

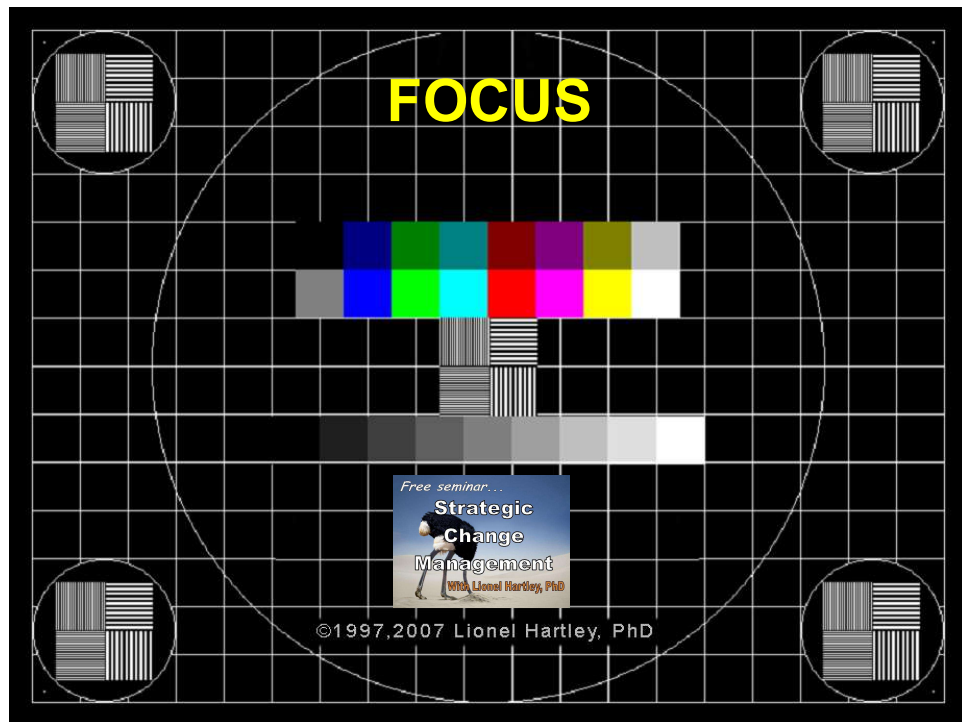


**Seminar Transcript,  
PowerPoint slides  
and handouts**

**Salubrity™ SeminarsLife Skills School**

**2005**

## Slide 1



## Slide 2 TITLE slide



## Slide 3 Introduction

### 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](http://www.hartleyonline.blogspot.com)

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



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[www.lrhartley.com/change](http://www.lrhartley.com/change)

Doug Avery is a third-generation fat cattle and sheep farmer in Grassmere, Eastern Marlborough, New Zealand. His grandfather purchased the farm during a decade of good rains. But a recent decade of unrelenting drought just about destroyed Doug's life. He didn't sleep well at night and dreaded stepping out the door into the sizzling sun and dusty paddocks each morning.

Every day was such a depressing trial for Doug it finally ground him down to the point where he was continually fighting back the tears. He would often go to a small gully on a hillside, where there was enough moisture to green the trees, and sit there just for a refreshing change of scenery. Not able to take it any more he told his wife, Wendy, that he was going to walk away from it all. She said, 'If you go, Doug, you go by yourself. I'm not coming with you'.

Then one day a lecturer from Lincoln University

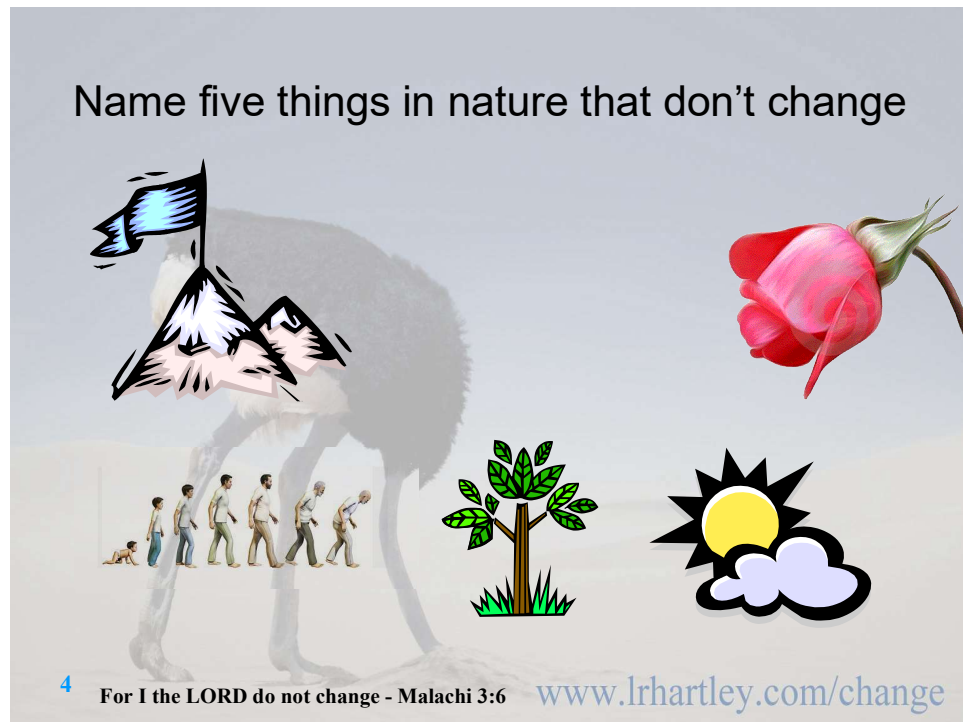
brought his class to look at Doug's drought-stricken farm and was explaining to the students how the land should be farmed in such adverse circumstances. Doug, who was listening, asked a student for a piece of paper and a pen, and started taking notes.

The other farmers thought Doug had gone mad when he sprayed his spring pastures with Roundup to kill them. He did this to conserve the winter moisture levels in the soil by preventing the grass from transpiring it into the atmosphere. He then got contractors to sow the paddocks with lucern (or alfalfa). This lucern, a bright green, protein-rich legume with deep roots that reached down to low-lying moisture, doubled Doug's gross income and profit.

The other farmers in the district called Doug a 'lucern lunatic', but soon changed their minds, and became 'lucern lunatics' themselves, when they discovered that Doug's fat cattle and lambs were superior in every way to theirs. Doug not only doubled his gross income, he doubled his profit.

Doug later admitted that the drought was the best thing that had ever happened to him. Without it he would never have discovered a far better way to farm in that region. The old way had to die before the new way could be implemented.

## Slide 4



Robert C. Gallagher once said Change is inevitable - except from a vending machine.

Can you name five things in nature that don't change? A good definition of Change is the word "Life" A useful definition of change acknowledges that life itself is change; it is a river of constant change and interconnected activity. In fact the definition of life in the Oxford Dictionary is "a state of functional activity and continual change peculiar to organized matter. "

If Life is Change, What is a Good Definition of "Change?" Change means to move from one state of being, or one place, or one circumstance to another. Change is the connecting action that allows or causes

one thing replaces another, whether it is our shoes, our ideas, our job, or the weather. All of those definitions of change are verbs.

They speak of activity. But change is also a noun. Change is the transformation, the **THING** that happens when we move from one state of being to another.

Change is what we end up with when the connection is made. Change is the result of the interconnectedness of events and relationships.

The Buddhist Law of Impermanence states, “Life is an amazing flow of interconnected events and relationships bringing friends and family together and apart in the cycle of pain and pleasure. “

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## Slide 5



### The Ugly Truth



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

5 [www.lrhartley.com/change](http://www.lrhartley.com/change)

The ugly truth is that “stability” is a lie. Catherine Booth, wife of the founder of the Salvation Army, said “If we are to better the future we must disturb the present.”

There is no “normal”. Paul Drielsma in his book, *‘Hard Wiring Young Brains for Intimacy’* writes, “The rate of change in the brain of an infant is about 100,000 times greater than the rate of change for a mature brain.” So what’s normal for one age is a very different normal for another.

And we are currently living in the ‘good old days’ that the next generation will hear so much about. These are the ‘good old days’ we shall be longing for a few years from now. Dennis Waitley wrote in ‘The

Seeds of Greatness' that "We look forward to the promise of each day, having discovered the secret that the good old days are here and now."

## Slide 6



The futurist Alvin Toffler wrote in 'Future Shock', "Change is avalanching down upon our heads, and most people are grotesquely unprepared to cope with it."

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## Slide 7

### How People Change

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

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There Are At Least 6 Types of Change:

**Sudden, Uninvited Changes:** Changes you don't expect - you finally win the lottery, your best friend moves out of town, your child or parent becomes ill, or a natural disaster strikes. These changes just sort of happen TO you. They are really out of your control. But how you deal with it is NOT out of your control.

**Long Anticipated Changes,** both desired and dreaded - your retirement, the death of a parent, or your newly empty nest. Even a positive life change

like a well-funded retirement seems to take control of your life and isn't as easy to deal with as you expected. Again, how you choose deal with the change makes all the difference in the world.

Everyday Changes - picking out new carpet or paint colour, changing your hairstyle, buying a second car and creeping weight gain every day. These kinds of changes are pretty straightforward but can still be a bit stressful and overwhelming sometimes .

Changes in Habits - Consciously dealing with changes you WANT to make like smoking, over-eating, fingernail biting, or putting your keys or purse where you can find them isn't as easy as it ought to be! It can be done; you can create this kind of life change for yourself.

Improving your Skills or Aptitudes - consciously changing something you already do but that you really want to get better at doing. Things like improving your golf swing, giving great speeches, walking a half-marathon, or dancing Argentine Tango.

Changing your Limiting Beliefs. You can

purposefully change your own beliefs about yourself that you think you have absolutely no power over - these kinds of changes are about yourself are called “Limiting Beliefs. “You’ll recognize a limiting belief when you find yourself listening to that inner voice telling you “You’re not good enough, you’ll never do it!” or “You are just a bad dancer,” and “You need to be thin or you’ll never find ‘The One!’” “ These beliefs are your insecurities. They are very dis-empowering thoughts. And you can change them!

## Slide 8

### 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**

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What does ‘Neuro Linguistic Programming’ mean? ‘Neuro’ is the study of the mind, and ‘linguistic’ relates to language, so Neuro Linguistic

means the language of the mind. The mind's language includes all of our internal mental processes - not just words, but all of our 5 senses, such as sight, feeling and sound. For example a lot of your thinking is in visualisations, or remembered sounds. 'Programming' refers to the how this language of the mind is organised.

'Neuro Linguistic Programming' is the study of how adjusting specific qualities of 'mind language' produces different outcomes. A basic example might be how different pitches, tones and rhythms of music make a person feel different.

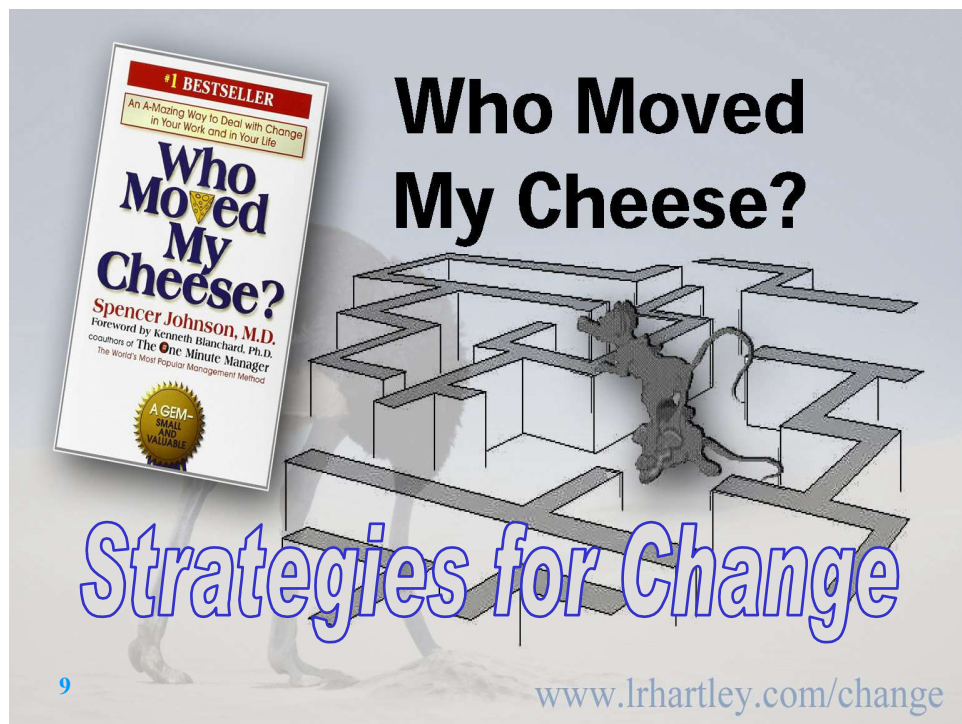
Although it may sound quite complicated, the techniques NLP uses are brilliantly simple, making it a fast and practical tool for personal change and development. We have habitual specific ways of thinking and, communicating and behaving. While some are useful other are not. Through understanding how we learn, change and improve, it is possible to develop new habits of thinking, acting and communicating that make us happier and more successful.

In essence, all of NLP is founded on a fundamental presupposition that the map is not the territory. As human beings, we can never know reality. We can only know our perceptions of reality. We experience and respond to the world around us primarily through our sensory representational systems. It is our 'neuro-linguistic' maps of reality that determine how we

behave and that give those behaviours meaning, not reality itself. It is generally not reality that limits us or empowers us, but rather our map of reality.

So ‘Neuro Linguistic Programming’ is a matter of re-programming our false perceptions of reality This may best be explained with a story...

**Slide 9 If using OHP, jump to slide 24**



Strategies for Change: Who Moved My Cheese?

“Cheese” is a metaphor for what we want to have in life, whether it is a job, a relationship, money, a big house, freedom, health, recognition, spiritual peace, or even an activity like jogging or golf.

Each of us has our own idea of what Cheese is, and we pursue it because we believe it makes us happy. If we get it, we often become attached to it. And if we lose it, or it's taken away, it can be traumatic.

Today I would like to share a parable by Dr Spencer Johnson, looking at the process and benefits of embracing change.

Howard Hendricks wrote, "In every church 16 percent of the members will never change.

I'm not talking about change, just for the sake of change. G.K. Chesterton said, "We do not want, as the newspapers say, a church that will move with the world. We want a church that will move the world." And this will only come about if we are willing to change.

Once, long ago, there lived 4 little characters who ran through a maze looking for cheese to nourish them & make them happy. Two were country mice named "Sniff" & "Scurry" and two were city mice named "Hem" & "Haw".

Every morning, the mice dressed in their running gear & headed over to Cheese Station C where they found their own kind of cheese. It was a large store of Cheese that Hem & Haw eventually moved their homes to be closer to it & built a social life around it.



To make themselves feel more at home, Hem & Haw decorated the walls with sayings. One read:

## Slide 10 Having Cheese Makes You Happy



### Having Cheese Makes You Happy

One morning, Sniff & Scurry arrived at Cheese Station C & discovered there was no cheese.

They weren't surprised. Since they had noticed the supply of cheese had been getting smaller every day, they were prepared for the inevitable & knew instinctively what to do. They were quickly off in search of New Cheese.

Later that same day, Hem & Haw arrived. “What! No Cheese? Who moved my Cheese? It’s not fair!”, Hem yelled. They went home that night hungry & discouraged. But before they left, Haw wrote on the wall:

**Slide 11 The More Important Your Cheese is To You, The More You Want To Hold Onto It.**



The More Important Your Cheese is To You, The More You Want To Hold Onto It.

The next day Hem & Haw left their homes, & returned to Cheese Station C. But situation hadn't changed. Haw asked, “Where are Sniff & Scurry? Do you think they know something we don't?” Hem

scoffed, “What would they know? They’re just simple farm mice. They just respond to what happens. We’re city mice. We’re smarter.”

Haw suggested, “Maybe we should stop analyzing the situation so much and just get going & find some New Cheese.

Haw decided to leave Cheese Station C while Hem was more comfortable staying in the cheeseless Station C. Haw announced, “It’s ‘Search the Maze’ time!” and wrote:

## **Slide 12 If You Do Not Change, You Can Become Extinct**



The slide features a background image of an ostrich in a desert. Overlaid on the left is the cover of the book "Who Moved My Cheese?" by Spencer Johnson, M.D., with a "11 BESTSELLER" badge. On the right is a photograph of a white mouse in a maze, with a sign above it that says "Station 'N'". The text "If You Do Not Change, You Can Become Extinct" is written in large, bold, black letters across the center. In the bottom left corner is the number "12" and in the bottom right corner is the URL "www.lrhartley.com/change".

## If You Do Not Change, You Can Become Extinct

Meanwhile, Sniff & Scurry went farther into the maze until they found Cheese Station N. They found what they had been looking for: a great supply of New Cheese. It was the biggest store of cheese the mice had ever seen.

Haw on the other hand become more anxious & wondered if he really wanted to go out into the Maze. He wrote a saying on the wall ahead of him & stared at it for some time:

### Slide 13 What Would You Do If You Weren't Afraid?



## What Would You Do If You Weren't Afraid?

Haw now realized that the change probably would not have taken him by surprise if he had been watching what was happening all along and if he had anticipated change. He stopped for a rest & wrote on the wall of the Maze:

**Slide 14 Smell The Cheese Often So You Know When It Is Getting Old.**



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

Haw wondered if Hem had moved on, or if he was still paralyzed by his own fears. Then, Haw

remembered the times when he had felt his best in the Maze. It was when he was moving along. He wrote:

## **Slide 15 Movement In A New Direction Helps You Find New Cheese.**



**Movement In A New Direction Helps You Find New Cheese.**

As Haw started running down the dark corridor, he began to smile. Haw didn't realize it yet, but he was discovering what nourished his soul. He was letting go & trusting what lay ahead for him, even though he did not know exactly what it was.

To his surprise, Haw started to enjoy himself more



& more. He stopped to write again on the wall:

## **Slide 16 When You Move Beyond Your Fear, You Feel Free.**



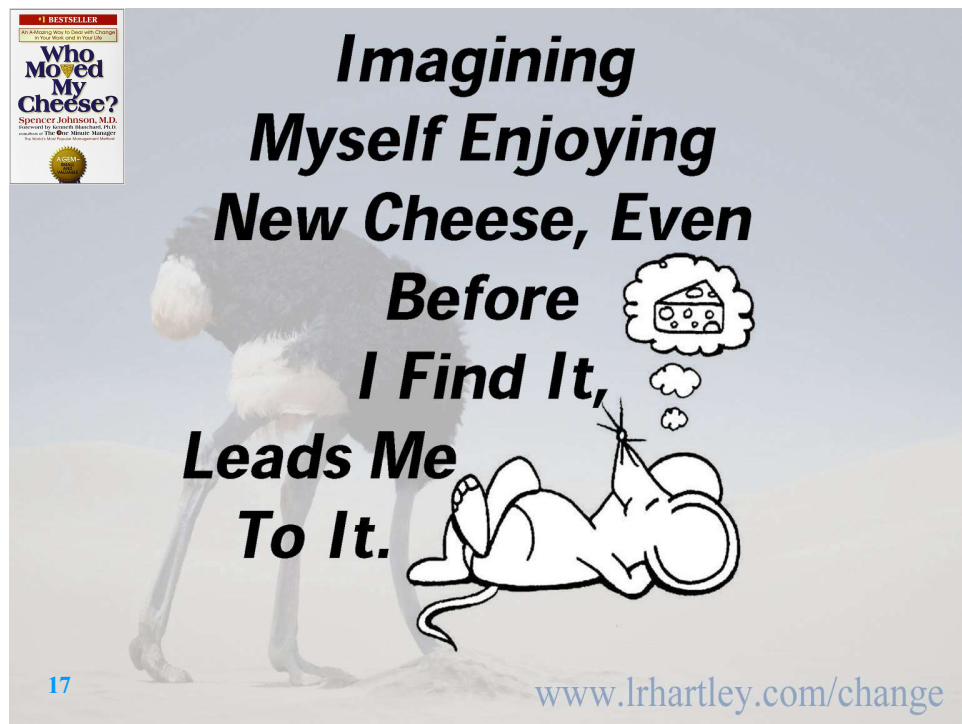
When You Move Beyond Your Fear, You Feel Free.

To make things even better, Haw started to paint a picture in his mind again. He saw himself in great realistic detail, sitting in the middle of a pile of all his favorite cheeses-from Cheddar to Brie! He saw himself eating the many cheeses he liked, & he enjoyed what he saw.

The more clearly he saw the image of himself

enjoying New Cheese, the more real & believable it became. He wrote:

## **Slide 17 Imagining Myself Enjoying New Cheese, Even Before I Find It, Leads Me To It.**



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

Haw wondered why he had always thought that a change would lead to something worse. Now he realized that change could lead to something better.

Then he raced through the Maze with greater strength & agility. Until he found bits of New Cheese. He entered the Cheese Station but it was empty.

Someone had already been there.

He stopped & wrote on the wall:

**Slide 18 The Quicker You Let Go Of Old Cheese, The Sooner you Find New Cheese.**



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

Haw made his way back to Cheese Station C to offer Hem bits of New Cheese but was turned down. Hem wanted his own Cheese back. Haw just shook his head in disappointment but this does not stop him from finding New Cheese. He smiled as he realized:

## Slide 19 It Is Safer To Search In The Maze Than Remain In The Cheeseless Situation.



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

Haw realized again, that what you are afraid of is never as bad as what you imagine. The fear you let build up in your mind is worse than the situation that actually exists.

He realizes it was natural for change to continually occur, whether you expect it or not. Change could surprise you only if you didn't expect it & weren't looking for it.

When he realized he had changed his beliefs, he paused to write on the wall:

## Slide 20 Old Beliefs Do Not Lead You To New Cheese.



Old Beliefs Do Not Lead You To New Cheese.

Haw now realized that his new beliefs were encouraging him to behave in a new way. He was behaving differently from the way he had when he had kept returning to the same cheeseless station.

It all depends on what you choose to believe. He wrote on the wall:

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## **Slide 21 When You See That You Can Find And Enjoy New Cheese, You Change Course.**



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



21 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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

Haw just hoped he was heading in the right direction. He thought about the possibility that Hem would read *The Handwriting On The Wall* & find his way.

He wrote on the wall what he had been thinking about for some time:



## Slide 22 Noticing Small Changes Early Helps You Adapt To The Bigger Changes That Are To Come.



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

He continued on through the Maze with greater strength & speed. He proceeded along a corridor that was new to him, rounded a corner, & found New Cheese at Cheese Station N where he saw the greatest supply of Cheese he had ever seen.

Sniff & Scurry welcomed him. “Hooray for Change!”, they chanted.

Haw wrote down a summary of what he had learned on the largest wall of Cheese Station N &

smiled as he looked at what he had learned:

## Slide 23 The Handwriting on the Wall



**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.**

23 [www.lrhartley.com/change](http://www.lrhartley.com/change)

The slide features a background image of a mouse and a rat in a desert landscape. The mouse is on the right, looking towards the left. The rat is on the left, looking towards the right. The text is overlaid on this background.

### 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.

God doesn't change. He says in Malachi 3:6 "For I am the LORD, I change not."

In Numbers 23:19 we read that Balaam the Prophet said, "God is not a man, that he should... change his mind."

But God does expect us to change — the NIV of Jeremiah 7:5 reads, "Change your ways and your actions ... deal with each other justly,"

So, Move With The Cheese & Enjoy It!

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**Group Activity**

**Slide 24**



Group Activity: Who Moved My Cheese?

**Distribute handouts & discuss each section.**

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**Group  
Activity**

**Slide 25**



Having Cheese Makes You Happy

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Slide 26



The More Important Your Cheese is To You, The More You Want To Hold Onto It.

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**Group  
Activity**

Slide 27

**If You Do Not  
Change,  
You Can  
Become  
Extinct**



27 Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

If You Do Not Change, You Can Become Extinct

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**Group  
Activity**

Slide 28



What Would You Do If You Weren't Afraid?

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**Group  
Activity**

**Slide 29**



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

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**Group  
Activity**

Slide 30



Movement In A New Direction Helps You Find  
New Cheese.

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Slide 31



When You Move Beyond Your Fear, You Feel Free.

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**Group  
Activity**

**Slide 32**



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

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Slide 33

A slide with a light blue background. The main text is in bold, black, italicized font: "The Quicker You Let Go Of Old Cheese, The Sooner you Find New Cheese." The text is overlaid on a photograph of a white mouse in a maze. In the bottom left corner, there is a blue line-art illustration of three people sitting in chairs and talking. Below the illustration is the number "33" and the text "Group activity". In the bottom right corner, there is a blue URL: "www.lrhartley.com/change".

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

33 Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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

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## Slide 34



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

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**Group  
Activity**

**Slide 35**



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

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## Slide 36

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

An illustration of an ostrich in a desert landscape on the left, and a white mouse on a white staircase on the right. Below the mouse is a blue line-art illustration of three people sitting in chairs and talking.

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[www.lrhartley.com/change](http://www.lrhartley.com/change)

Group activity

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

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## Slide 37

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

The slide features a background illustration of an ostrich on the left and a mouse on the right. A blue line-art icon of three people sitting in chairs is positioned to the right of the main text. The text "Group activity" is written in blue below the icon. The number "37" is in the bottom left corner, and the URL "www.lrhartley.com/change" is in the bottom right corner.

37

[www.lrhartley.com/change](http://www.lrhartley.com/change)

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

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## Slide 38

**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.**

*Group activity*

38 [www.lrhartley.com/change](http://www.lrhartley.com/change)

The background of the slide features a mouse on the right and an ostrich on the left. In the bottom right corner, there is a blue line-art illustration of four people sitting in chairs around a table, with the text "Group activity" written below it.

### 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.**

## Slide 39

### 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



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[www.lrhartley.com/change](http://www.lrhartley.com/change)

Change fatigue, sometimes known as *Change Saturation*, is a general sense of apathy or passive resignation towards organizational or social changes by individuals or teams. Organizations or individuals that plan and manage change, allowing for a clear beginning, end and transition period for each change are able to reduce fears and allow individuals to cope with each change.

We all react differently to change, but most reactions will fall into one of the following categories:

1. Taking Charge: Taking active initiative to push implementation of change

2. Loyally Implementing: Making suggested

changes while also attending to daily operations

3. Putting up with it: distancing oneself from the change and doing a minimum of suggested changes

4. Paralysis: Not implementing the change and not being able to attend to daily operations

5. Exiting: Leaving the organization voluntarily

6. Sabotaging: Actively resisting change, often by making fun of the change or the people implementing it

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## Slide 40

# 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

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[www.lrhartley.com/change](http://www.lrhartley.com/change)

How can individuals or organizations embrace and pursue change? Here are some suggestions.

### Phase 1: Identify

Here the boundaries of the change are established. An inventory of the change efforts underway is created. The different groups in the organization are segmented so change impact can be evaluated in the next step of the process.

### Phase 2: Investigate

This phase is dedicated to learning about each of

the change efforts in your plan. A common set of data is collected about each change including the size, impact, disruptive nature, risks and health of the initiative. This is also where the mapping of each change to the groups that are impacted by that change occurs.

### Phase 3: Analyse

In the third phase, a change portfolio is created. Change Maps are graphical depictions of who is impacted by the change. The cumulative impact of all the changes in the portfolio drives an Organizational Change Map which shows areas of change saturation. Various other graphs can be created to capture high-level data and risks for the change.

### Phase 4: Act

In the Act phase, the change portfolio moves from an academic to a pragmatic tool. Risks are identified for specific change efforts, groups in the organization and points-in-time where there is too much disruption occurring. The portfolio is presented to senior leaders and others in the organization who will benefit from a “big picture” of the current change environment. Actions are taken to alleviate change fatigue or saturation and the consequences of changes colliding.

## Phase 5: Monitor, Manage and Control

This is the final step of the Change Portfolio Management Process. Here, the portfolio becomes a management tool for evaluating new change efforts being proposed and change efforts that are concluding.

### Slide 41



John Kotter  
'What Leaders Really Do'

John Kotter in a paper entitled 'What Leaders Really Do' that was presented at Harvard University wrote, "Leadership is different from management, but not for the reasons most people think. Leadership isn't mystical and mysterious. It has nothing to do with having 'charisma' or other exotic personality traits. It is not the province of a chosen few – both are

necessary for success in an increasingly complex and volatile business environment.

Management is about coping with complexity. Its practices and procedures are largely a response to one of the most significant developments of the twentieth century: the emergence of large organizations.

Leadership, by contrast, is about coping with change. Part of the reason it has become so important in recent years is that the business world has become more competitive and volatile.

The net result is that doing what was done yesterday, or doing it 5% better, is no longer a formula for success.

Major changes are more and more necessary to survive and compete effectively in this new environment. More change always demands more leadership.”

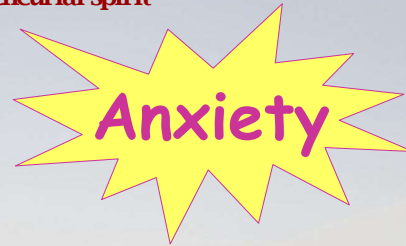
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## Slide 42

### 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



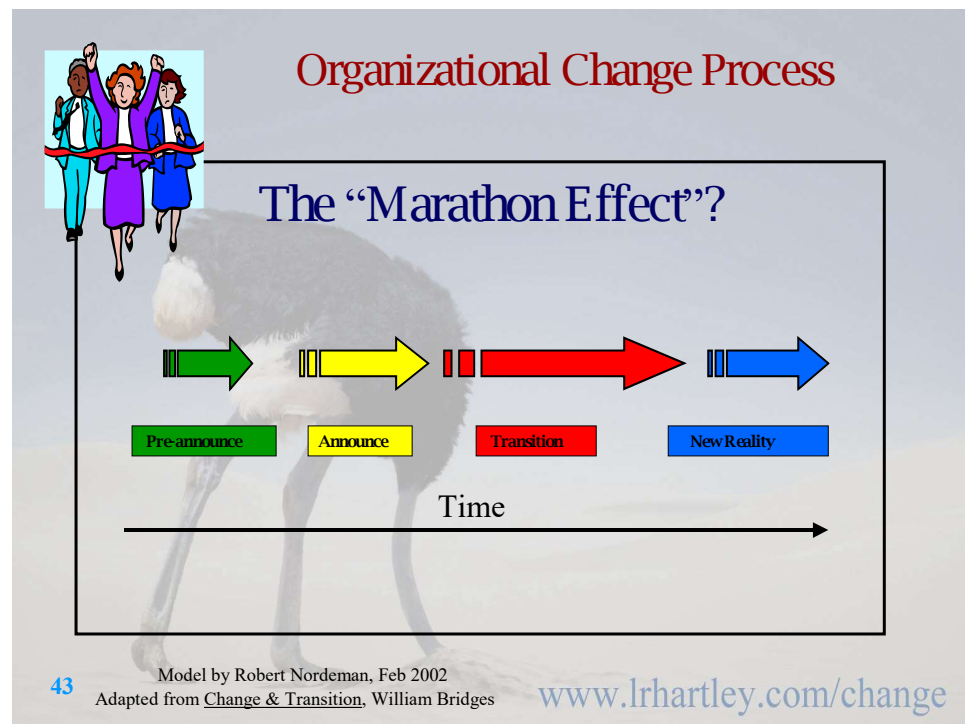
Adapted from Nancy Barger & Linda Kirby,  
42 *The Challenge of Change in Organizations*

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There are two basic types of organizational change: planned and unplanned. Most change is about anxiety. Anxiety is the enemy of productivity. Anxiety is usually a man-made ceiling that stifles creativity & productivity in an organization.

Change is About Loss & Anxiety. Especially during change, the job of leaders is to reduce anxiety & support people in their sense of loss...not to lock themselves in their offices or attend endless meetings. In a home situation this same anxiety may arise if parents or partners do not consider others in the change process.

## Slide 43



Change in corporations and families usually follows this path. First change is anticipated, then announced, then the transition takes place and finally the new reality takes over.

In the Sydney Harbour, Boston or New York City Marathon there are so many runners in the race that it is entirely possible for the first runner in the marathon race to complete the race before the last runner has even begun. This could happen because the large number of people entered in the race would require a stagger start.

Imagine what it would feel like to be one of the last runners. You are preparing yourself physically and mentally for the marathon race. You are fully aware of

the significant challenge that is before you. Any moment now you will begin. Then. . . you hear shouts and cheers. You wonder why there is so much noise. Then you see it. A small group of runners has just crossed the finish line. They have finished the marathon. You watch as they grab a cold bottle of water, a towel and begin the cool-down process. It's over — at least for them. But you haven't even begun!

Can you imagine what it would feel like to be one of the last runners in this marathon race? What would it feel like to watch the first runners complete the course and move on, oblivious to the fact that you haven't even begun? Would you feel anger and resentment toward the front-runners? How would this experience effect your motivation to do your best in this marathon? How would it affect the next marathon race that you would enter? Would you ever enter another race?

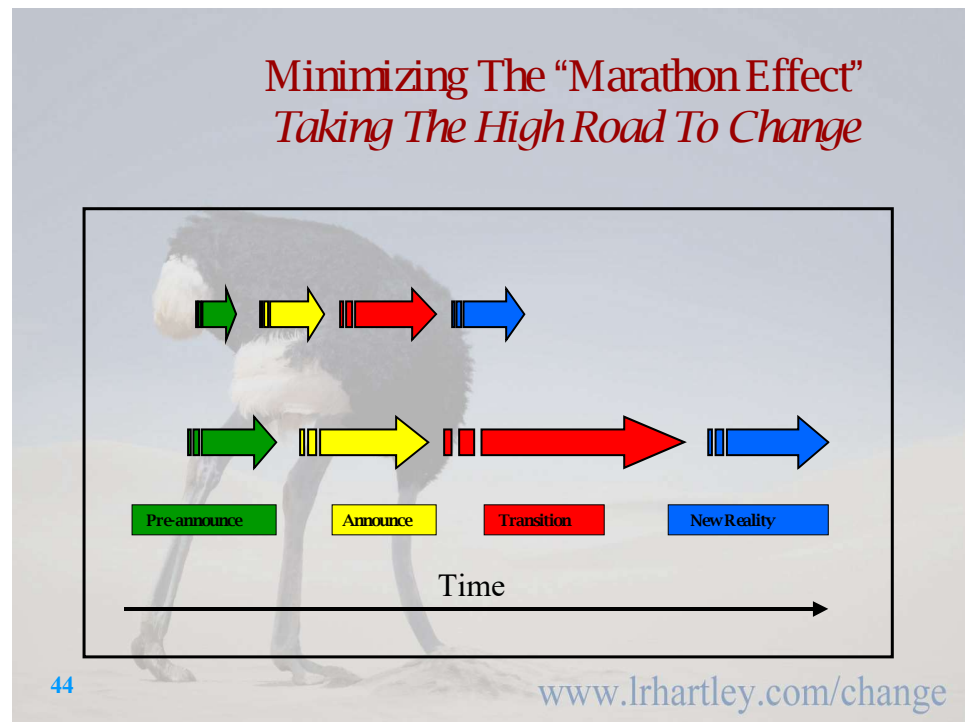
While you might consider that the above scenario could never really happen in a marathon race, it happens all the time in our organizations. As leaders, since we are intimately a part of the planning and implementation process, we begin the change and transition process (the marathon race) much earlier than the others in our organization. We get a head start!

Frequently, by the time the change is implemented, we are at the end of the change and transition process and are preparing to move on to something else. This



is what is called The Marathon Effect.

## Slide 44



An understanding of The Marathon Effect can give us tremendous insight into the anger and resentment people often feel toward those in leadership positions. The Marathon Effect can also help us understand the decreased or diminished motivation many people have toward a critical change that’s being implemented.

A simple awareness of The Marathon Effect can greatly reduce feelings of resentment and anger during times of major change. While the first runners in our original scenario (the actual marathon race) could not change the fact that they had finished the race before

most of the others had even begun, there were some things they could have done differently. For example, after finishing their race they could have cheered the last runners as they began their race.

They could have simply said, It's a tough one, but you can do it! Instead of moving on, oblivious to the others, they could have simply stayed to the bitter end. Staying to the bitter end would have created a much more positive experience for the last runners.

Or, before the race had even begun, they could have recognized The Marathon Effect and walked back to the last runners and spoken about what they all had in common: a marathon challenge! What a difference it could make!

We can minimise The Marathon Effect by taking a high road to change. Before I explain this let's look at the typical responses to change...

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## Slide 45

**“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

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During the pre-announce phase, people may feel stability, confidence, a sense of routine and the comfort of familiarity. However they may feel some anxiety from rumours. You may observe a “business as usual” attitude with teamwork and supportiveness. However you may notice that productivity drops due to the rumour.

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## Slide 46

**“Announce”**

**Grief Response**

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

**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

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During the announcement phase, you may observe some degree of “grief response” with a focus on the “good old days”. They may feel empty and anxious like a betrayed victim. You may see them avoiding reality, losing interest in “work in progress”, becoming intensely involved in work hoping that the change may not take place, or they may be disoriented or try to move past this phase too quickly.

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## Slide 47

**“Transition”**

**What People May Feel**

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

**What Behaviours May Occur**

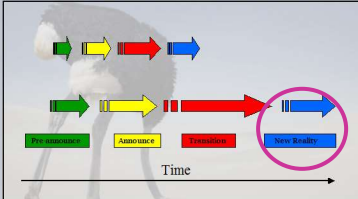
- Increase absenteeism & turnover
- Quit & leave or quit & stay
- Old resentments re-emerge
- Confused priorities
- Consensus & teamwork break down
- Increased conflicts & miscommunication
- Finally, opportunities for innovation start to emerge

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During the transition phase, people may feel Increased anxiety that is demonstrated as Selfishness & survival, or perhaps Self doubt or self-protectiveness.

They may feel distrust, cynicism or resentment. They may feel ineffective, lethargic and overloaded. Around this time you will observe increase absenteeism & staff turnover or they may just quit and leave or quit and stay. Old resentments re-emerge, priorities become confused, and consensus and teamwork break down as there are increased conflicts & miscommunication. Finally, opportunities for innovation start to emerge.

## Slide 48



**“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

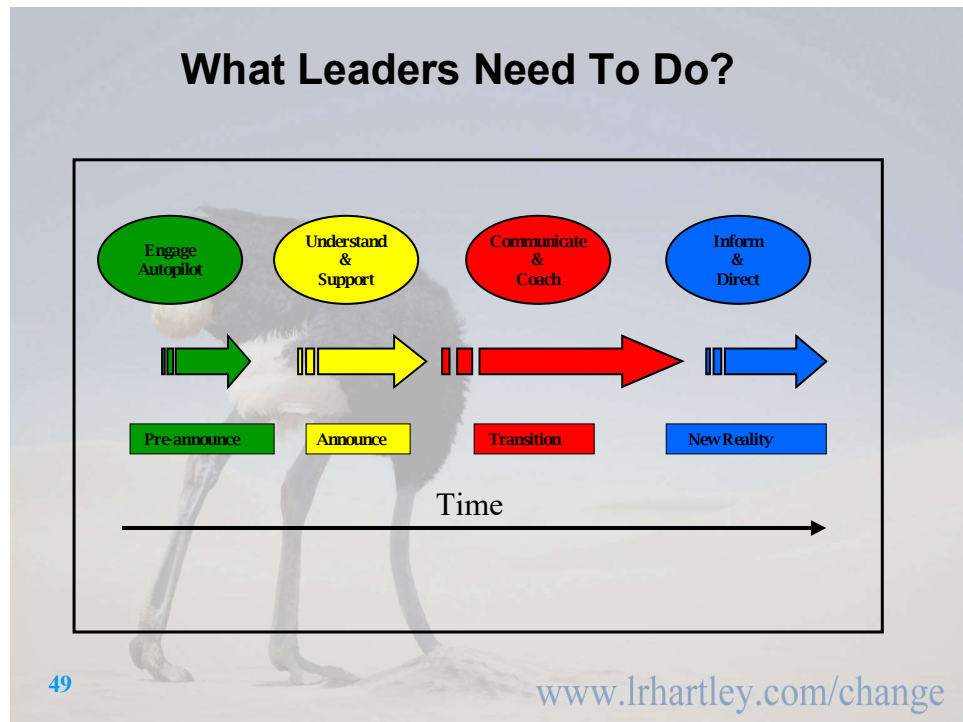
48 [www.lrhartley.com/change](http://www.lrhartley.com/change)

As the change process moves into a new reality, People may feel old anxieties reactivate with a fear of the gamble (will this really work?). They will ask of themselves, “can I make it?” as they personally challenge visits from “ghosts of failures past”.

In addition to feeling a certain ambivalence many will feel naked as the cover of confusion in the “Transition” disappears. There may also be a fear of accountability & pressure. Finally will be the feelings of excitement.

Initially you may observe resistance, avoidance, hesitation and a tentative acceptance with questioning, gradually moving to increased energy and, lastly, commitment.

## Slide 49 What leaders need to do



During the pre-announce stage, leaders need to engage autopilot

During the announcement stage, leaders need to understand & support

During the transition stage, leaders need to communicate & coach

During the new reality stage, leaders need to inform & direct

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## Slide 50

### 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”

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Here are the top 10 mistakes leaders make:

Being too “logical” (clinical)

Being “too positive”

Saying “they’ve already been told”

Arguing that “they aren’t affected”

Saying “trust us”

Forgetting about yourself

Allowing the “marathon affect” to take over

Imagining that “what they don’t know won’t hurt

them”

Breaking the news a little at a time

Falling into the “destination fallacy” (No, just because you’re there, it doesn’t mean the followers are.)

## Slide 51



**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

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I said earlier that we can minimise The Marathon Effect by taking a high road to change. We do this by setting expectations about change well in advance and by creating a “change-friendly” culture.

We do it by applying good marketing principles

internally and not just for our product or customers, and we use known “best practices” for initiating change.

## Slide 52

### 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

52 Adapted from John P. Kotter, “Leading Change: Why Transformation Efforts Fail”, HBR, March-April, 1995

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The 10 Best Practices are:

1. Answer “why” the change is necessary. We’ll look at this challenge in just a moment and learn a lesson from the eagle..

2. Identify/create a compelling rationale, instil a sense of urgency

3. Enlist a willing champion & revert to an

Adapted from ‘Leading Change: Why Transformation Efforts Fail’, John P. Kotter, HBR, March-April, 1995

oversight function

4. Form a powerful coalition of enthusiastic allies
5. Paint and share a mental picture of the future
6. Create a plan that aligns with the organization
7. Communicate someone has said that “It takes 13 cups of tea to make a deal”. Don’t rush your communication.
8. Start with short-term wins
9. Learn from the process & modify it on-the-fly
10. Conduct a post mortem – incorporate your learning next time

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## Slide 53 – 7 Tips for How to Deal with Change

### 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

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Ready for more joy and a greater sense of well-being and fulfilment? Follow these tips.

1. Simply notice that you are in the midst of change and that change is a part of you. This might seem like a no-brainer, but it takes some practice to become aware of change instead of subconsciously denying it. Don't try to run and hide. If you have a journal, write about changes you notice.

2. Face your feelings about the change, especially when the change is imposed and beyond your control. Get past "Why me?" "But I don't want to!" and "It isn't fair!" Figure out what your fears or

worries are. That takes work. You don't have to be a victim, even when you are not in control of the change. Write about your feelings.

3. Figure out when to accept and when to reject the change. Have you heard the serenity prayer? Reflect on what you are accepting, what you are rejecting, and what you are doing something about. You will be amazed at how effective your choices are.

4. Adopt an attitude of anticipation, and be grateful. Welcome change as an opportunity. Find the benefit somewhere in the change. There is always a benefit and an opportunity. Start by keeping a written record for 3 days. Every day, note 3 things, large or small, that you are grateful for. You will notice a more powerful attitude of anticipation growing (that might be a nice change!).

5. Choose your thoughts and attitudes about each change. Negative thoughts block your creativity and problem-solving abilities. Positive thoughts build bridges to possibilities and opportunities. Keep a record of the choices you make in your thoughts and attitudes.

6. Learn to relax (more). Deep breathing works for many people. Exercise helps most of us to relax. Choose the way that works best for you. Relaxation allows you to deal well with change.

7. Set smart goals so you can consciously guide the change. Smart goal-setting helps you decide how to make the change happen and to recognize your successes. Write out your goals and your plans to meet them.

### **Overlay – Slide 53**

**Why is change necessary?**



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Why is change necessary?

**Slide 54**



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

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## Slide 55



She can live up to 70 years. But to reach this age, the eagle must make a hard decision

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## Slide 56



**In her 40's**

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

In her 40's her long and flexible talons can no longer grab prey which serves as food

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## Slide 57

Her long and sharp beak becomes bent



Her long and sharp beak becomes bent

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## Slide 58

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



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

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## Slide 59



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

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## Slide 60



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

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

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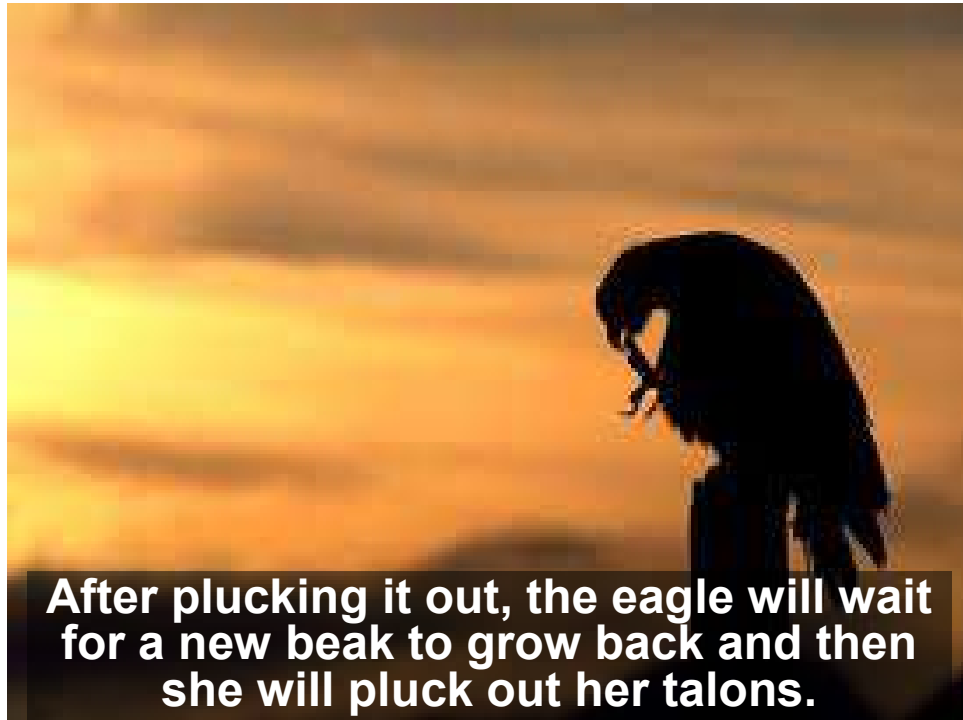
## Slide 61



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

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## Slide 62



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

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

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## Slide 63



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

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## Slide 64



And after five months, the eagle takes her famous renewal flight and lives for 30 more years

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## Slide 65



So why is change necessary? Many times, in order to survive we have to start a change process.

To continue taking successful flights, we sometimes need to get rid of memories, habits and other past traditions

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

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## Slide 66



Coping with change.

Kathy Dawson in her book “Diagnosis: Married” suggested: Make a list of all the things about your partner that you would like to change. Next to each item, write how you can change your reaction instead of your mate.

Sometimes we cope with change by letting it flow, knowing that it is inevitable. Other times we fight it or try to hurry it along to get the pain over and done with quickly. This too has its dangers.

One day, a small opening appeared on a cocoon; a man sat and watched for the butterfly for several hours as it struggled to force its body through that little hole.

Then, it seems to stop making any progress.

It appeared as if it had gotten as far as it could and it could not go any further.

So the man decided to help the butterfly: he took a pair of scissors and opened the cocoon.

## Slide 67



The butterfly then emerged easily.

But it had a withered body, it was tiny and shrivelled wings.

The man continued to watch because he expected



that, at any moment, the wings would open, enlarge and expand, to be able to support the butterfly's body, and become firm.

Neither happened!

## Slide 68



In fact, the butterfly spent the rest of its life crawling around with a withered body and shrivelled wings. It never was able to fly.

What the man, in his kindness and his goodwill did not understand was that the restricting cocoon and the struggle required for the butterfly to get through the tiny opening, were God's way of forcing fluid

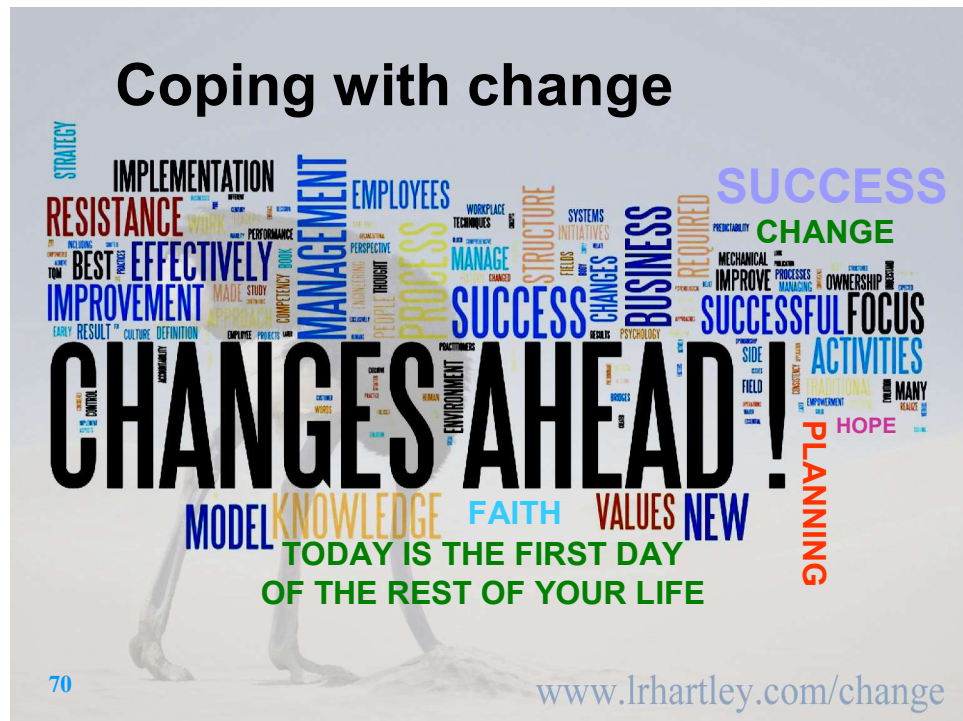
from the body of the butterfly into its wings, so that it would be ready for flight once it achieved its freedom from the cocoon.

## Slide 69



In fact, the butterfly spent the rest of its life crawling around with a withered body and shrivelled wings. It never was able to fly. What the man, in his kindness and his goodwill did not understand was that the restricting cocoon and the struggle required for the butterfly to get through the tiny opening, were God's way of forcing fluid from the body of the butterfly into its wings, so that it would be ready for flight once it achieved its freedom from the cocoon.

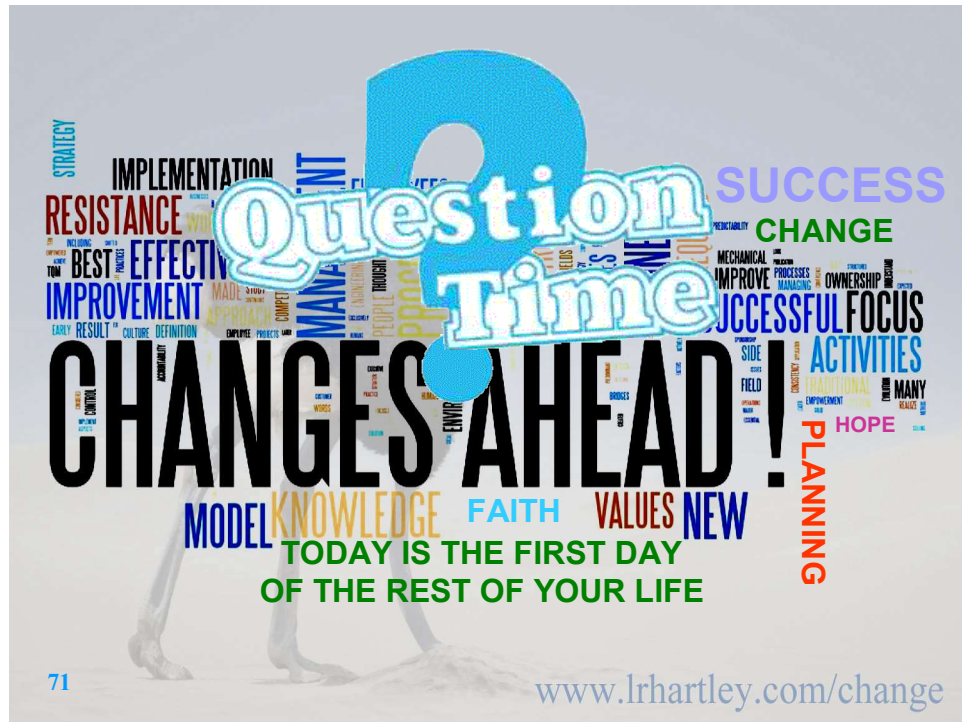
## Slide 70



Sometimes, struggles in the process of change are exactly what we need in our life. If God allowed us to go through our life without any obstacles, it would cripple us. We would not be as strong as we could have been. Never been able to fly.

It is my hope that what I have shared today will help you to rise up and soar like an eagle when you are confronted with change.

## Slide 71 Question Time



We are about to commence our question time, but first I would like to draw your attention to the handouts and survey form...

**Slide 72 – Our next program**

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## Slides 74 & 75 Changing the Mindset – a church example

### 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.

From a culture of guilt to a culture of grace

- freeing people to risk and fail.

From running congregations to building communities

- working towards a relational reformation.

From isolation to interdependence

- encouraging churches to work together.

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### Changing the Mindset

From individualism to teamwork

- 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.

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## Slide 76 – 1906 Supplementary note



The year is 1906.

Just over one hundred years ago.

What a difference a century makes!

Here are some American statistics for the Year 1906:

The average life expectancy was 47 years.

Only 14 percent of the homes had a bathtub.

Only 8 percent of the homes had a telephone.

There were only 8,000 cars and only 144 miles

(232 Klm) of paved roads worldwide.

The maximum speed limit in most cities in USA was 10 mph.

The tallest structure in the world was the Eiffel Tower!

The average wage in 1906 was 22 cents per hour.

The average worker made between \$200 and \$400 per year .

A competent accountant could expect to earn \$2000 per year, a dentist \$2,500 per year, a veterinarian between \$1,500 and \$4,000 per year, and a mechanical engineer about \$5,000 per year.

More than 95 percent of all births took place at HOME . Ninety percent of all doctors had no college education! Instead, they attended so-called medical schools, many of which were condemned in the press and the government as “substandard.”

Sugar cost four cents a pound.

Eggs were fourteen cents a dozen.

Coffee was fifteen cents a pound.

Most women only washed their hair once a month, and used borax or egg yolks for shampoo.



Canada passed a law that prohibited poor people from entering into their country for any reason.

Five leading causes of death were: 1. Pneumonia and influenza, 2. Tuberculosis, 3. Diarrhoea, 4. Heart disease, and 5. Stroke

The American flag had 45 stars.

The population of Las Vegas, Nevada, was only 30 (Compared with 603,488 in 2013)

Crossword puzzles, canned beer, and ice tea hadn't been invented yet.

There was no Mother's Day or Father's Day.

Two out of every 10 adults couldn't read or write.

Only 6 percent of all Americans had graduated from high school.

Marijuana, heroin, and morphine were all available over the counter at the local corner stores. Back then pharmacists said, "Heroin clears the complexion, gives buoyancy to the mind, regulates the stomach and bowels, and is, in fact, a perfect guardian of health."

Eighteen percent of households had at least one full-time servant or domestic help.

There were about 230 reported murders in the

entire U.S.A.

Try to imagine what it may be like in another 100 years.

FIN

Who Moved My Cheese?



Group activity

24 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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Having Cheese Makes You Happy



Group activity

25 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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The More Important Your Cheese is To You, The More You Want To Hold Onto It.



Group activity

26 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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**If You Do Not  
Change,  
You Can  
Become  
Extinct**



27  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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**What Would You  
Do If You  
Weren't Afraid?**



28  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



29  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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**Movement In A  
New Direction  
Helps You Find  
New Cheese.**



30  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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**When You Move  
Beyond Your  
Fear,**



**You Feel Free.**

31  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



32  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



33  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



34  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



35  Group activity [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



36 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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



37 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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**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.



38 [www.lrhartley.com/change](http://www.lrhartley.com/change)

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# The Challenge of Change

By Mary Rose\*

**L**earning through life has become necessary for many families, in order to cope with the high cost of living and because of changes in the work place. With the arrival of computers and modern, complicated equipment being in use, men and women are needing further education to upgrade their current skills or qualifications, to enable them to enter today's jobs for which they were qualified for, but not anymore.

Alice, a forty-seven year old woman, mother of three teenagers, decided to do the 'Women and Work Writer's Course' at TAFE. It was her desire to meet with other women who were interested in writing and she hoped this would restore her confidence and motivate her to write. Throughout the course there was a wealth of experience shared, bringing the women closer as they discussed their writing skills, guided expertly by their teachers.

One afternoon Alice followed her fellow students into a room full of square, box shapes that had flashing, changeable, disappearing screens on the front of them. In front of these box shapes, were flat keyboards. About thirty-five years ago there would have been clumsy, big typewriters, on which learners typed to the sound of a monotone voice commanding what letters to type and commanding when to drag the "carriage return" lever at the end of a line, or more recently advanced typists skimming over the keys of the modern electric typewriter. Now they faced the latest typewriter: "The computer".

Alice was terrified to touch anything at first, which was ironical, since her husband was a wizard with computers. She was so naïve about them, she wasn't even sure how or where to turn the computer on.

It took several days in front of this monster with its flashing eyes before she began to feel more at ease and come to terms with the monster's defiance at the tentative commands she asked it to do. But finally, through the patient

instruction of the teacher and her own practice, she was able to bring the thing under reasonable control, to produce the expected course requirements.

Following completion of her School Certificate (equivalent to Year 10) exams in New Zealand over a number of years, Alice had come to Australia with the desire to enter the nursing profession. She began as a domestic cleaner at a private hospital in Sydney at the age of nineteen. On enquiring into how she could enter nursing, she found she would need to sit the Nurses' Entrance Exams. These consisted of Maths, English and General Knowledge papers. A retired school teacher, Miss Doble, who was in charge of the Domestic Hostel, offered to tutor Alice in maths and English, free of charge, to help her enter nursing. She sat for the exam and passed the English and Maths papers, but failed the General Knowledge paper. She had to resit all three again the following year and this time she made sure she knew Australian general knowledge acquired from reading the newspapers. This time she passed all three papers.

At age twenty-one, Alice was finally accepted as a Student Nurse in Sydney where she trained for the next three years. She loved nursing and after graduating she travelled overseas and worked in several hospitals before returning to Australia. For several months she nursed in a home for the elderly and then returned to New Zealand to work as a nurse in a private hospital, until an illness forced her to resign.

Alice had suffered a gradual hearing loss as a result of the mumps virus contracted at age thirteen, and now it had become more noticeable to her. Alice found it difficult to be in a charge-nurse position, because she had to rely heavily on her staff to convey verbal Doctor's orders or patient needs. So Alice sought an ear specialist's opinion, but since there wasn't any treatment for Nerve Deafness developed at that time, he advised her to attend lip-reading classes and wear a hearing-aid, because there was a possibility of further hearing loss.

At age twenty-seven, Alice was fitted with a single, behind the ear hearing-aid and started to attend individual classes in lip-reading. Being a young person and not wanting to be thought different or treated differently, she found it very difficult to accept the fact of her deafness and having to wear a conspicuous, unbecoming, and an unsightly gadget in the ear. She often failed to wear it because of the stares she got from people, preferring to be thought slow, or stupid, rather than be the centre of attention. She gave up lip-reading classes after a few weeks, because it was depressing her too much, for it was only 'old people' who were there and they had basically 'lived their lives' she thought. The majority of people don't use their lips well for the deaf to lip-read and it's

embarrassing if they exaggerate their words on purpose. Although lip-reading is good in theory, it's too much for the general public to be bothered putting good diction and enunciation into practice for the minority.

By this time Alice required work. She tried several job vacancies, but any confidence she had had, diminished at the interview, or before she even arrived, because of her hearing disability and her failure to admit she had a hearing loss. She finally registered with a Secretarial Agency where she was sent to firms needing extra staff for filing and general duties. She did this for several weeks until the Agency packed up and left without a trace. She had to finally register unemployed. What a humbling experience that was for her, because for the first time in her life, she could feel for the others in the room who also were having a hard time obtaining work for various reasons. She was employed to work in the Unemployment Department. Here she found there were needy people, but also dishonest people, which made it hard for those who really needed 'the dole'.

After working with the Department for a number of months, Alice again came to Australia to attend a College near Newcastle, where she studied a one year Secretarial Certificate Course. Here too, she met her future husband. After graduating she accepted a position as a Secretary in New Zealand. She married and worked for seven months before resigning her position for maternity reasons. Although the conception was well after the wedding, motherhood had come earlier than expected and for the next fifteen years she fulfilled her responsibility, together with her husband, in caring for their three children. After doing the TAFE course she has worked from home.

Learning through life is here to stay. Whatever our age we all need to be able to accept change, easier said than done for some perhaps, but learning new skills could be fun, as well as useful at any stage of our lives. So accept the challenge of change, without forgetting the way things were in 'The Good Old Days'. Continue to learn through life if you are able.

\*Mary Rose is a pseudonym. Permission has been granted by the author for publication of this article (written in August 1999).

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