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Leading Change

*Strategies for Guiding People
through Change in an Age of
Uncertainty*




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)

Do people resist change??



A photograph of a large, gnarled tree on a grassy hillside overlooking a body of water under a cloudy sky. The tree is on the left side of the frame, with its trunk and branches extending towards the center. The grass is tall and green, and the water is visible in the background. The sky is overcast with grey clouds.


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!

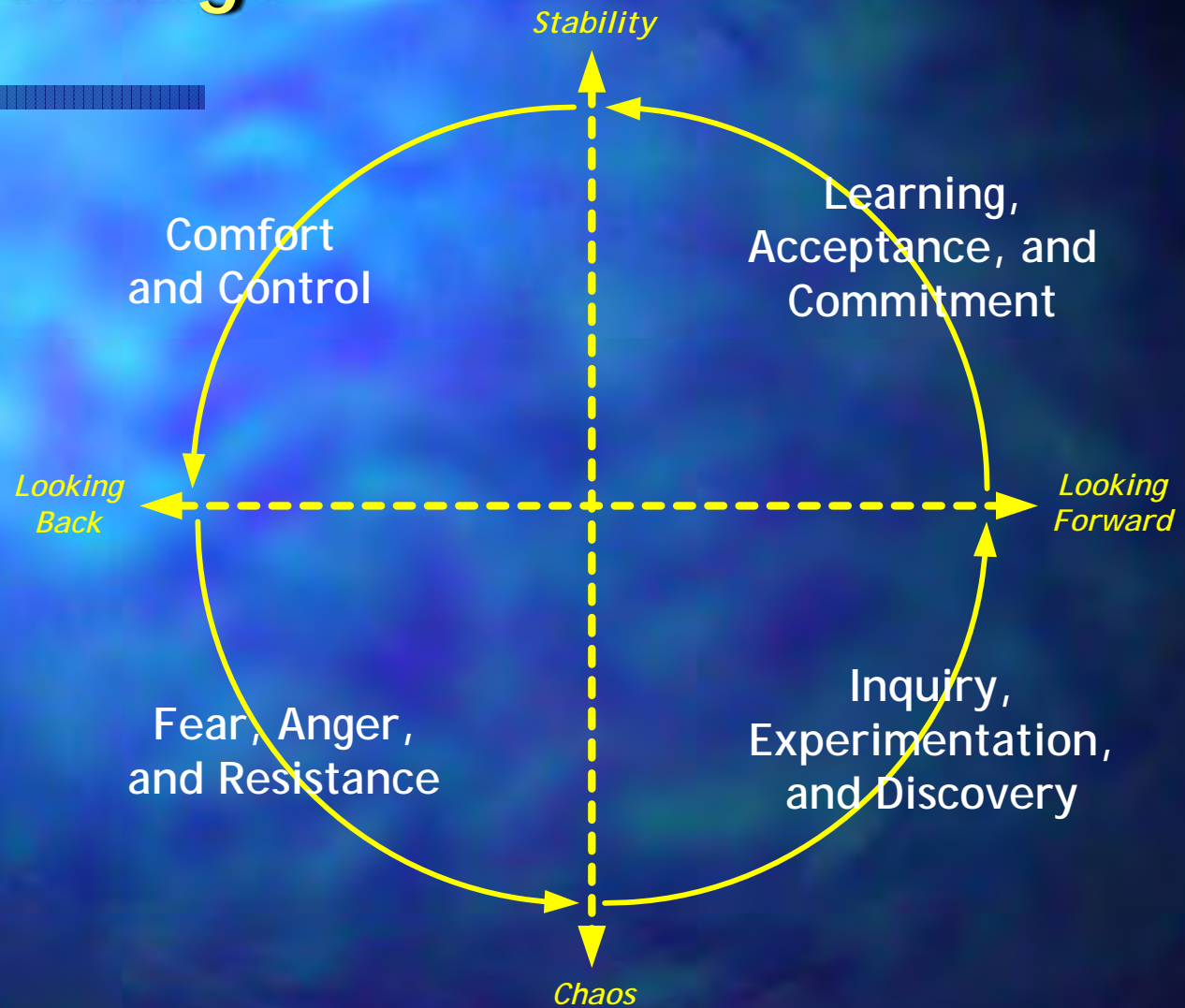


It's usually not change that
people resist, but *how*
organizations manage it!

Our Agenda . . .

- Explore your personal history on a specific change.
- Extract from this history a universal and natural model for how people respond to change.
- Identify actions we can take to help ourselves and others along the emotional journey through change.
- Highlight the origins of resistance and why we value change resisters.

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.

Ballynakill Harbor and Letterfrack
Connemara National Park

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

Edge of the Burren
County Clare

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 . . .



The Possible Losses of 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 Cliffs of Moher - County Clare

*The **Crisis** of Change . . .*

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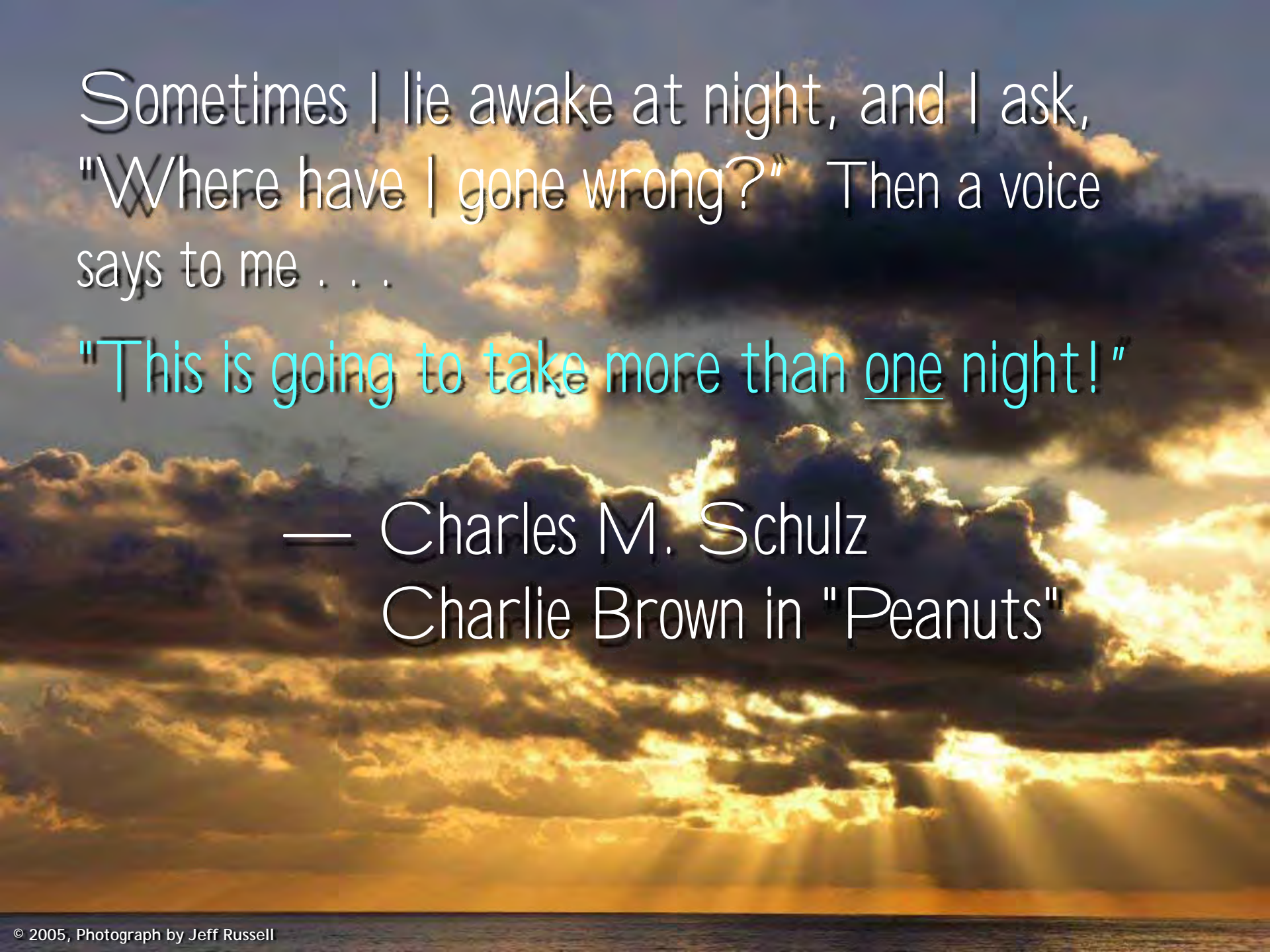
Danger!

Hidden Opportunity



Change is
inevitable, growth
is optional

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



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 . . .

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Boglands and Clouds
Connemara National Park

