

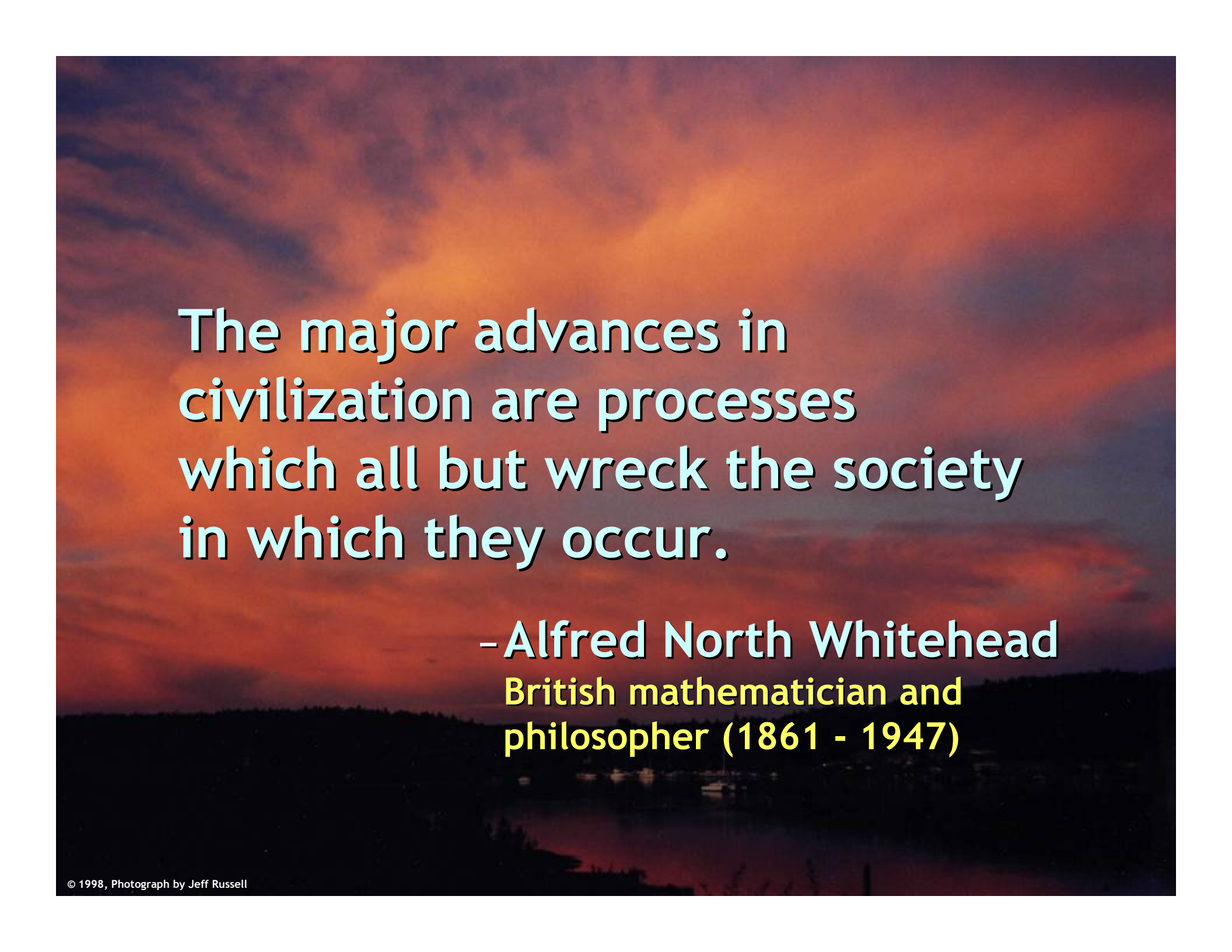
# *Leading Change*

*Guiding People Along the  
Emotional Journey through Change*



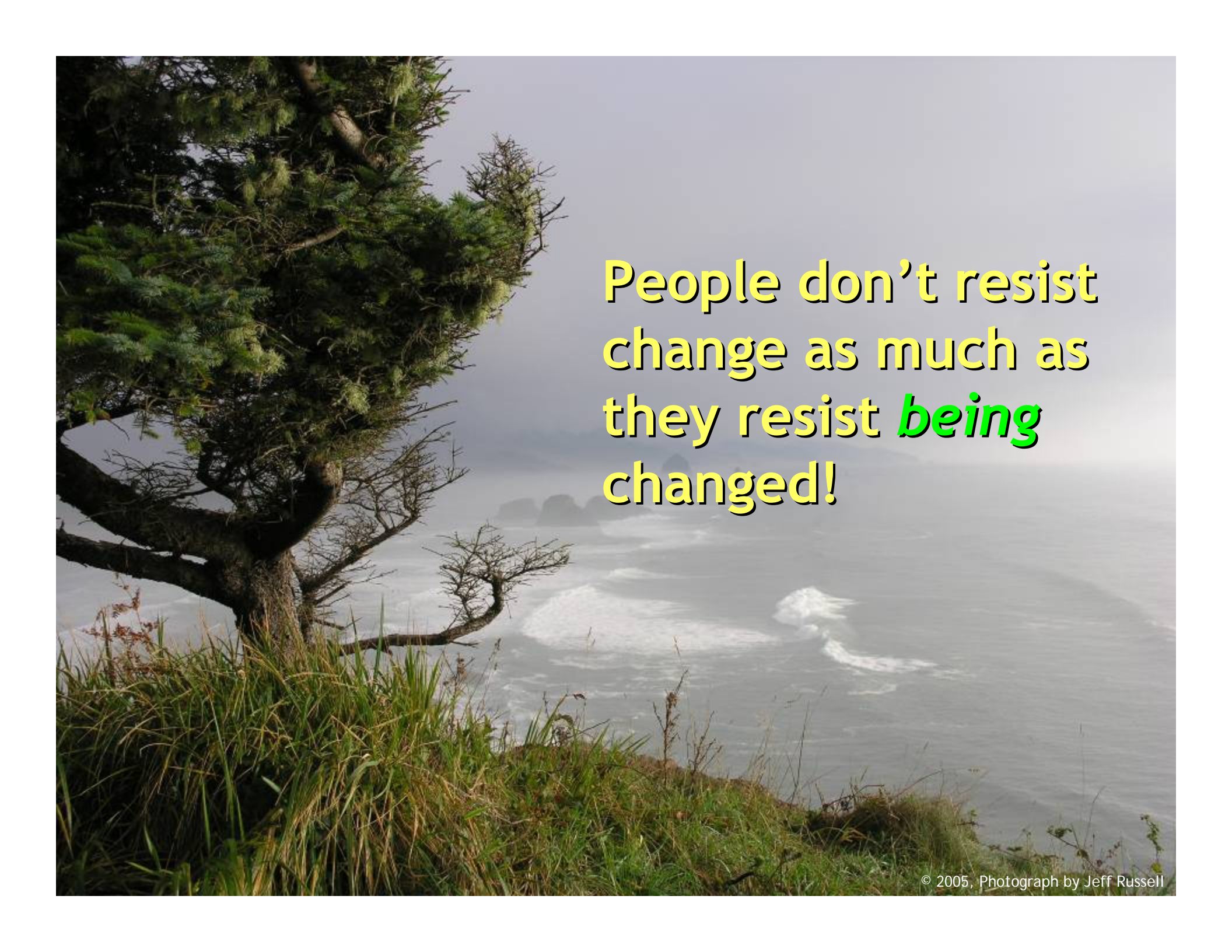
With Jeff Russell of  
Russell Consulting, Inc.





**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)**

A scenic photograph of a coastline. In the foreground on the left, a large, dark green tree with a thick trunk and dense foliage stands on a grassy hillside. The grass is tall and green. In the background, the ocean is visible with white-capped waves crashing against dark rocks. The sky is a pale, overcast blue. The overall mood is serene and natural.


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 Learning Objectives . . .

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- Explore our 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 need to value 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.*

# 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?



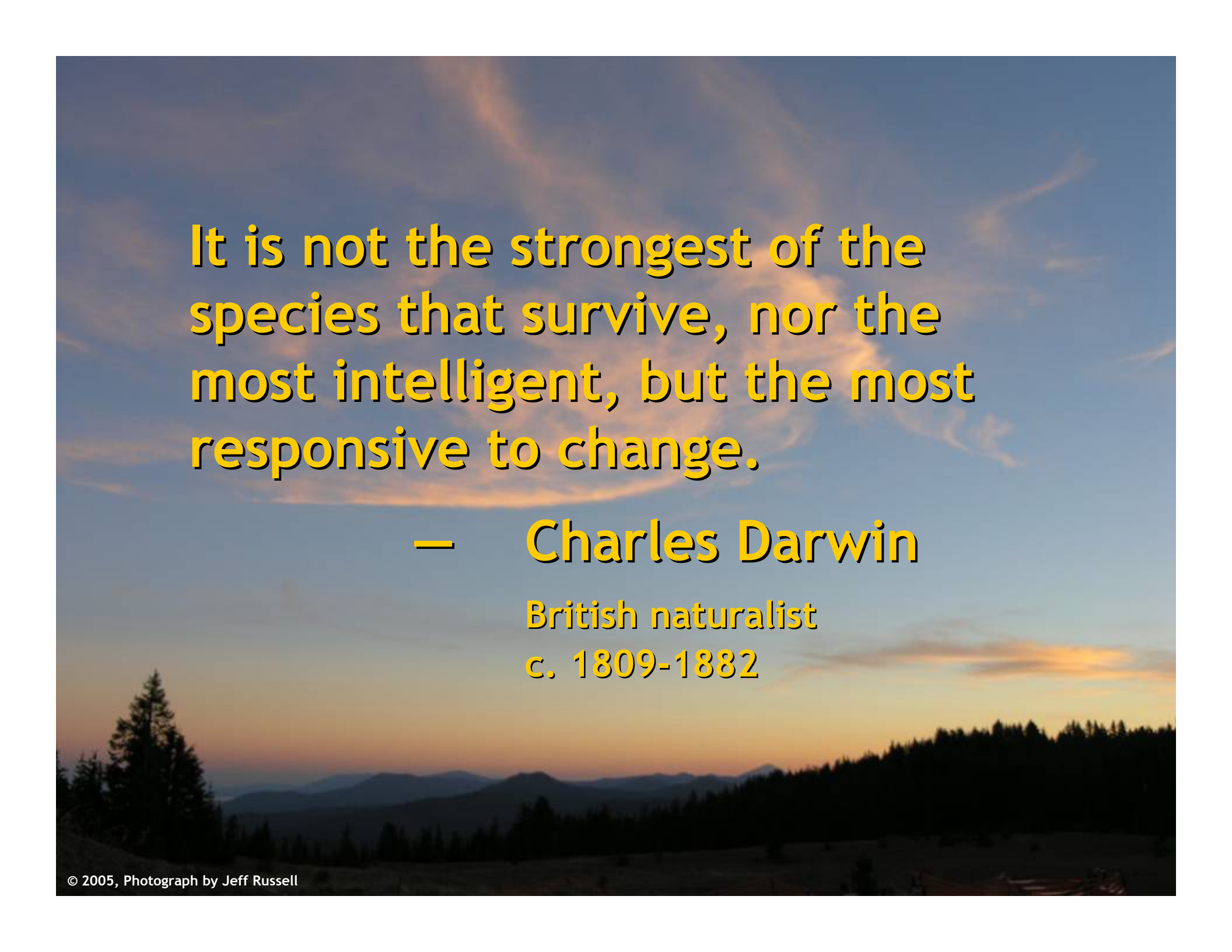
*People are focused upon and excited about the future. They begin working together to accomplish the change vision.*

A photograph of a hiker on a mountain trail. The hiker is wearing a blue shirt, dark pants, and a hat, and is carrying a backpack. They are walking on a dirt path that winds through a green valley. In the background, there are large, rugged mountains with significant snow cover under a clear blue sky.

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



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

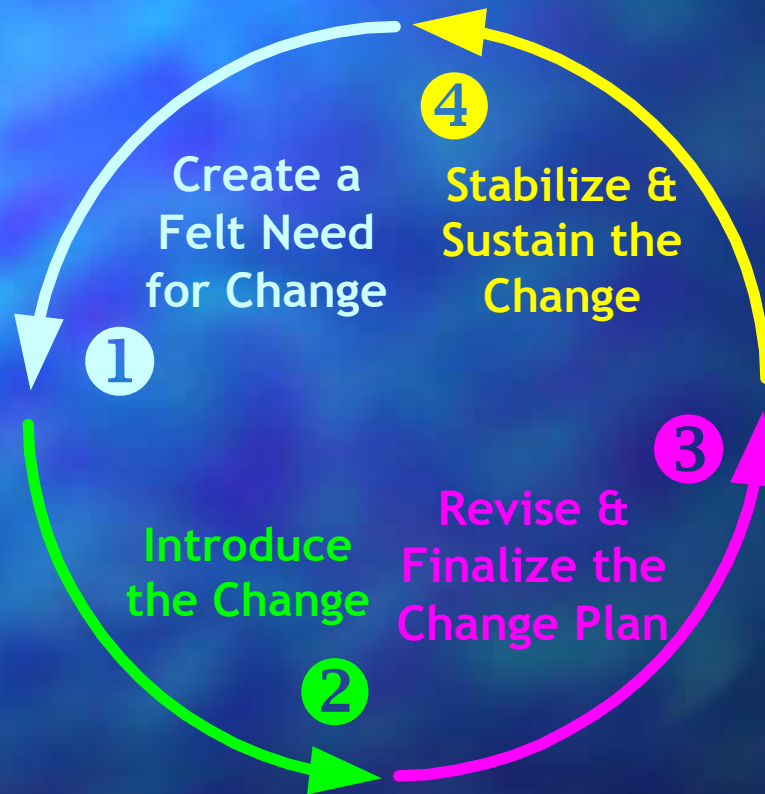
**— Charles Darwin**

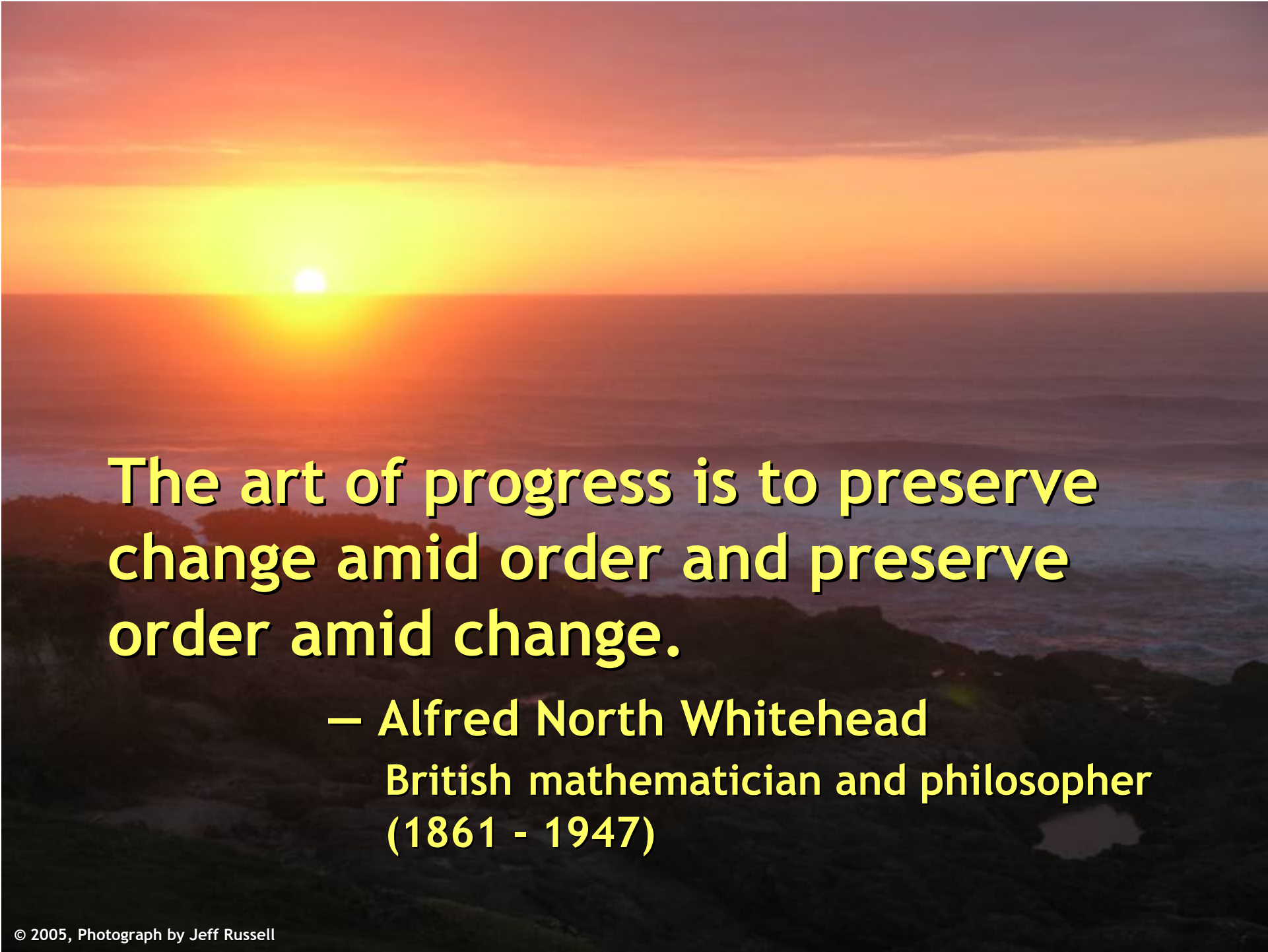
**British naturalist  
c. 1809-1882**

# Leader Actions . . .



# Leading Change





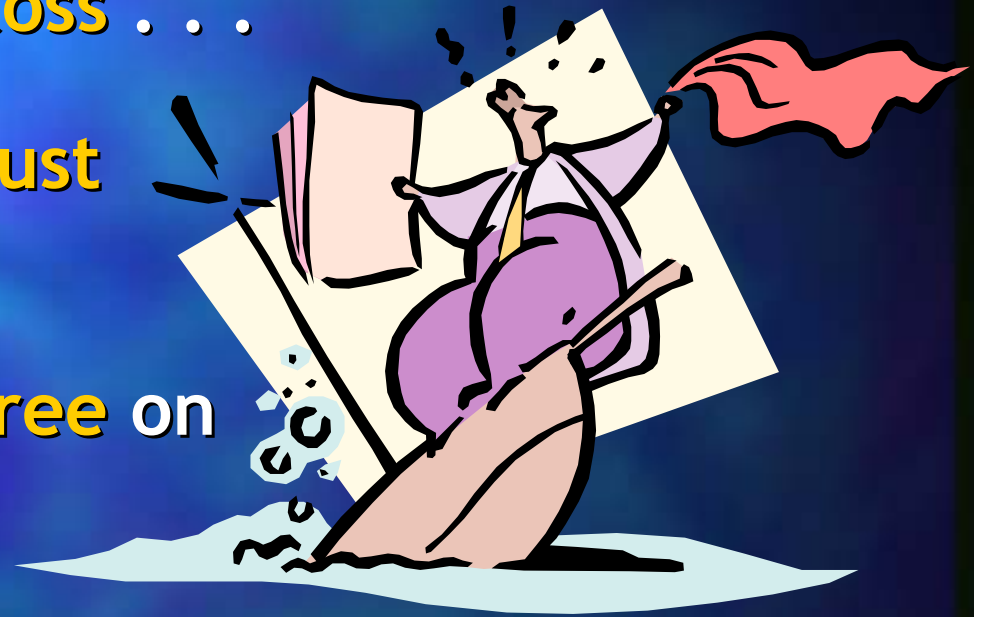
**The art of progress is to preserve  
change amid order and preserve  
order amid change.**

**– 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 dark, heavy clouds. The sky is filled with lighter, wispy clouds that catch the light of the setting sun, creating a warm, golden glow. The water in the foreground is dark and reflects the light from the sky and the sun. The overall mood is contemplative and dramatic.

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 . . .*

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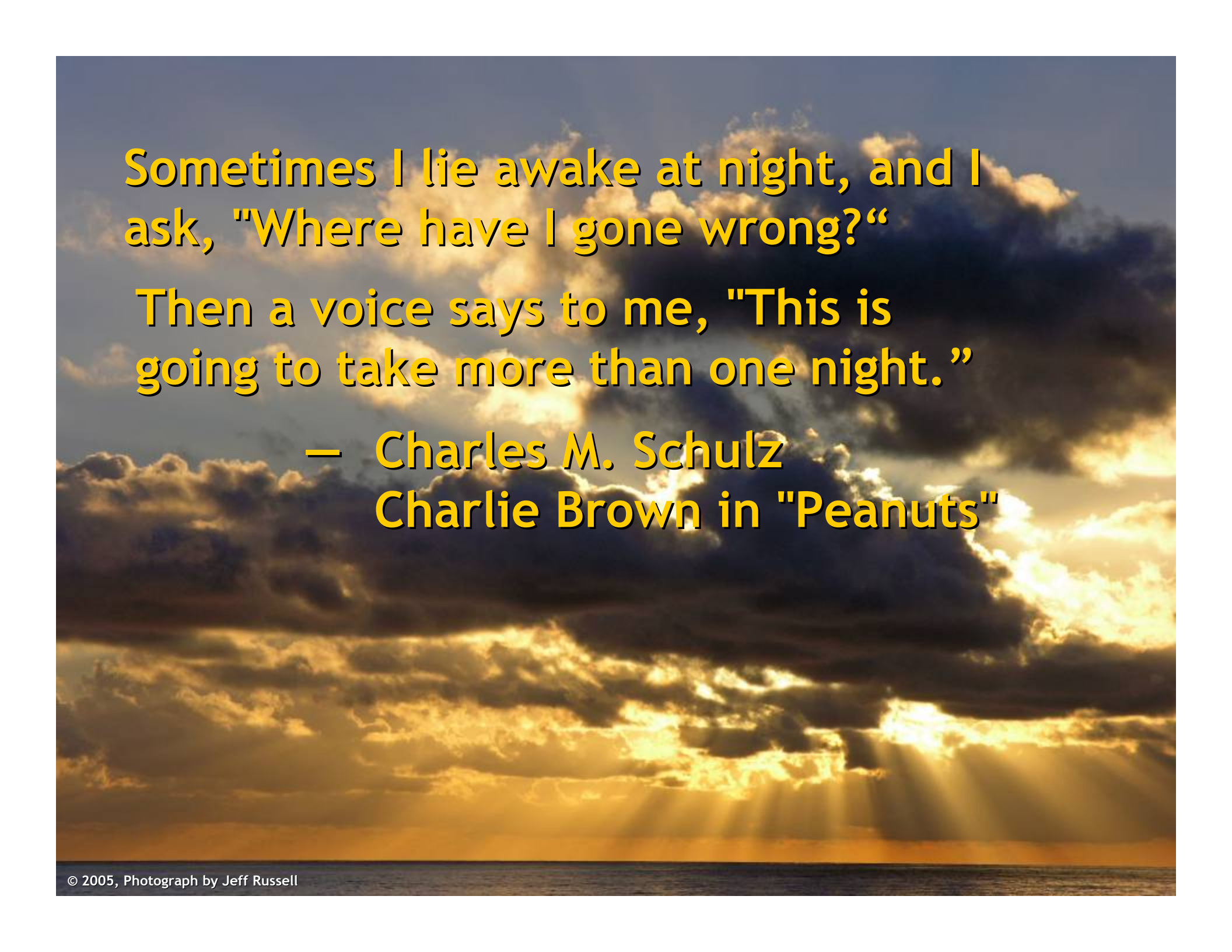
**Danger!**

*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?"

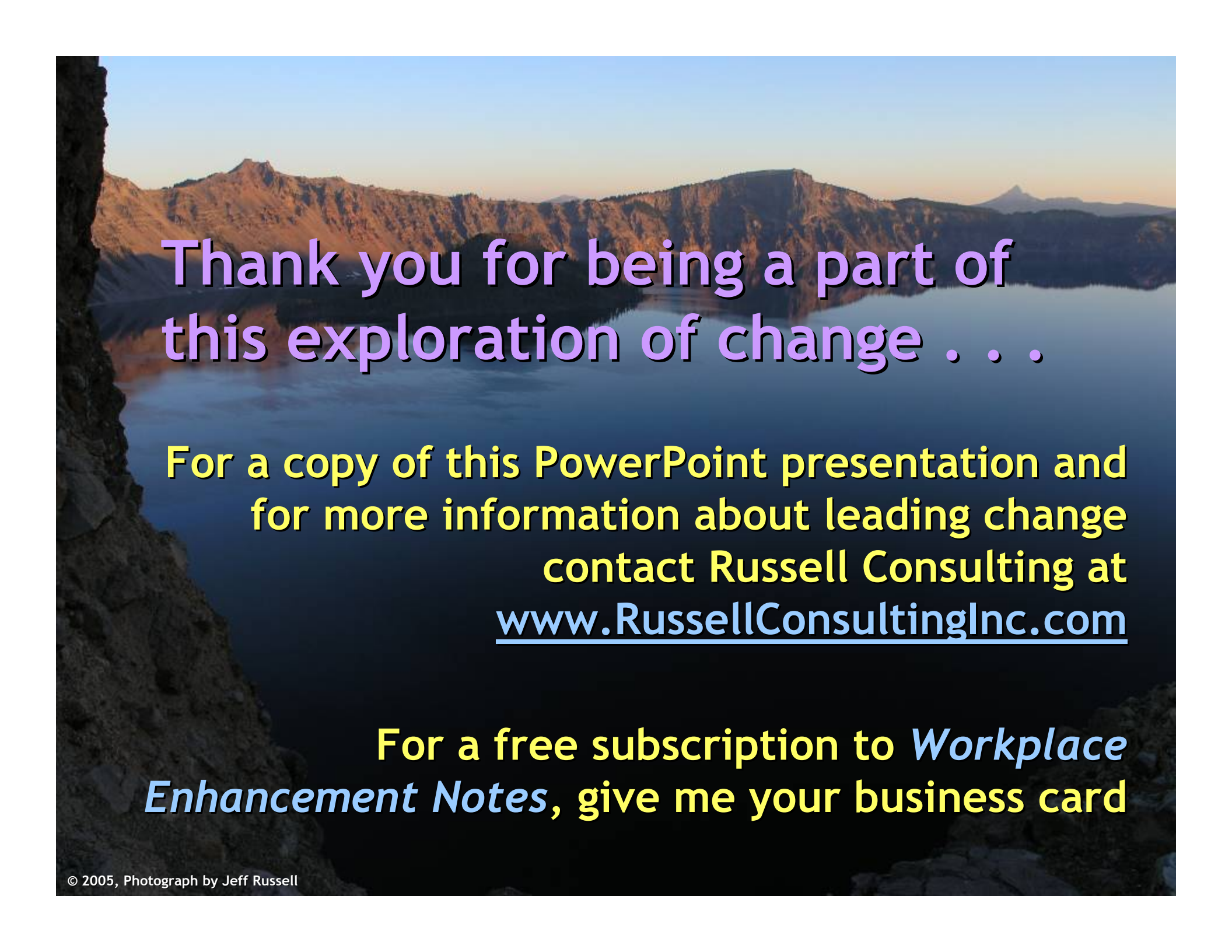
Then a voice says to me, "This is  
going to take more than one night."

— Charles M. Schulz  
Charlie Brown in "Peanuts"



Somebody has to do something . . .  
and it's just incredibly pathetic  
that it has to be us.

– the late Jerry Garcia  
(of the Grateful Dead)  
b. 1942, d. 1995



**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](http://www.RussellConsultingInc.com)**

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