


No Employee Left Behind: The Principals of Change

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Organizational Leadership

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My Thoughts on Change

- When I think about change, the words that come to mind are:
 1. _____
 2. _____
 3. _____
 4. _____
 5. _____

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How Change Affects Me

- Changes I embraced:

1. _____

2. _____

3. _____

- Changes I resisted:

1. _____

2. _____

3. _____

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Leaving My Comfort Zone

- Can you think about a change you are trying to make right now?
- Take a minute and write it down.

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Leading Change

- **Is the most important skill set for success in business and life.**
- **Those individuals who can adapt and exploit a rapidly changing world will profit the most.**
- **How equipped are you to prosper in a world of complexity and change?**

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Types of Change

- **Personal**
- **Group**
- **Organizational**
- **Community**
- **Societal**
- **Global**



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Reasons People Resist Change

- _____
- _____
- _____
- _____
- _____


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Resistance

- **Fear of the unknown**
- **Loss of relationships or position**
- **Loss of Identity**
- **Inadequacy**
- **Indignation**
- **Lazy**


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Reactions to Change

- _____
- _____
- _____
- _____
- _____

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Reactions to Resistance

- **Negatives**
 - Disbelief
 - Disappointment
 - Despondency
 - Annoyance
 - Blaming
 - Hostility
 - Sabotage
- **Positives**
 - Resolve
 - Acceptance
 - Optimism

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The Change Formula

- The Drive for change is a function of:
 - D= Your dissatisfaction of the current situation
 - V=Your vision for something better
 - E=Ease of the process to make it happen
 - C=The perceived cost of the change

$$D * V * E > C$$

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Perceived Cost

From the Tipping Point



12



Change Curve

- Where do you fit on the curve?
 - Your organization?
- How does the equation and curve relate to changes you try to make in your work place or community?

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The Change Cycle

- ***The Ending*** -letting go of what once was
- ***The Neutral Zone*** -traveling through the unknown
- ***The New Beginning*** -coming to grips with a new set of circumstances

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Helping Change Targets Let Go

- Give people lots of information
- Acknowledge losses openly
- Don't be surprised at over reaction
- Treat the past with respect
- Mark the ending and give folks a piece of the past
- Use resistance as an asset not a deterrent

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Becoming Change Skilled

- Look for benefits and purpose
- Keep a sense of humor
- Create optimistic realism by looking at less favorable circumstances
- Encourage others, those you encourage will support you in the future

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Understand the Neutral Zone

- A difficult time for most people
- Calls for creative leadership
- Help normalize the neutral zone
- Schedule retreats
- Provide training
- Encourage experimentation

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Entering the New Beginning

- The 4 P's
 - Carefully explain the Purpose of the change
 - Give everyone a Picture or vision
 - Have a well thought out Plan
 - Give everyone a Part to play in accomplishing the change
- Ensure quick successes

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Survey Results of 250 Organizations in 40 Countries-Best Practices

- **Visible commitment from the top**
- **Good communication**
- **Planning**
- **Include a physical aspect in the change**
- **Sponsor involvement**
- **Offer training**

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Best Practices Continued

- **Remain open minded**
- **Stay positive**
- **Move slowly**
- **Have a three phase process**
 - **Planning phase**
 - **Design phase**
 - **Implementation phase**

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Biggest Mistakes

- **Ignoring the impact of change on employees**
 - Management focuses on bottom line and not on employees
- **Lack of continually updated communication**
- **Management gets distracted by other things**

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21



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22