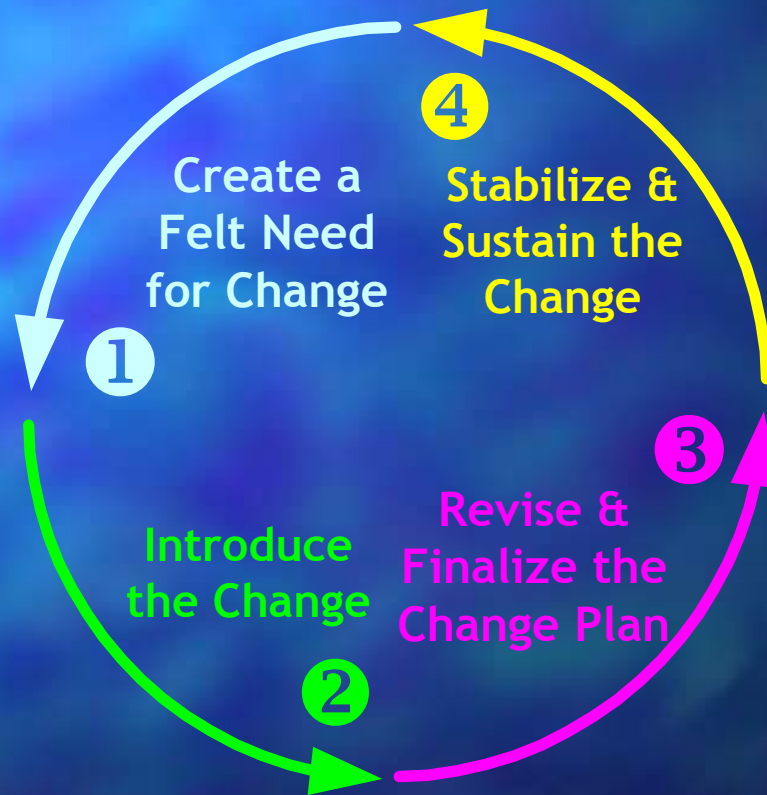
British naturalist

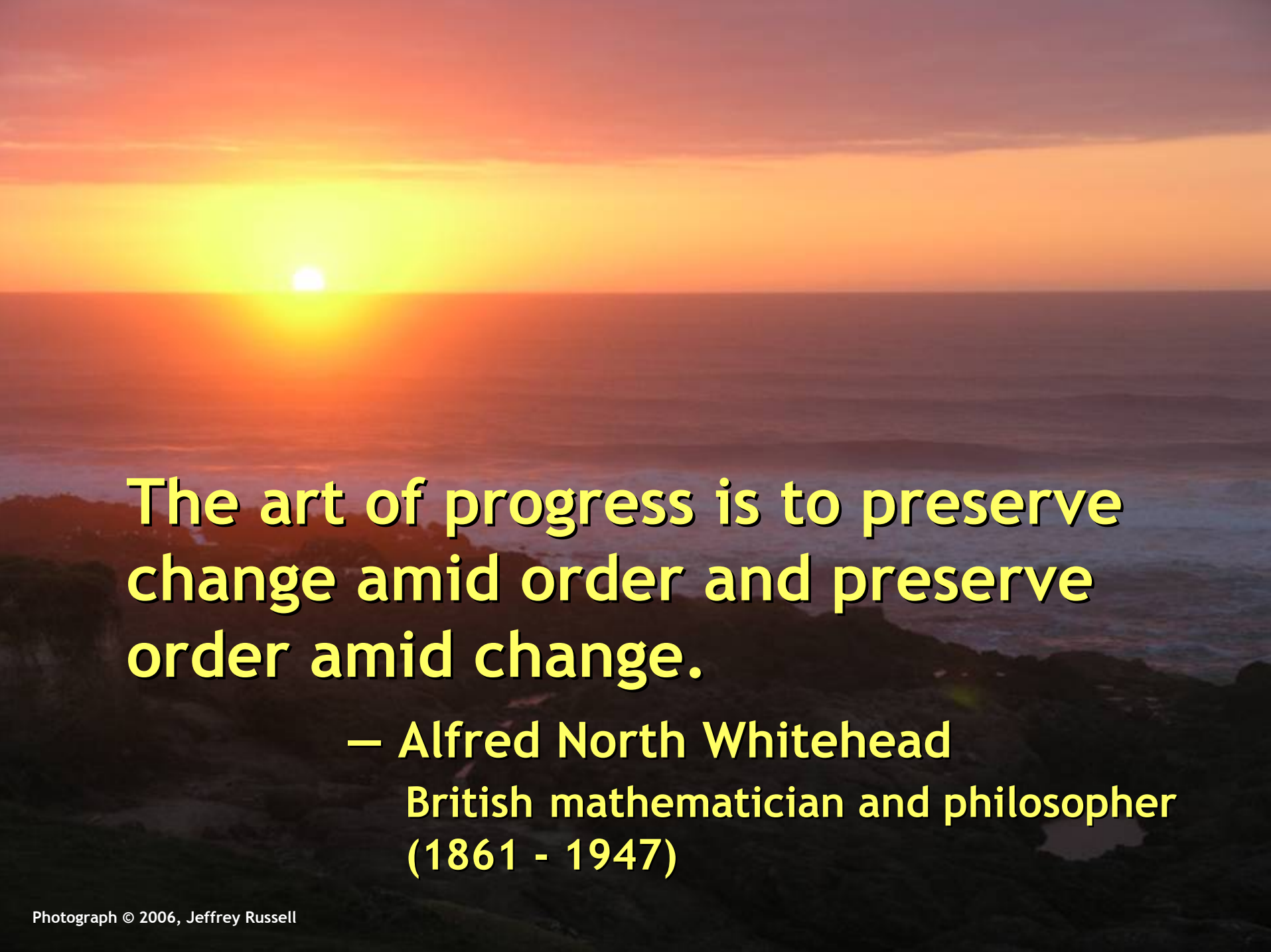
c. 1809-1882

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)**

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!



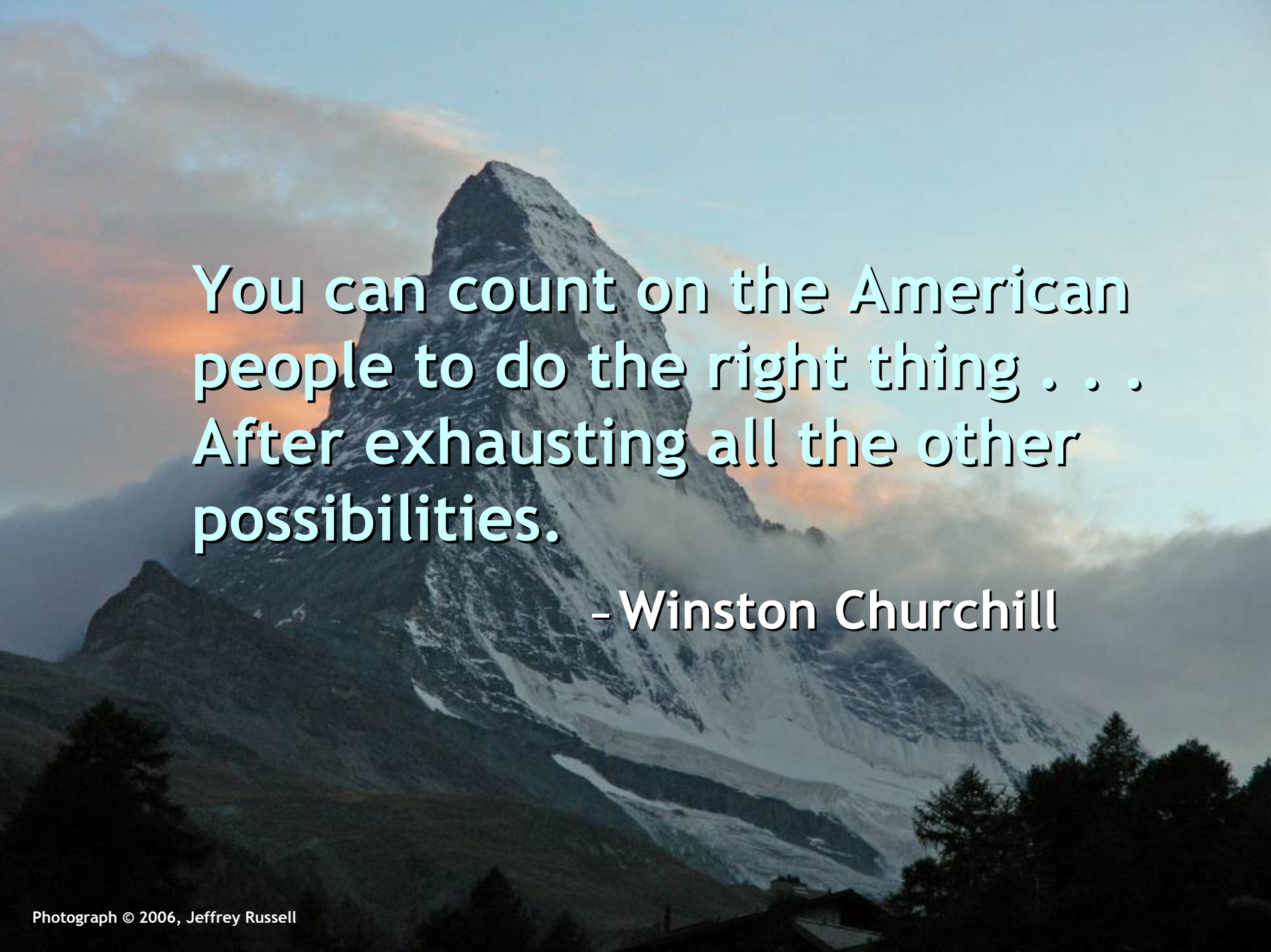
**Blessed are the flexible, for
they shall not be bent out of
shape.**

— Dr. Michael McGriffy



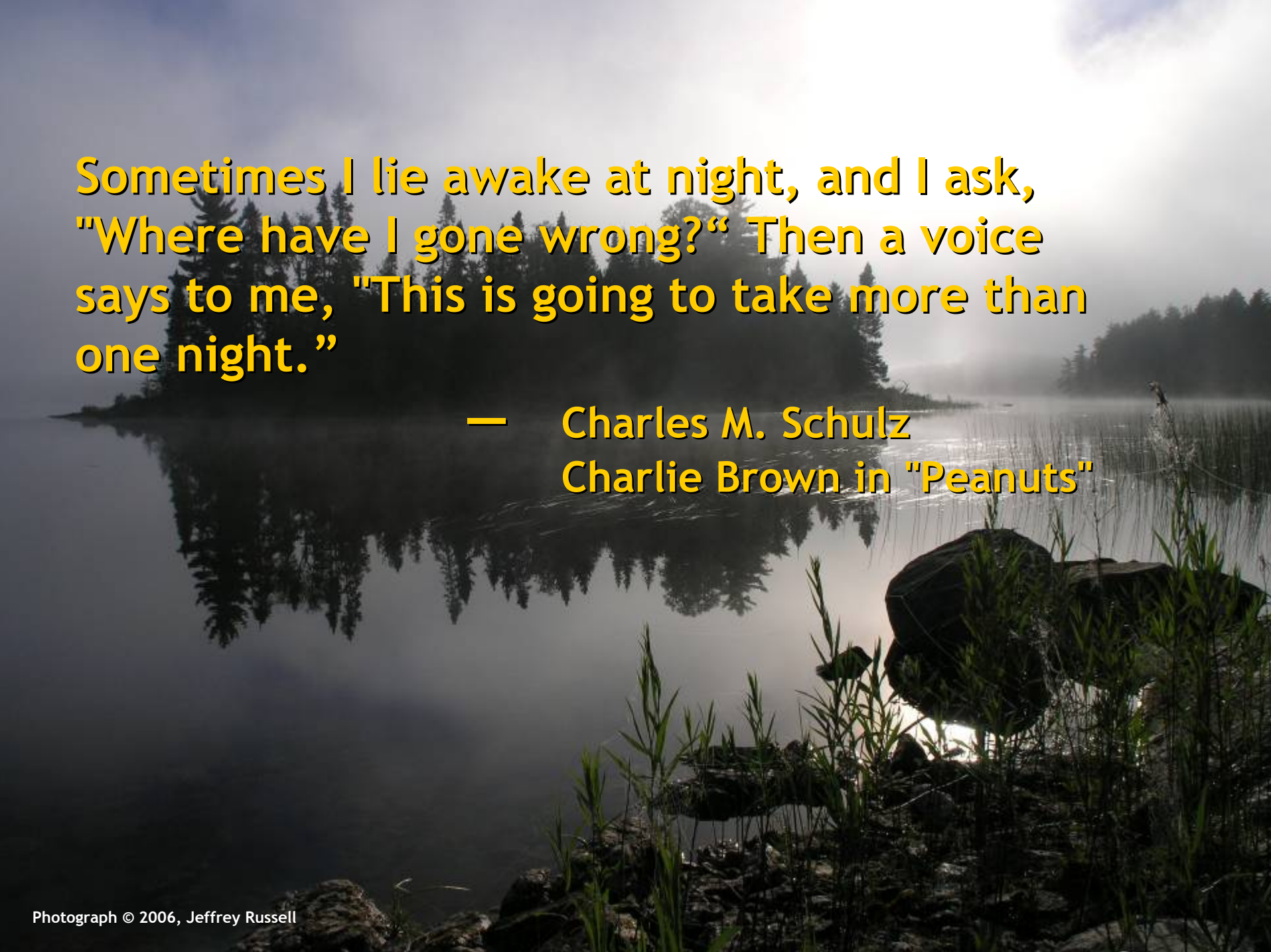
**Change is
inevitable, growth
is optional**

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



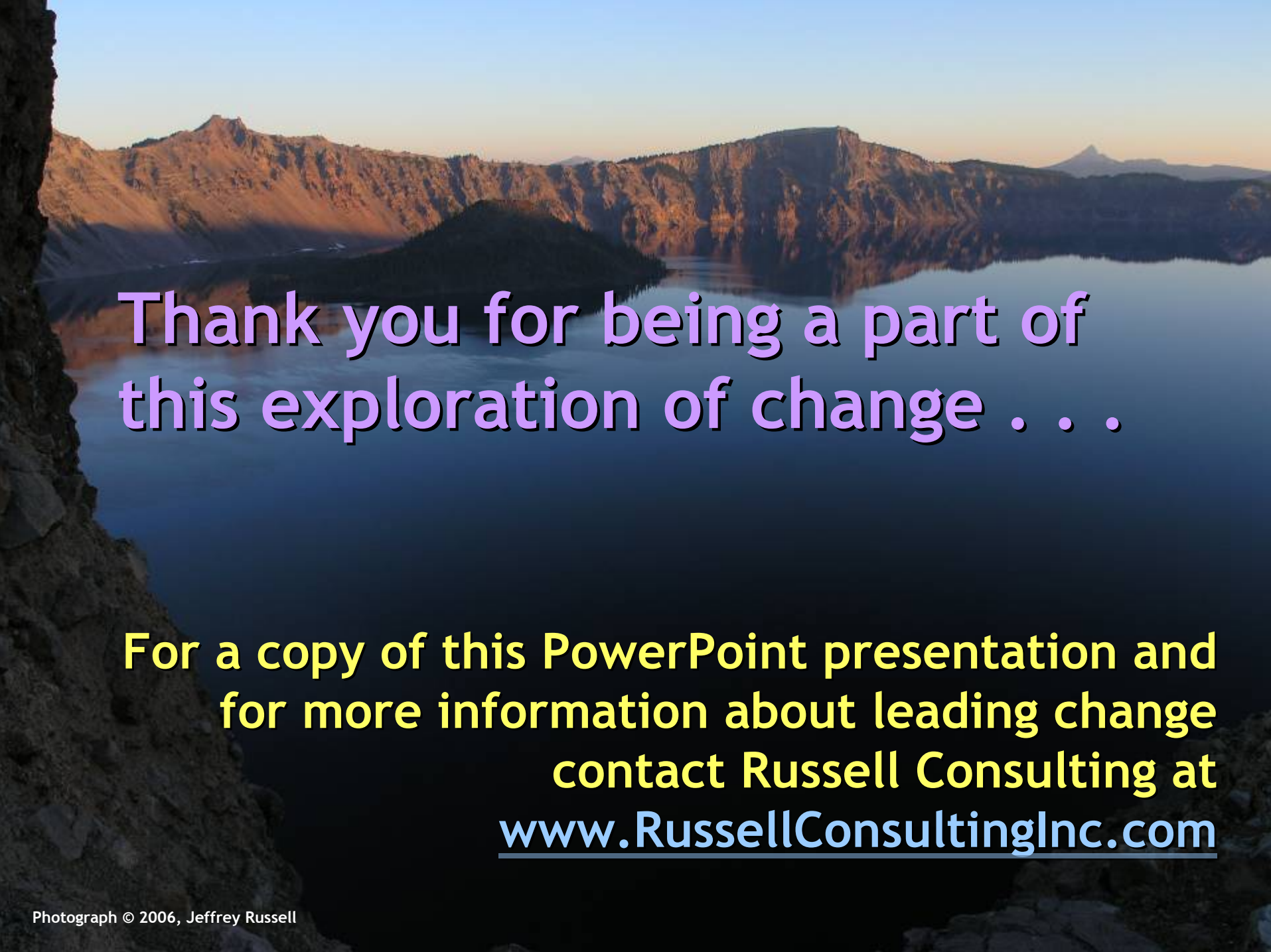
**You can count on the American
people to do the right thing . . .
After exhausting all the other
possibilities.**

- Winston Churchill

A photograph of a calm lake at dawn or dusk. The sky is overcast and grey, with a soft light breaking through the clouds. The water is still, reflecting the dark silhouettes of evergreen trees on the far shore. In the foreground, there are some rocks and tall grasses. The overall mood is quiet and contemplative.

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 a copy of this PowerPoint presentation and
for more information about leading change
contact Russell Consulting at
www.RussellConsultingInc.com**