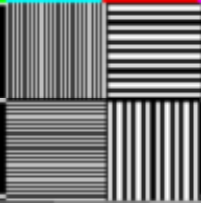


FOCUS



©1997,2007 Lionel Hartley, PhD

An ostrich is standing in a desert landscape with sand dunes under a clear blue sky. The ostrich is facing left, and its long legs are visible. The text is overlaid on the image.

Welcome

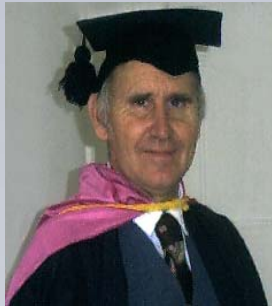
Strategic

Change

Management

With Lionel Hartley, PhD

Who is your seminar author?



Lionel Hartley, author, radio broadcaster, public speaker and retired sociologist.

He was a Lifestyle Educator and Family-life Counsellor for three decades.

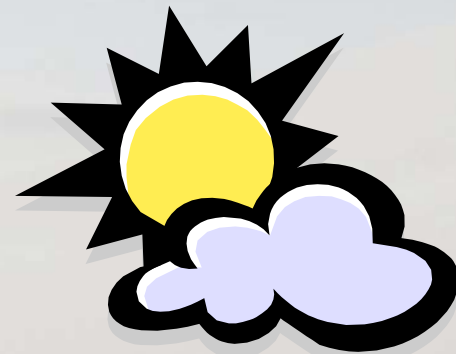
He is a grandparent, married to Rosemary with three grown children.

Lionel D C Hartley, DipAdmin(NZIM), HonDip (DramArt), DipTheol (SDB), RGN (Psy, PsyPaed, Admin, Nutn), Dip Bus Law, Dip Econ, Dip Accy, BA (Lit), MA, PhD [etc.]

www.hartleyonline.blogspot.com

**We welcome your participation in today's seminar.
Time will be allowed at the end for your questions.**

Name five things in nature that don't change



The Ugly Truth



1. **“Stability” is a lie**
2. **There is no “normal”**
3. **We are living in the “good old days”**



“Change is avalanching down upon our heads, and most people are grotesquely unprepared to cope with it.”

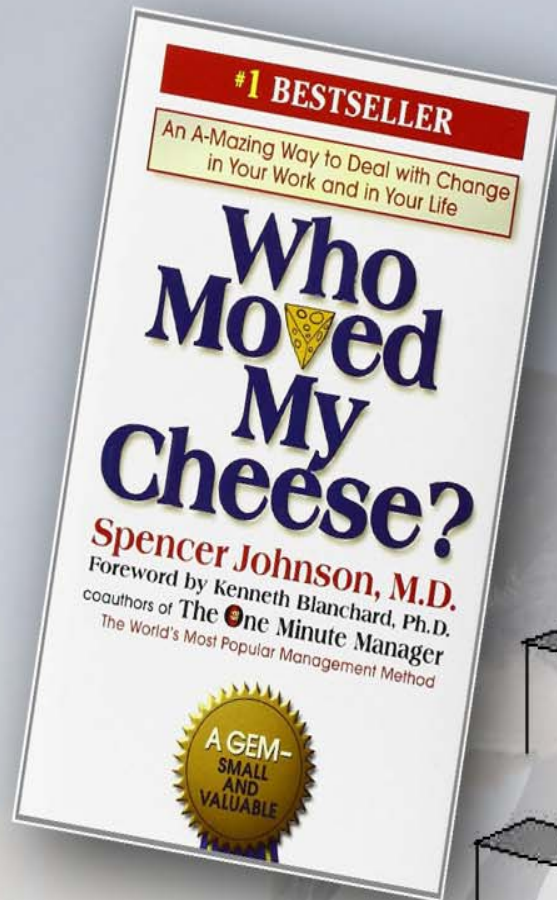
Alvin Toffler, Future Shock

How People Change

- Sudden, uninvited changes
- Long-anticipated change
- Everyday changes
- Changes in habits
- Improving your skills or aptitudes
- Changing your limiting beliefs

Overcoming Barriers to Change

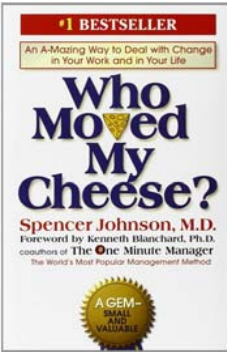
- **Neuro Linguistic Programming**
- **"Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect." Romans 12:2**



Who Moved My Cheese?

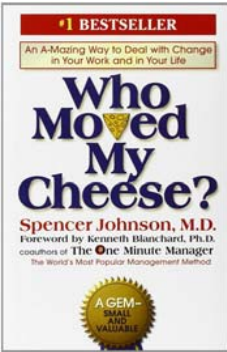


Strategies for Change

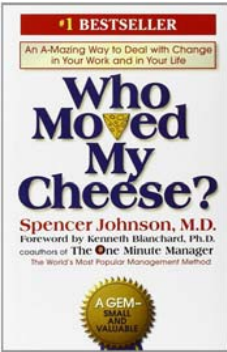


Having Cheese Makes You Happy





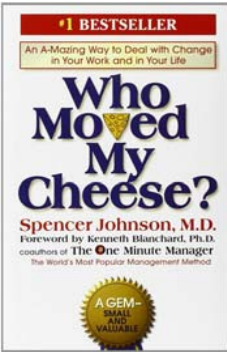
***The More
Important Your
Cheese is To
You, The More
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If You Do Not Change,

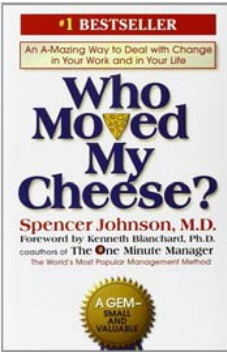
You Can Become Extinct





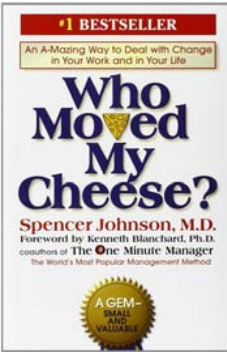
What Would You Do If You Weren't Afraid?



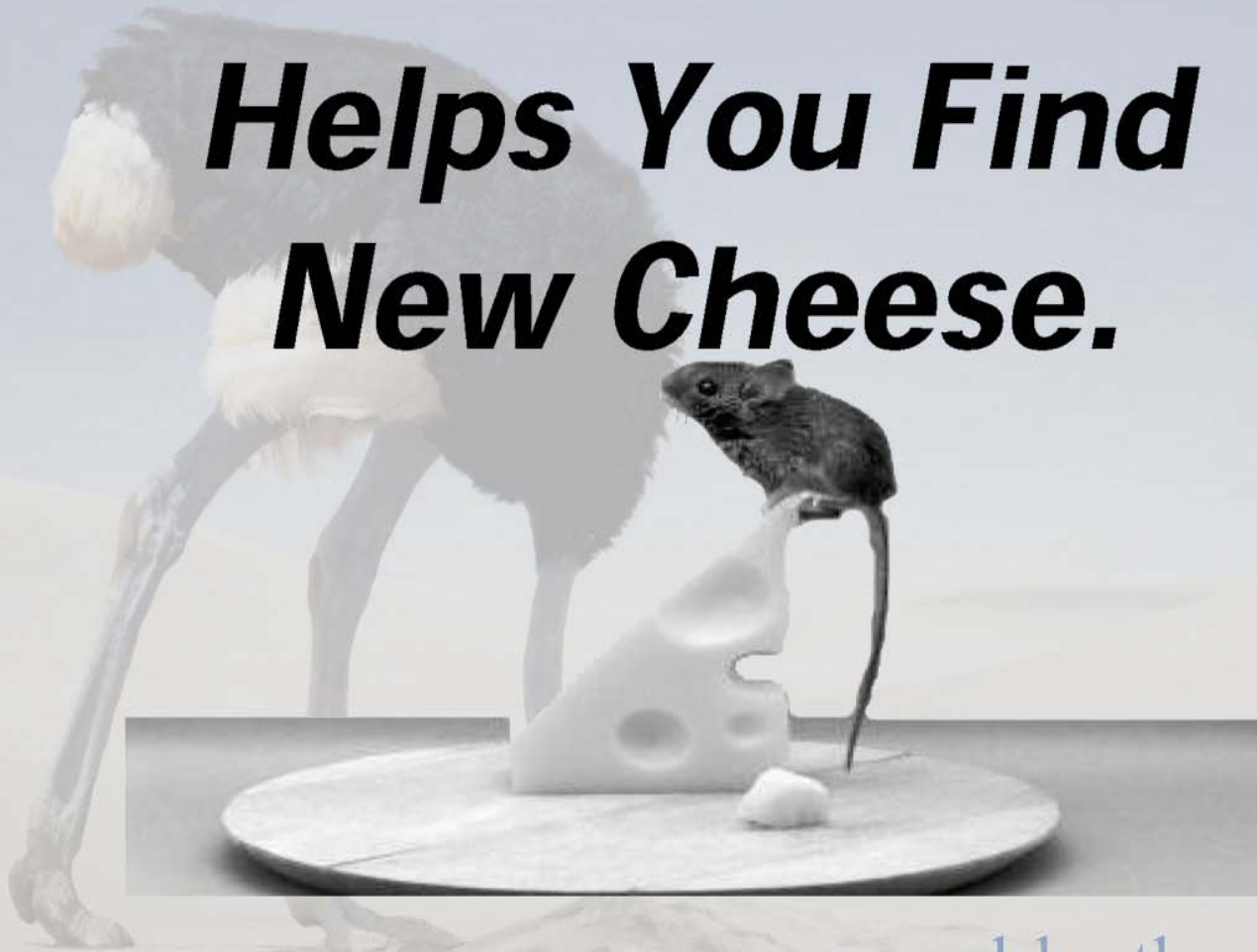


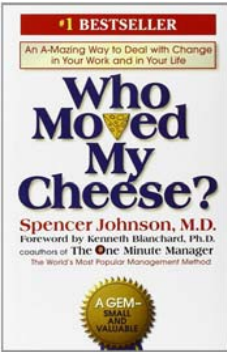
Smell The Cheese Often So You Know When It Is Getting Old.





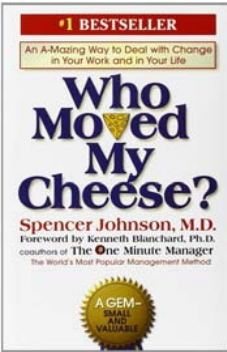
Movement In A New Direction Helps You Find New Cheese.





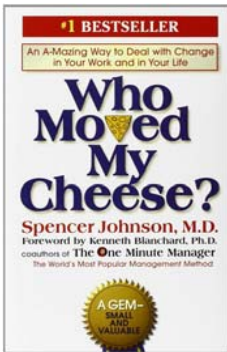
When You Move Beyond Your Fear, You Feel Free.



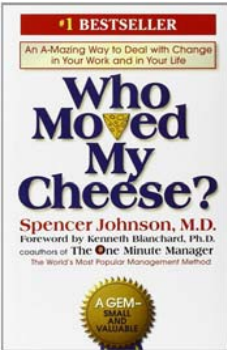



***Imagining
Myself Enjoying
New Cheese, Even
Before
I Find It,
Leads Me
To It.***

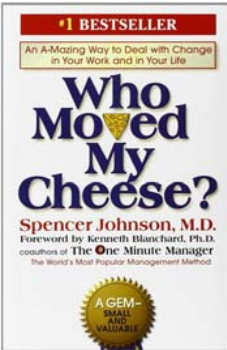




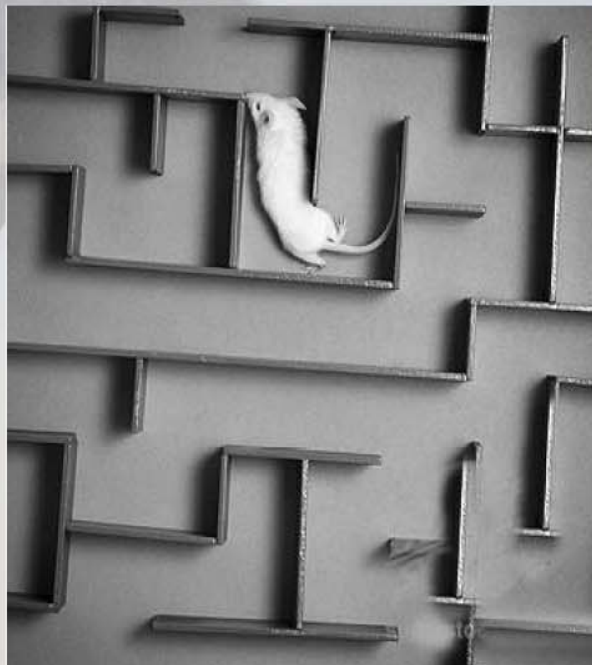
***The Quicker
You Let Go
Of Old Cheese,
The Sooner
you Find
New Cheese.***

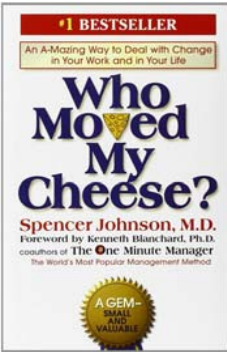


***It Is Safer
To Search
In The Maze
Than Remain In
The Cheeseless
Situation.*** 



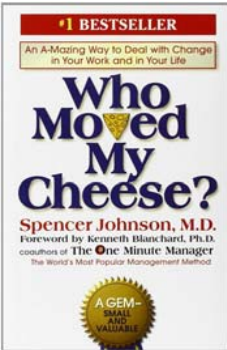
Old Beliefs Do Not Lead You To New Cheese.





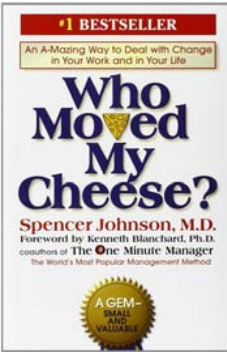
***When You See
That You Can
Find And Enjoy
New Cheese,
You Change
Course.***





***Noticing Small
Changes Early
Helps You Adapt
To The Bigger
Changes That
Are To Come.***





The Handwriting on the Wall



Change Happens



Anticipate Change



Monitor Change



Adapt To Change Quickly



Change



Enjoy Change



Be Ready To Change Quickly

& Enjoy It Again.

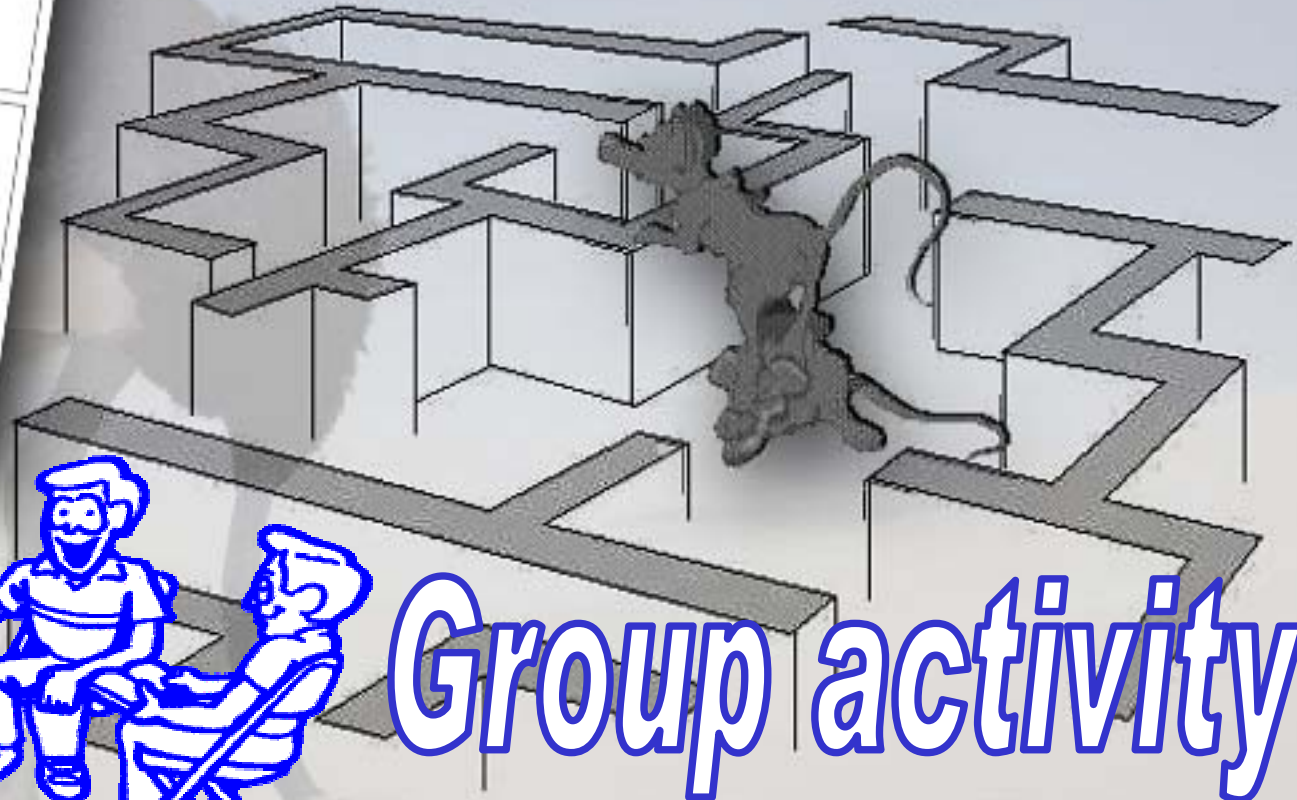
www.lrhartley.com/change



Who Moved My Cheese?

Strategic Change Management Seminar www.lrhartley.com/change Aship - Page 1

<p>Having Cheese Makes You Happy</p> 	
<p>The More Important Your Cheese is To You, The More You Want To Hold Onto It.</p>	
<p>If You Do Not Change, You Can Become Extinct</p> 	
<p>What Would You Do If You Weren't Afraid?</p> 	



Group activity

Having Cheese Makes You Happy



25

Group activity

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Important Your
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If You Do Not Change, You Can Become Extinct



27

Group activity

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What Would You Do If You Weren't Afraid?



Smell The Cheese Often So You Know When It Is Getting Old.



Movement In A New Direction Helps You Find New Cheese.



30

Group activity

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***When You Move
Beyond Your
Fear,***



Group activity


You Feel Free.

***Imagining
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Old Beliefs Do Not Lead You To New Cheese.



35

Group activity

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***Noticing Small
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Group activity



The Handwriting on the Wall



Change Happens



Anticipate Change



Monitor Change



Adapt To Change Quickly



Change



Enjoy Change



Be Ready To Change Quickly



Group activity

& Enjoy It Again.

Avoiding the cycle of change fatigue

- **Six Categories of Reactions to Change**

1. **Taking Charge**
2. **Loyally Implementing**
3. **Putting up with it**
4. **Paralysis**
5. **Exiting**
6. **Sabotaging**



How can organizations embrace and pursue change



The Change Portfolio Management Process

How can organizations embrace and pursue change

Phase 1: Identify



The Change Portfolio Management Process

How can organizations embrace and pursue change

Phase 1: Identify

Phase 2: Investigate

The Change Portfolio Management Process

How can organizations embrace and pursue change

Phase 1: Identify

Phase 2: Investigate

Phase 3: Analyse

The Change Portfolio Management Process

How can organizations embrace and pursue change

Phase 1: Identify

Phase 2: Investigate

Phase 3: Analyse

Phase 4: Act

The Change Portfolio Management Process

How can organizations embrace and pursue change

Phase 1: Identify

Phase 2: Investigate

Phase 3: Analyse

Phase 4: Act

Phase 5: Monitor, Manage and Control

The Change Portfolio Management Process

Leadership is different from management

- **Managers Deal With Complexity**
- **Leaders Cope With Change**

Poorly planned Change is About ...

Fear of a potential loss:

- ✓ Security, confidence & sense of well-being
- ✓ The familiar
- ✓ Sense of ownership & entrepreneurial spirit
- ✓ Taking Risk
- ✓ Personal identity
- ✓ Structure & clarity
- ✓ Direction
- ✓ Control
- ✓ Power & influence
- ✓ Friends & colleagues
- ✓ Importance in the eyes of family & friends
- ✓ Networks & information
- ✓ Knowledge & experience



Anxiety

Adapted from Nancy Barger & Linda Kirby,

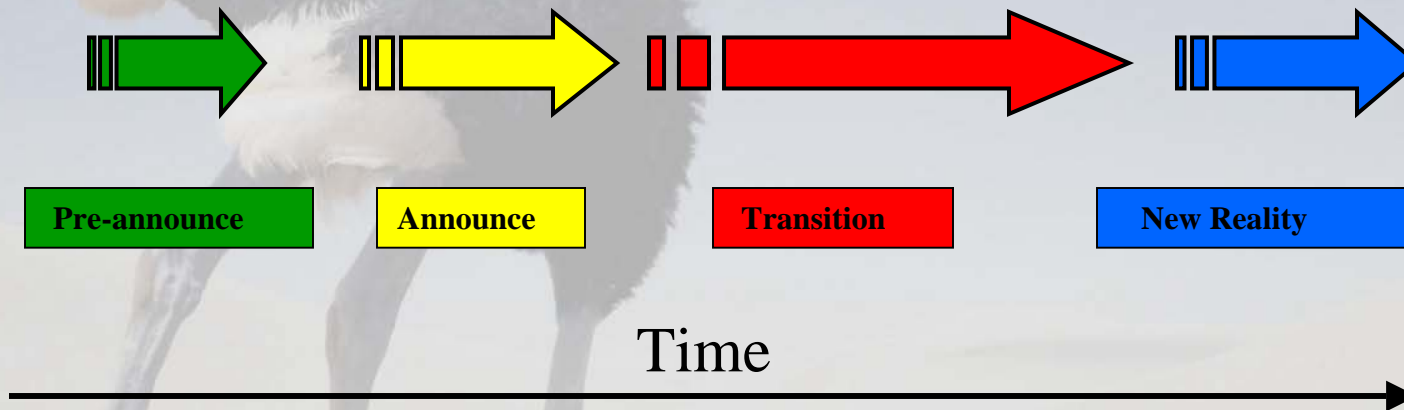
42 *The Challenge of Change in Organizations*

www.lrhartley.com/change

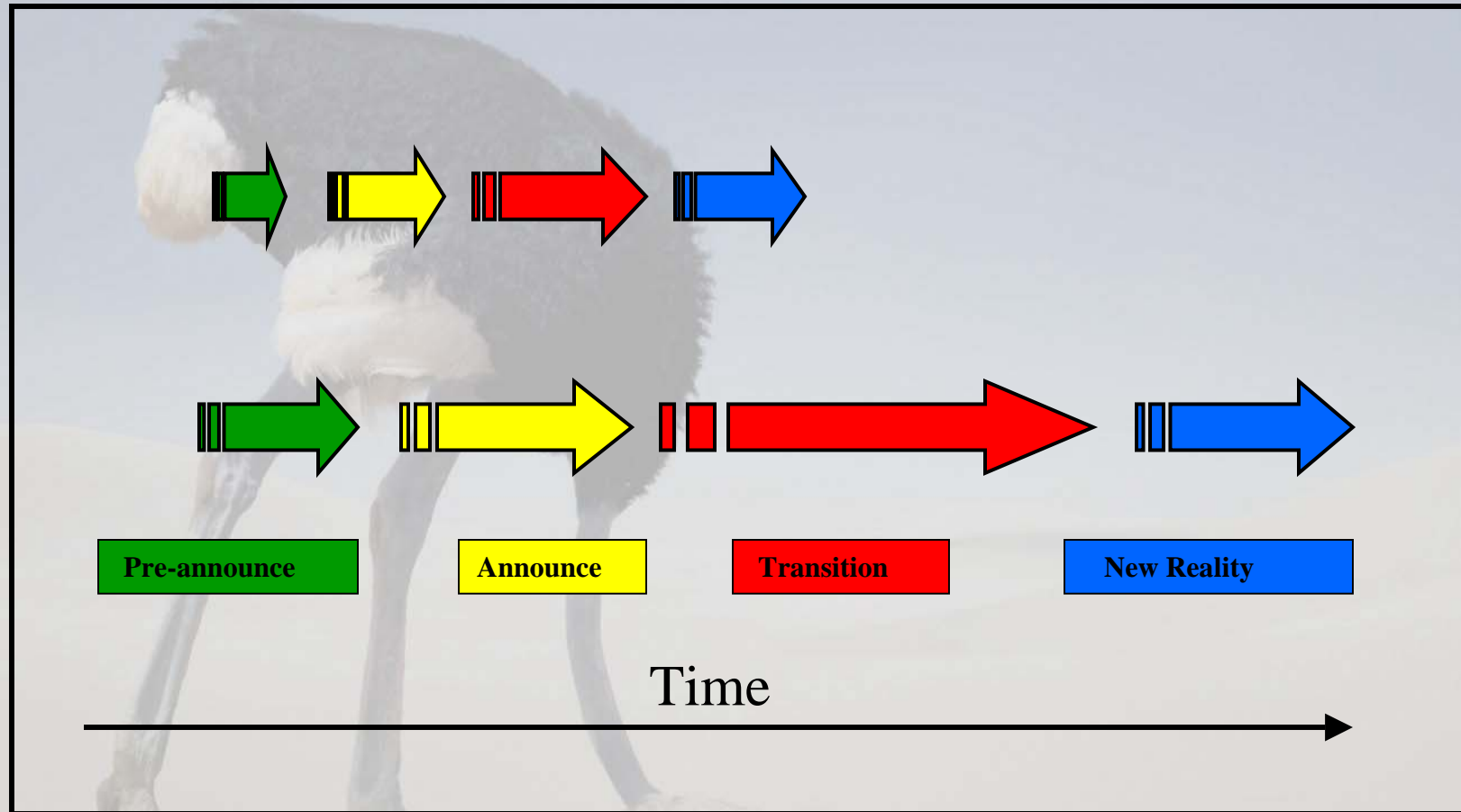
Organizational Change Process

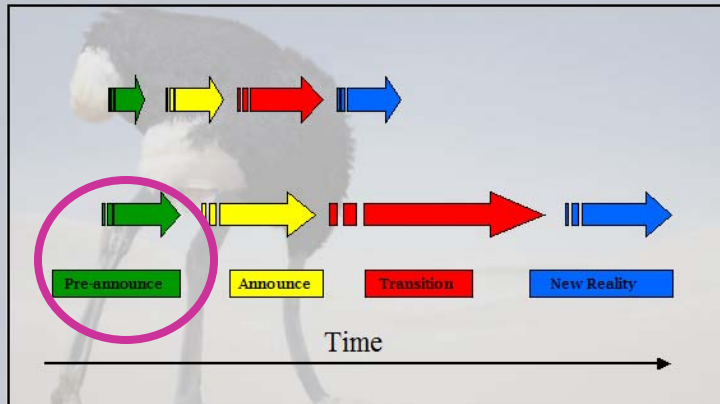


The “Marathon Effect”?



Minimizing The “Marathon Effect” *Taking The High Road To Change*





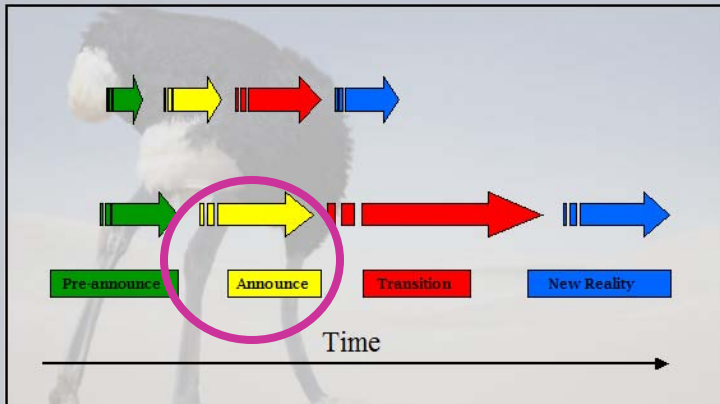
“Pre-announce”

What People May Feel

- Stability
- Confidence
- Sense of routine
- Familiarity
- Anxiety from rumours

What Behaviours May Occur

- “Business as usual”
- Teamwork
- Supportiveness
- Productivity drops due to rumor anxiety



“Announce”

What People May Feel

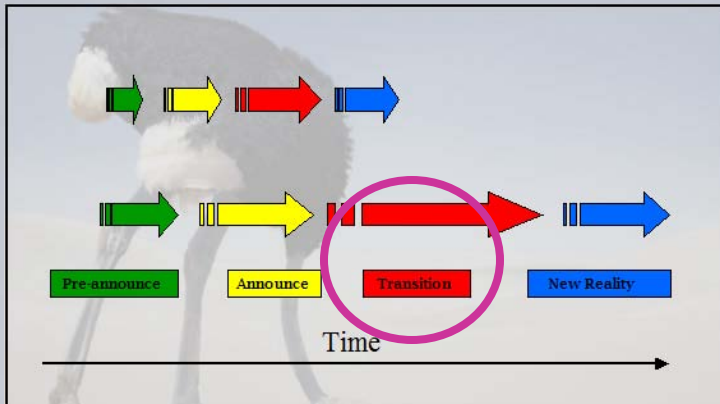
- Some degree of “grief response” begins
- Focus on the “good old days”
- Victim mentality
- Betrayed
- Empty
- Anxious

What Behaviours May Occur

- Avoiding reality
- Losing interest in “work in progress”
- Too intense
- Disoriented
- May try to move past this phase too quickly

Grief Response

- Shock, Chaos & Confusion
- Denial, Disbelief & Self-Isolation
- Bargaining
- Anger
- Panic
- Depression, Discouragement
- Resignation
- Acceptance & Accommodation



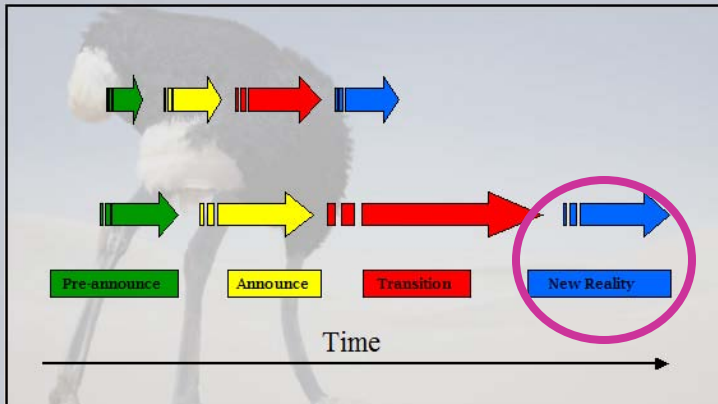
“Transition”

What People May Feel

- Increased anxiety
- Selfishness & survival
- Self doubt/self-protective
- Distrust/cynicism/resentment
- Ineffective
- Lethargic
- Overloaded

What Behaviours May Occur

- Increase absenteeism & turnover
- Quit & leave or quit & stay
- Old resentments re-emerge
- Confused priorities
- Consensus & teamwork break down
- Increased conflicts & miscommunication
- Finally, opportunities for innovation start to emerge



“New Reality”

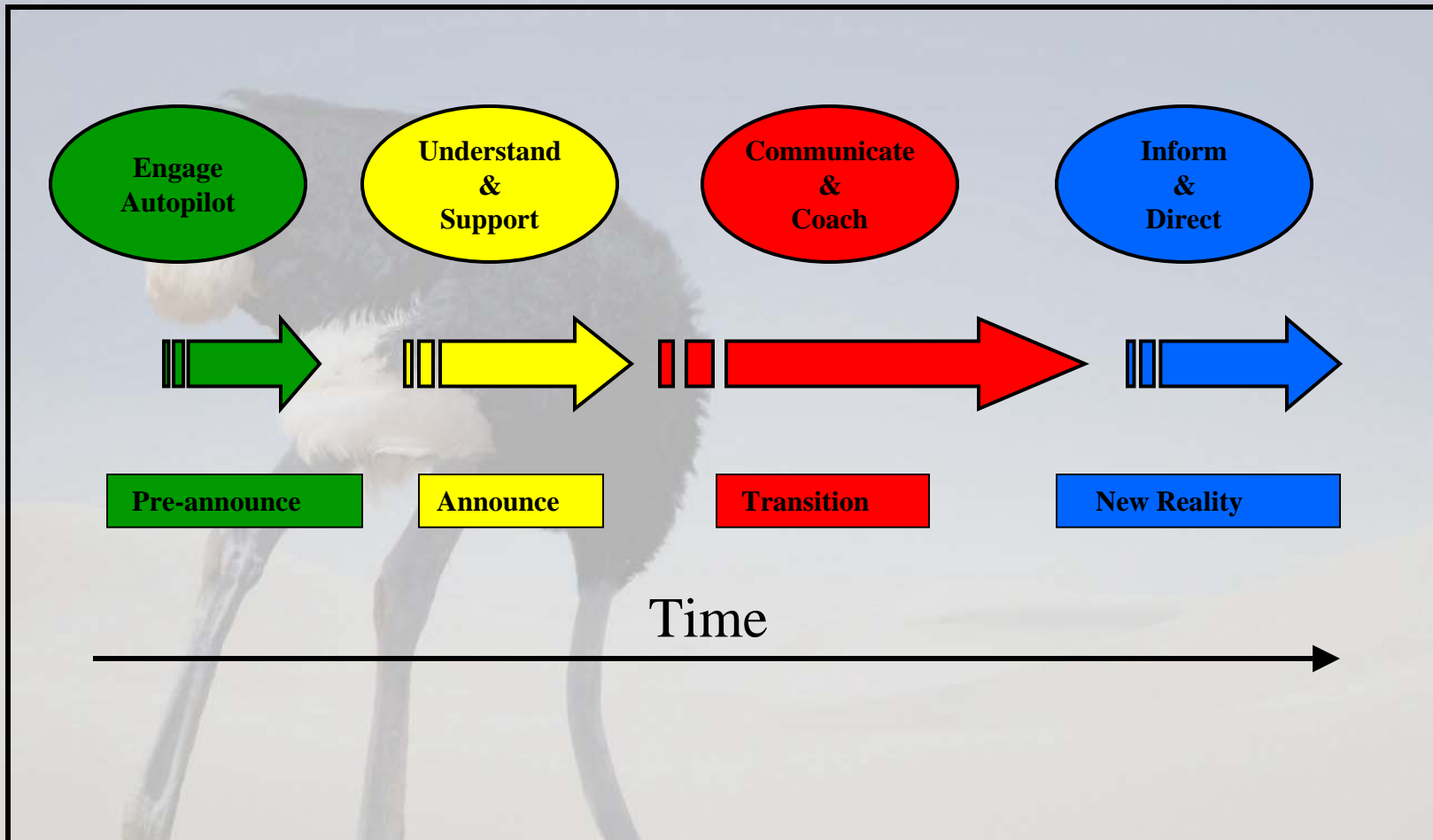
What People May Feel

- Old anxieties reactivate
- Fear of the gamble (will this really work?)
- Can I make it? Visits from “Ghosts of Failures Past”
- Ambivalence
- Naked – the cover of confusion in the “Transition” goes away
- Fear of accountability & pressure
- Finally, **EXCITEMENT**

What Behaviours May Occur

- Resistance
- Avoidance
- Hesitation
- Tentative acceptance
- Questioning
- Increased energy
- Commitment

What Leaders Need To Do?



The Top 10 Mistakes



1. Being too “logical” (clinical)
2. Being “too positive”
3. Saying “they’ve already been told”
4. Arguing that “they aren’t affected”
5. Saying “trust us”
6. Forgetting about yourself
7. Allowing the “marathon affect” to take over
8. Imagining that “what they don’t know won’t hurt them”
9. Breaking the news a little at a time
10. Falling into the “destination fallacy”

Taking The High Road

1. **Setting expectations about change**
2. **Creating A “change-friendly” culture**
3. **Apply good marketing principles internally**
4. **Use known “best practices” for initiating change**

10 Best Practices



1. Answer “Why”
2. Identify/create a compelling rationale – sense of urgency
3. Enlist a willing champion & an oversight function
4. Form a powerful coalition
5. Paint a picture
6. Create a plan that aligns the organization
7. Communicate
8. Start with short-term wins
9. Learn from the process & modify-on-the-fly
10. Conduct a post mortem – incorporate learning next time

How to Deal with Change

- 1. Notice change**
- 2. Face your feelings about the change**
- 3. When to accept and when to reject**
- 4. Adopt an attitude of anticipation, and be grateful**
- 5. Choose your thoughts and attitudes**
- 6. Learn to relax (more)**
- 7. Set smart goals**

Why is change necessary?





**The eagle has the longest life-span
of her species**

She can live up to **70 years**.

But to reach this age,
the eagle must make a hard decision.





In her 40's

her long and flexible talons can no longer grab prey which serves as food

Her long and sharp beak becomes bent



**Her old-aged and heavy wings,
due to their thick feathers,
become stuck to her chest and
make it difficult to fly.**





Then, the eagle is left with only two options: **die** or go through a **painful process of change** which lasts **150 days**.



The process requires that the eagle fly to a mountain top and sit on her nest.



There the eagle knocks her beak against a rock until she plucks it out.



After plucking it out, the eagle will wait for a new beak to grow back and then she will pluck out her talons.



**When her new talons grow back,
the eagle starts plucking her
old-aged feathers.**

And after **five months**, the eagle takes her famous flight of rebirth and lives for



30 more years

Why is change necessary?

A bald eagle is shown in flight, soaring over a blue ocean. The eagle's wings are spread wide, and its head is turned to the left. The background is a clear blue sky. The eagle's feathers are dark brown, and its head is white with a yellow beak. The overall scene is dynamic and powerful.

Many times, in order to survive we have to start a change process.

We sometimes need to get rid of old memories, habits and other past traditions.

Only freed from past burdens, can we take advantage of a renewal.

Coping with change



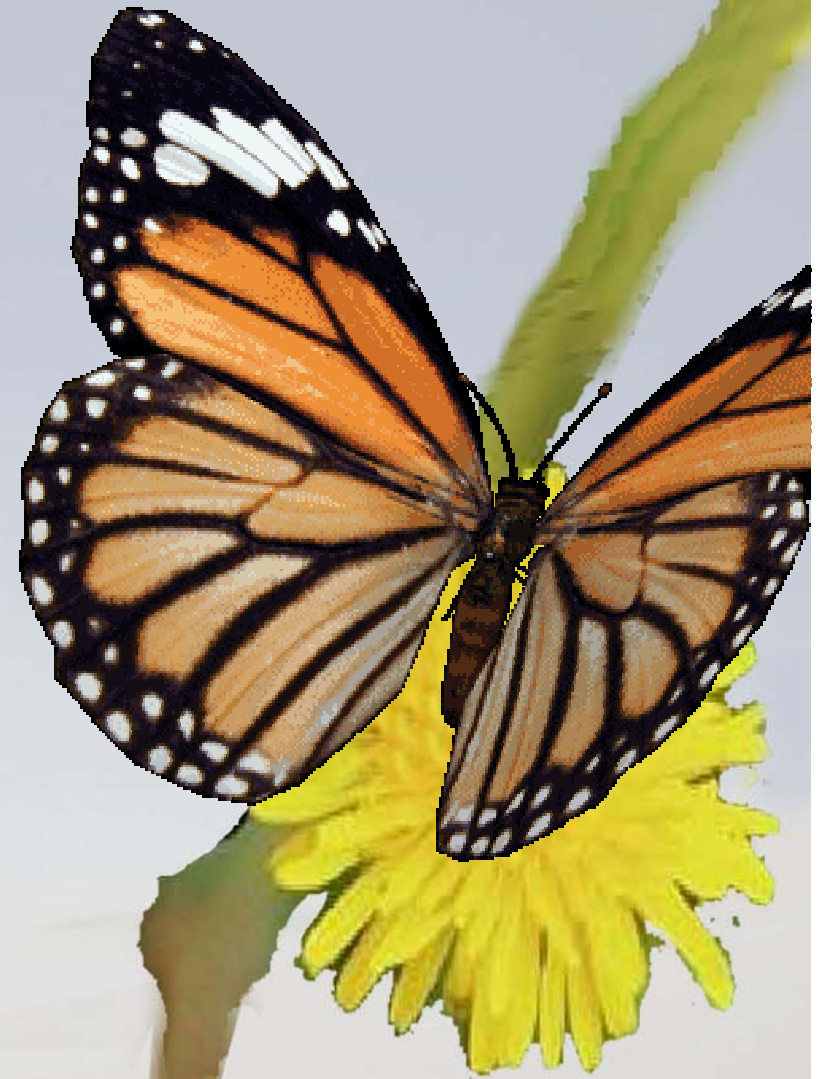
Coping with change



Coping with change



Coping with change



Coping with change

STRATEGY
IMPLEMENTATION
RESISTANCE
EMPLOYEES
SUCCEED
CHANGE
EFFECTIVELY
MANAGEMENT
PROCESS
SUCCESS
BUSINESS
REQUIRED
IMPROVEMENT
ACTIVITIES
FOCUS
SUCCESSION
PLANNING
HOPE
NEW
VALUES
FAITH
KNOWLEDGE
MODEL
TODAY IS THE FIRST DAY
OF THE REST OF YOUR LIFE

STRATEGY
IMPLEMENTATION
RESISTANCE
BEST EFFECTIVE
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MADE
APPROACH
EMPLOYEE PROJECTS
MANAGEMENT
ENGINEERING
PEOPLE
THOUGHT
PROCESSES
MECHANICAL
IMPROVE
MANAGING
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Changing the Mindset

From church focus to Christ focus



Changing the Mindset

From church focus to Christ focus

- following Jesus to see what church forms round him.



Changing the Mindset

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- following Jesus to see what church forms round him.

From settled church to church as a movement



Changing the Mindset

From church focus to Christ focus

- following Jesus to see what church forms round him.

From settled church to church as a movement

- going where people are rather than waiting for people to come.

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From settled church to church as a movement

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From a culture of guilt to a culture of grace

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From settled church to church as a movement

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- freeing people to risk and fail.

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- working towards a relational reformation.

From isolation to interdependence

- encouraging churches to work together.

Changing the Mindset

From individualism to teamwork



Changing the Mindset

From individualism to teamwork

- seeing teamwork as essential to all ministry.



Changing the Mindset

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From top down church to upside down church



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- releasing funds to encourage local vision.

Changing the Mindset



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From faith as security to faith as risk

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- seeing teamwork as essential to all ministry.

From top down church to upside down church

- putting the local church at the centre of the agenda.

From centralised resources to development resources

- releasing funds to encourage local vision.

From faith as security to faith as risk

- looking for new courage to break out of old routines.



1906

Applications

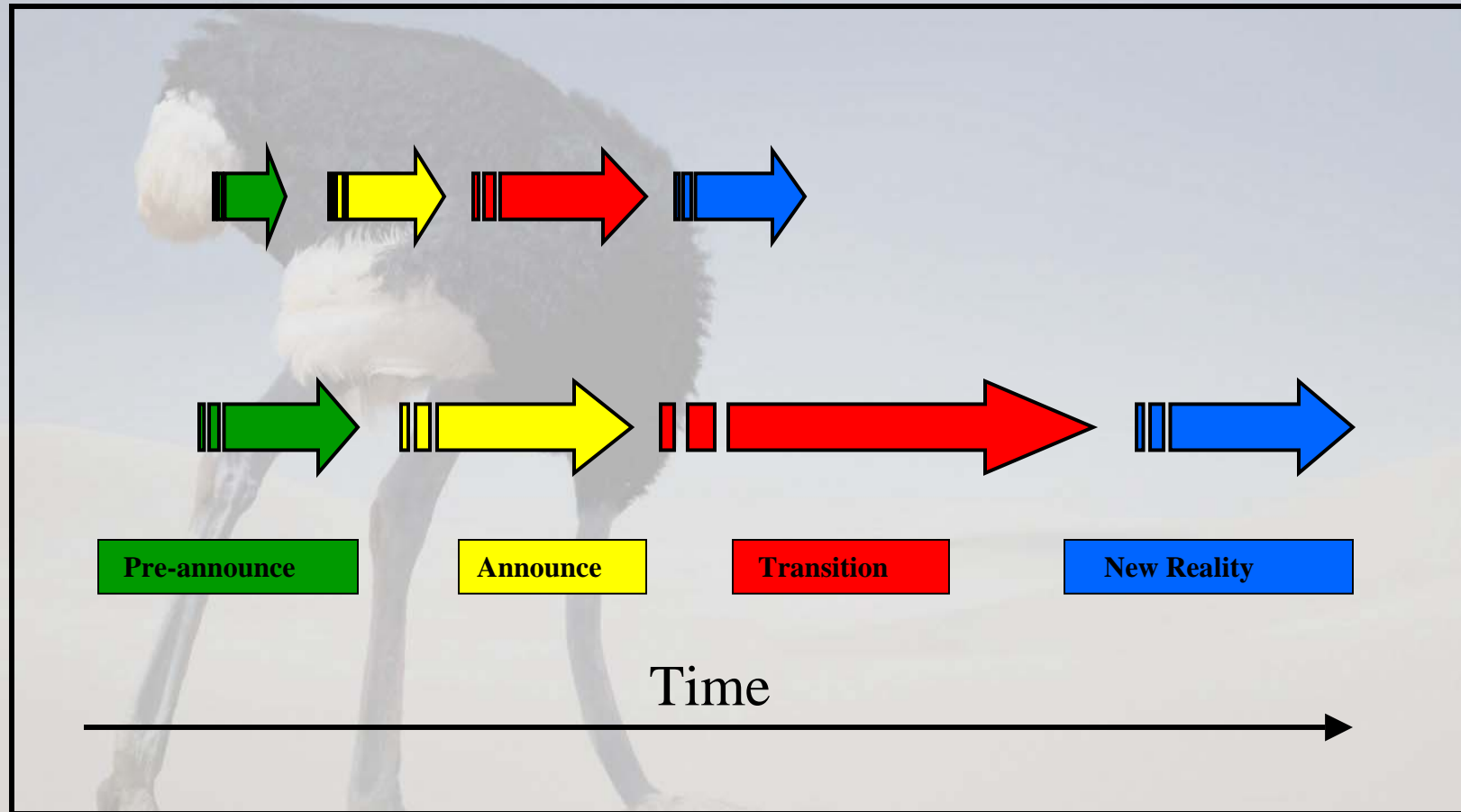
- **Initiating a reorganization**
- **Initiating a “down sizing”**
- **Rolling out a new compensation program**
- **Rolling out major, new processes**
- **Mergers and Acquisitions**
- **New company vision/direction**
- **Implementing new systems**
- **Being new to a company**
- **After a promotion**
- **Many others...**

Do a “stake-holder” analysis:

- ✓ **WIIFT? (Benefits)**
- ✓ **Objections (Threats)**
- ✓ **What will change (Why)**
- ✓ **What won't (Why)**
- ✓ **Tailored plan of attack**
- ✓ **Triangulate**
- ✓ **Reassess periodically**
- ✓ **Modify game plan**

Minimizing The “Marathon Effect”

Leader’s Greatest Challenge?



Minimizing The “Marathon Effect”

Communicating in “Transition”.

