



How To Manage Change



**... and Master
the Change Process**

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How to Manage Change ...And Master the Change Process

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Change is Headed Your Way

You've been told that change must happen. You must make it happen. This book gives you the tips you need to master change.

Change can be good, bad, exciting, invigorating, exasperating, challenging, and overwhelming or all of these at once. Change is an inescapable, sometimes painful, fact of life.

Understandably, we try to avoid change. And one of the most difficult skills to master is the ability to cope with change effectively. We usually learn to deal with change as we go along. We make it up as we go. We learn how to deal with change simply by dealing with it!

But this is not the best way to master the art of change. When it comes to change, experience is not the best teacher. That's because experience teaches in reverse. First, experience gives you the test. Then it teaches you the lesson!

Besides, every change is different. The skills and abilities you gain from one experience may not work with another. Sometimes, you can't fall back on past experiences to help you make it through a new experience.

Nearly everyone can achieve the skills and strategies needed to cope with, and successfully master, change. You don't have to learn the hard way, by experience alone.

Chapter 1: Facing Up to Change

Chapter 1 Facing Up to Change

Change can come slowly or quickly. It may be planned or unexpected, positive or negative. Facing change means confronting the unknown. This can make us feel uneasy or afraid. Even when we expect a positive outcome, we may feel nervous and uncertain about whether we can successfully make the change. For good or bad, change introduces a sense of risk.

Sometimes a change seems to occur suddenly. But the truth is sometimes we're confronted with a change because we were blind to a growing problem or a dawning opportunity. In hindsight, we can see clearly where we should have anticipated the situation earlier and taken action.

Why is change so tough? Why does it often seem to overwhelm us and create feelings of apprehension and frustration?

After all, change is an inevitable part of life. From birth through death, human beings are caught up in a cyclone of continuous change. As we grow older, our physical appearance and needs change. How we think and function mentally changes constantly. Our relationships and personal circumstances evolve and change. To put it simply: To be human is to change.

Why, then, do some of us seem to resist change so adamantly? Perhaps we prefer the security of the status quo. Or possibly it's a fear of the future combined with a fear of loss. We tend to drag our heels and resist change even when our courses of action are limited and we have little choice but to make a change.

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But one thing is certain: Making a significant change means taking a chance. Whether the risk is real or imagined, huge or inconsequential, our fear of the risks drives our resistance to change. When faced with a big change, these questions might arise:

- What if I fail?
- What if I can't handle the consequences of the change?
- Will I be happy after making the change?
- Will the change make me a different person?
- What if other people don't like me as much afterwards?
- Will I have to make other, more difficult changes?

To change is to risk. However, to NOT make a change is also risky business. In weighing a certain change, you also have to look at the consequences of making no change. If you choose NOT to make the change, you might need to ask yourself:

- Will the situation persist?
- Can the opportunity or problem disappear by itself?
- Might other circumstances intervene to alter the situation?
- Can you live with the situation as it is?
- Will other opportunities present themselves?
- Can the cure be worse than the problem?

Another consequence of NOT making a needed change is equally challenging. By NOT making the change could you rob yourself of a chance to improve your life? Could the change open up new vistas of opportunity and challenge?

No matter how frightening or frustrating the change, it could be a blessing in disguise. Reflecting back on how getting fired from a job led her to start her own business, one woman said, "Getting fired was the best career move I ever made!" At the time, her situation may not have seemed like a great opportunity, but, once

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again, hindsight gave her the perspective to see the value she gained from her crisis.

How you view change – as a crisis to avoid or as an opportunity to welcome – can determine whether the outcome is positive or negative.

Each of us handles change differently, but certain elements give of responding to change are common to all of us. When engaged in making a change, consider these factors:

- **The "Why" Question** - We all need a "why," some reason to tackle the change.
- **The Types of Change** - Changes tend to fall into two categories — those imposed on us or those we initiate. How we manage ourselves through the process makes the difference.
- **The Control Issue** - We need to know if we can or cannot control the change or influence others through the change. Sometimes we are controlled by change and other times change controls us.
- **The Options** – We need to be aware of the different elements of the change and to consider our options before acting.

First, let's see how the reason to change – the “why” – is different for everyone. Each of us must form our own answers to the question “why.”

Some of us decide to change because we may have no choice. Responding to change is essential to our very survival. We may change to feel secure with ourselves or with decisions. We may change because we believe we'll feel better about our place and worth in society. We may change because we seek a new level of

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self-awareness or fulfillment and we think the change will make us better rounded psychologically or spiritually.

How do you decide that a reason to change is a good one? Again, not everyone's approach is the same. Some people find the "why" by making a list of "pros" and "cons," writing down the facts of the situation and how the change will benefit or disadvantage them. Others look at how the change, or lack of change, will affect loved ones. Still others go on gut instinct and intuition, almost disregarding facts in lieu of following the heart.

Sometimes, the "why" behind making a change is as simple as having fun, like wanting a new hairstyle. But sometimes, the reason is the difference between living and enjoying life, or even just surviving.

Second, whether or not we have control generates strong emotional reactions to change. We feel helpless in the face of sudden, unexpected change. We feel resentment over the unfairness of the situation or anger at being pulled in a direction we didn't choose. Our emotional turmoil can become powerful whenever we feel we have less control or when we feel we are losing control.

Even worse, our behavior can become irrational and erratic when we feel we lack control or influence over events. Our sense of security and well being, sometimes even our self-image, can be closely tied to how much control we feel we can exercise in our lives.

We may not like to admit it when we are losing control. This can set up barriers to successfully navigating through a difficult change. If we don't acknowledge our lack of control — or limited control — we curb our ability to find realistic, practical and successful solutions. We can end up taking on too much, attempting to achieve the impossible in a tough situation, when a simpler solution might work better.

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You must learn to acknowledge other powers that you don't control. Changes will happen to you that you didn't plan, or that you feel you can't accept or you can positively and proactively acknowledge reality, face the inevitable and accept that the change will go on, with or without you.

Sometimes we feel like a loser if we give in and say "There's nothing more I can do." But we must recognize that maybe nothing more can be done — the situation may indeed be out of our hands. Then, the best we can do is to plan our own course and figure out what to do as the changes take place.

When we *can* control or influence change, we have two choices:

- We can initiate change (a positive, proactive behavior); or
- We can give up (a negative, contradictory behavior).

When we *cannot* control or influence change, we also have two options:

- We can agree to let go (also a positive, proactive behavior); or
- We can waste our efforts in a futile gesture (also a negative behavior).

Sometimes the most difficult choice is to acknowledge our limitations and recognize what we can't control. This can be the first step in beginning to influence what you can control.

Third, the Types of Change: We've already noted that each of us deals with change differently. Likewise, the source of a change and the way in which it's presented affects how we deal with the change. When a change is imposed on us, we can react in different ways. Usually, our first reaction is surprise, because we were often unaware that it was coming, or we may have been

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aware but did not prepare for it. What happens after that is different from person to person. We can hide from the situation and feel sorry for ourselves, or we can examine our options and decide on a course of action, even though none of the options might be our first choice.

Fourth, the Options: There's an old saying that the best policy is to "hope for the best, but prepare for the worst." This approach seems safe when you're confronted with the need to make an important change and you're unsure whether or not you can do it. It pays to examine your options when you feel overwhelmed, seem to have little control or influence and your prospects look bleakest.

By viewing the situation objectively, you can start to reassert control over your circumstances. Some of the options you consider may not be easy, or even doable, but knowing you have options can be very reassuring.

Being creative is one of the keys to discovering your options. When faced with a difficult choice or problem, brainstorming -- the process of listing as many ideas as possible in a short time -- can help.

A small group usually performs brainstorming, since bringing more minds to the task is more likely to yield better results. But it is possible to brainstorm alone. One rule of brainstorming is to go for quantity, not quality. Every idea, no matter how crazy it sounds, has potential. In fact, the best solutions often emerge from the "craziest" ideas.

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You can apply brainstorming in a number of ways. When trying to determine whether a specific change is worth the effort or risk, try analyzing the question by brainstorming two lists. The first list should be a set of pros, or reasons *in favor* of making the change. Make the second list one of cons, or reasons *against* making the change. By analyzing the lists and weighing the pros versus the cons, you should be able to decide whether the change effort is worthwhile.

Another way to brainstorm is to complete a "Force Field" analysis. In this method, you first describe the change to make or problem to solve. On one side of the page, list all of the factors or reasons causing the problem. On the other side, brainstorm and list *one* step or action for *each* of the listed causes that could either eliminate or minimize that specific cause.

The goal of this exercise is to take a complex problem, whittle it down to size by identifying all of the complexities, and figure out how to deal with each of them. It's a way of taking a fresh look at a serious situation and seeing how many small steps, or actions, can bring the problem under control. Often, just analyzing the challenge on paper can reassure and build your confidence. It's one way of creating choices in a situation that might not have appeared controllable when you began analyzing it.

At the end of this chapter, you will find problem-solving and decision-making tools that use the techniques described here. You can use these to examine a major challenge you're facing and to gain some perspective on the task at hand.

Armed with these tools, you should be able to discover the "why" of your change effort, what your motivation is and to identify where you have control or lack it. Whether you initiate the change or some person or situation imposes it, you should be able to handle the change confidently and successfully.

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Chapter 1 Tools

A Framework for Change: Finding the "Why?"

Describe a change you are thinking of making. Think about the reasons you would like to make the change. Is it for an emotional reason, such as reducing stress? Is it to help your family or a friend? Is it for health or money reasons, or simply for fun?

Now, list the "pros and cons" of making the change. What might you lose? What might you gain?

Pros / Gains

Cons / Losses

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Control / Influence in Change

Describe a current situation, in your personal life or at work that you would like to change:

List the things that you can and cannot control or influence about the change:

CAN CONTROL OR INFLUENCE:

CANNOT CONTROL OR INFLUENCE:

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In the areas above where you stated that you have control or influence, what steps can you take to initiate the change? Who can you talk to? What actions can you take?

In the areas above where you stated you have no control or influence, what can you do to handle the situation in a positive way?

Influencing Someone Else to Make the Change Happen

Describe a change situation in which you need to influence someone, a friend for example. Explain what change you are striving for and what you want this person to do or feel?

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Consider the other person's needs, values and benefits of going through this change. What three things could you address to influence him or her? What does that person need? What does he or she value? Also, ask yourself what could be to your disadvantage.

List three reactions this person will most likely have to your request.

Write a sample scenario showing how you think you will state your request and how that person will answer.

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Force Field Analysis

In the space below describe the problem that needs to be solved. In the left-hand column, list all of the factors or reasons that are causing the problem. In the right-hand column, list one step or action for each of the listed causes that could either eliminate or minimize that specific factor. The Problem:

Causes

Corrective Actions

Causes	Corrective Actions
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Chapter 2: Believe You Can Change

Chapter 2 Believe You Can Change

Believing we can do something — whether it's water skiing or taking a new direction in our lives — can have a significant impact on our ability to succeed. Handling change also seems easier when we have a positive attitude toward the opportunity.

We all learned at an early age how to respond to change. Our environment, our upbringing, our life experiences, our role models, and our unique personality and way of thinking all contributed to our present state of mind about change.

Many people don't realize how important a role our attitude plays in dealing with change. Attitude can enable or disable us in regards to change. If change is the driving factor, then attitude is the tiller directing our course. When we embrace change with a positive attitude, we make the process easier. When we resist, change becomes much harder to assimilate.

A positive attitude can encourage us to take risks — maybe to experiment a little — and to overcome fears about change we may harbor. Some people are naturally blessed with a positive attitude. They dive right into change, ready for the new challenge. Others hesitate. They may not believe they have the ability, the confidence, or the desire.

When faced with an opportunity or change, we need to determine whether we *can* or *can't* make the necessary changes and whether we *will* or *won't* make the effort to change. These four factors create four attitude sets that help us analyze our attitudes and determine how successful we may or may not be when dealing with change. Let's look at each attitude set.

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The “Can and Will” Attitude

A Can and Will is someone with a positive attitude, enthusiasm, skills (or knows how to obtain them) and abilities. Cans and Wills rate highly in capability and willingness to take on a task. Creative things happen when we say, "I can and I will." Not surprisingly, they are usually the most resilient in the face of change.

Some people are just naturally Cans and Wills. They carry an optimistic "I Can" attitude in all situations. Or they have learned to be positive. Others are *situational* Cans and Wills — those who shine in some situations, but hold back in others. Regardless of one's ability to respond as a Can and Will, it is imperative that people be encouraged and reminded that they have the ability, the track record, and the motivation to do it. Anyone can become a Can and Will by working at maximizing a positive attitude toward change.

The Can and Won't Attitude

A person who displays a Can and Won't attitude has the capability to meet the challenge. But for reasons not always apparent, he or she resists making a required change. The reasons are usually self-imposed limitations, lurking just below the surface, that block the ability to move forward. These people have created an internal obstacle, perhaps from fear, a previous bad experience, a disagreement, a grudge, or a bad fit. They just don't see a positive payoff for making a change.

Often, Can and Won't people don't display their true feelings, so it's difficult to identify the problem. But we can sense their resistance to change. Can and Won'ts need lots of encouragement and reassurance, not criticism.

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We wouldn't say to an infant learning to walk, "Just let go of the furniture and walk!" Instead, we offer positive encouragement and applaud the child's small successes until he or she succeeds. Similarly, we have to encourage a Can and Won't struggling with change by remaining positive and rewarding small successes. We should not berate a Can and Won't simply because he or she has a bad attitude. He or she may merely be uncertain, confused, doubtful and unsure. Listen to them, be patient and remember that this person CAN be effective in dealing with change, despite his or her reluctance.

But bear in mind that if you have an office full of people dealing with change, the Can and Won't individual can be a drain on the other members of the office. You have to make sure your people are fully involved in the change and recognize that they have your support. This prevents the fears or doubts the Can and Won't individual shares from having much effect.

If you are a Can and Won't, you need to find the courage to overcome your own fears and doubts. But don't remain in a vacuum. Seek reassurance, look for encouragement and try to see the big picture. An upcoming change may be for the best.

The Can't and Will Attitude

A negative attitude isn't the problem with the Can't and Will. In fact, their enthusiasm is usually commendable. They try their best, and will try beyond their abilities, but they can't quite achieve. They suffer from limited skills, experience, or perhaps being in the wrong place at the wrong time. Their learning curve may be quite long, but they are more than willing to try, if given the opportunity.

They need clear instructions and firm parameters. This may mean training, encouragement or perhaps even a job change. With a

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deeply personal problem, such as a family member's drinking, it may mean learning to accept certain realities.

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There are many different ways to help a Can't and Will in developing the knowledge, abilities and skills necessary to tackle change successfully. One-on-one training, workshops, college classes, self-study books and tapes can all help someone learn. On-the-job coaching and mentoring can also help the Can't and Will become more effective

If you are a Can't and Will, be glad you have such a positive attitude when it comes to change. But remain aware that you may lack the skills, knowledge and abilities needed to deal successfully with change. Your positive mental attitude will be a big help in becoming a Can and Will.

The Can't and Won't Attitude

At first glance, someone with a Can't and Won't attitude may seem to be the most difficult type of person to have to deal with. To be sure, someone who is stubborn, uncooperative and resistant obviously poses a barrier to change. The truth is, Can't's and Won't's aren't necessarily difficult in every situation.

A Can't and Won't may be an integral part of a work team, a trusted friend or a spouse. He or she may be typically optimistic, but in a certain situation, may be short on skill and long on resistance. The combination of limited ability and little motivation conspires to create a Can't and Won't.

Some Can't's and Won't's are simply misplaced, like a beautifully tailored suit that is a size too small or too big. The suit is valuable, but not the right fit. In some situations, a Can't and Won't attitude can be the worst possible combination.

But what if you are the Can't and Won't? What if you find yourself in a situation you don't like and don't want to face? How can you make the best of a bad situation with an attitude like that?

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If you are a Can't and Won't, reflect on which factors may drive your resistance to change. Although your lack of knowledge or abilities may be behind your foot-dragging - a factor easily corrected - there may be larger issues at play.

If you block change or shake things up because of your attitudes and skills, you may be just need to realize how you are reacting and adjust accordingly. For example, if you find yourself resisting a change and demonstrating a Can't and Won't attitude, consider seeking skill training to make it easier to adapt to the change.

Handling the Cans, the Won'ts, and Everyone in Between

On the other side of coin, how do you facilitate change in the face of negative attitudes, such as the Can't and Won't or the Can and Won't? What do you do when you are the one trying to make change happen and you are faced with people who drag their feet, resist you, or are just outright hostile about the change?

When you are charged with helping others deal with change, remember to:

- Plan carefully and ensure that the environment is ready for the change.
- Remain tolerant. Although people are the products of their own experience and their parents' influence, they are also influenced greatly by what is happening at the moment.
- Expect people to handle change in different ways. People tend to see the world as they want it to be, not as it is.
- Check for understanding. Never assume people see things as you do.
- Encourage participation. Try not to stifle anyone's reactions. It's better to know what they are feeling.

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- Help people to say good-bye to what is ending and give them an opportunity to mourn their losses.
- Involve people early, because they tend to believe in and support what they help to create.

Tips for the 'Cans'

Cans may not seem to require much supervision, but it's important not to ignore them. Cans need to be motivated, too! Keeping them positive and upbeat with encouragement is critical throughout the change process. Communicate early and thoroughly what is expected. The result will be fewer surprises for them and you. Reward them for their loyalty and their contributions. Include them in the decision-making, whenever possible.

Make sure they get what they need to succeed, including information, skill development, authority to make decisions and access to resources. And be understanding of their fears, concerns, and anxieties.

Tips for the 'Won'ts'

Because resistance is the key problem for those who won't, find out the source of their resistance. You can't manage resistance or solve problems if you don't know what they are. Get resistance out in the open to analyze and overcome it. Remember that some resistance is healthy and normal. Expect some problems at first. Solve the problems before resistance increases. Make clear what is expected and immediately confront unacceptable behavior and performance. Don't hold on too long to people who aren't willing to do the job.

Throughout our lives, we deal with attitudes that may differ from our own. Recently, a small consulting firm discovered that attitude affects the way people approach change. It reinforced how important it is to go slow in the midst of change.

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On Becoming a Can and Will

It's easy to assume that if you're not born an optimist, you'll never be a Can and Will. But, you can certainly work to improve your response to change. Simply making the effort to become more positive is a good start. People who are normally successful with change:

- Are receptive to learning something new.
- Appreciate what they have, and where they are.
- Have a vision of how they want the change to turn out.
- Set goals to accomplish their vision.
- See value in change experiences.

To cultivate a Can and Will attitude:

- Imagine a positive outcome.
- Use doubt and ask questions to gather information.
- Look at the change in a new way, through a different frame.
- Take responsibility for the situation.
- Get as much information as possible.
- Keep physically and mentally fit.
- Use inner resources, such as creativity, focus, courage, discipline, humor, perspective.
- Take risks.

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Chapter 2 Tool

Think of a difficult or challenging change you had to make, and then answer these questions.

1. Would you describe your most common reaction to the change as that of a "Can and Will," a "Can and Won't," a "Can't and Will," or a "Can't and Won't?" Describe why.

2. What skills, resources or other supports would have been helpful to you in making the required change? How did you go about obtaining them?

3. What feelings, if any, surfaced during the process of making the change? What do you feel may have influenced you?

4. What might have made this change easier? What would it have taken for you to become a "Can and Will?"

5. What might you do differently the next time you face a difficult or challenging change situation?

**Chapter 3
Partnering Through Change**

Change can overwhelm and frighten us, but it doesn't have to! When we go swimming or diving in dangerous waters, we're advised to take a buddy along.

Likewise, when facing change we can also take along buddies to help with the situation by playing the role of partner throughout the change process.

We already know change is the process of moving from the present state to a desired state. A relatively new term, but an old concept, partnering is defined as two or more people working together to solve a problem or seize an opportunity.

Partnering through change can be as simple as two or more people having a vision of a desired end state and working together to achieve that vision.

What kind of people partner? Ideal partners believe in a common goal, are committed to that goal and take to see it through. People who see the mutual benefit of working together make good partners. People who enjoy teaching and learning from others also make good partners.

Most people partner with others throughout their lives. Some people know they are partnering and may even know the jargon of partnering. Others just know that working with someone else will help them through a difficult change.

Either way, partnering is best accomplished with a firm strategy in mind.

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To successfully reach a goal together partners must:

- Share a Vision: They develop a clear picture of what they want to happen.
- Share a Commitment: They make a mutual agreement to carry out the vision.
- Take Action: They make a plan that uses their commitment to attain the vision.

Partners need to share information, authority and resources with each other. Individuals come to the partnership with different skills and develop new ones as they work together. Sharing those resources is essential.

Developing a vision and creating commitment requires looking closely at the desired final state that you seek. In the process, you may be able to identify your ideal partner. To develop a new vision and create commitment:

- Think about and formulate your vision for change.
- Think about the skills, information, or resources needed to make the change.
- Think about likely partners who could help you achieve your vision. Contact them individually to discuss their interest level.
- Discuss the change opportunity and its details thoroughly so others understand it. Make sure they have valuable insights for achieving the change.

Once you and your partners have developed your vision and action, you need to plan together by discussing the change. Make sure it's clearly understood by setting goals, establishing timelines, and identifying roles.

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Continually evaluate the partnership. Does anything hinder your relationship? What can you do differently? Are all partners upholding the commitment? Plan to make any necessary adjustments to stay on the track to achieving your vision.

Sharing a Vision

Vision is a clear picture of what can be. It creates the focus, the hope of what a partnership or an individual can accomplish. But a vision is merely a cloud that dissolves if it is not shared by all partners.

When we partner through change, the vision must be shared by everyone, and must be understood and spelled out. If the vision is not the same for all involved, then strife enters the relationship later when actions and goals differ. When the vision is the same, we can build a commitment to reach our goals.

For some, a vision can be the stabilizing factor in a risky, but exciting, venture. Sharing that vision with others who can make it happen is a smart move. Others may share a vision to learn something new, especially when the other partner has a different way of seeing things. In the more romantic sense, vision can mean a goal to change a way of life or the quality of life.

The Power of Commitment

Commitment is the least tangible of the three partnering steps and its level is often difficult to assess. Commitment is an internal decision that says, "I will make this work." Our commitment level reinforces our vision. If commitment is weak, then the goal might never be reached.

Commitment is vital to advance the vision. This truth becomes painfully apparent when the lack of commitment can mean the end of a lifelong dream. Rebuilding the commitment with a partner is difficult, but worth the effort.

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Taking Action

Taking action, the third step in partnering to change, is the process of following through with a commitment to accomplish your vision. It's the critical step needed to achieve what you want, a plan that says who does what, when and how. Taking action excites many people because of the satisfaction that comes from doing instead of merely talking. Once we've taken action, we've taken control of the change we're attempting.

For some, taking action is the most exhilarating aspect of partnering through change. It's a challenge. We may meet either expected or unexpected challenges, but the choices of how to meet those challenges belongs to our partners and us. The action period is a great time to unleash creative solutions to problems that once intimidated us.

For others, the most effective way to take action is to find partners who can understand different aspects of the problem and contribute fresh perspectives or new skills. But taking action is difficult if everyone involved doesn't buy into the change. That's why vision and commitment are so important. It is also critical to have a leader who will partner with everyone and push for action.

Information, Skills, Authority and Resources

When we have agreed to partner toward change with someone and have established our vision, commitment and action, there are four primary behaviors we need to share to reach the goal: sharing information, developing skills, assigning authority and determining resources. These form the basis for the action. Without them, the vision would fade, the commitment fizzle and no one would take action.

Sharing Information -- When partnering through change, share as much information as possible, as soon as possible, to get the most productive results.

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We need to understand the project at hand, where to get information to keep the project flowing, and who to keep informed of progress, setbacks or other developments.

Assessing Skills -- Just as a mix of skills is important, an assessment of everyone's skills is also important. Knowing who can do what is crucial when entering a partnership for change. It isn't necessary for everyone to be able to do everything, but sharing a good combination of skills is very helpful. An exciting thing about partnering is that new skills can always be learned. Skills include not only those brought into the partnership, but those gained while pursuing the vision.

Assigning Authority -- Authority is important because each person in the partnership must understand who has it, what the person or persons with authority can do, and what decisions can be made with authority. Sometimes one person carries most of the authority, and sometimes different people share authority at various levels and times, depending on whose skills are strongest in certain areas. It is especially important to keep everyone clear on what his or her job is, especially if duties change frequently.

Determining Resources -- Simply put, resources are what partners can find and use to make the change process easier. Resources include things as tangible as money, books, people and tools, or as intangible as knowledge and time.

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Chapter 3 Tools: Making the Most of Your Partnership

Use this tool to match the needs of the partnership to the strength of the potential partners. Think of a change that you would like to make while using a partner, and list them below.

What is your vision for the partnership?

Consider what is required to achieve the goals.

Skills:

Information:

Authority:

Resources:

List three talents/strengths you have that will help to achieve the goals of the partnership:

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Name three weaknesses you have that might hinder achieving the goals.

Who can make up for those weaknesses?

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Name three potential conflicts that could arise as a result of differences with that partner.

How can you minimize those conflicts?

How could you use your differences to maximize your opportunity?

Chapter 3: Partnering Through Change

Partnering Talent Assessment

Use this tool to determine the best use of talent in potential or existing partnerships. All partners should complete one.

Partners' names:

Goals and Objectives (Vision) of the Partnership:

Skills Required to Achieve the Vision:

Personal Inventory

Currently, I am most interested in the opportunity to:

I get the most satisfaction from:

Chapter 3: Partnering Through Change

I learn quickly when it comes to:

I have been most successful when I:

I sometimes struggle with:

I usually avoid doing:

To meet my vision, I need a partner who can:

Chapter 4 Maximizing Change

Assuming Personal Responsibility

When we find ourselves faced with seemingly impossible demands and challenges, stress can make it hard to see clearly any outcome, let alone a positive one. That's when we may need to look deep inside ourselves to understand what we really desire. Often it's a matter of taking responsibility for, and ownership of, our own needs and desires. Once we gain a clear picture of our real goals, they become easier to achieve.

Raising Your Self-Awareness

It's important that all partners spend some time on this step. If we don't know who we are, then we can't easily determine where we're going. We need to develop a deep sense of our own uniqueness. What skills do we have? What do we like? What do we value? What do we find important? Having a sense of self gives us a core and helps us through life and most certainly through change. Our responses to these questions give us a base for our decisions and goal setting.

Setting Personal Goals

Once we have our vision and destination clearly defined, the next step is to determine our route. This involves setting personal goals to accomplish our vision. Our goals define what we want to be and show us what we want to do. Setting more than one goal is desirable. After all, most of us lead complex lives in which we fill many different roles. Our goals should reflect the various roles we fill.

Chapter 4: Maximizing Change

Your goals may reflect your roles as a parent, an employee, a friend, a neighbor and a volunteer. Start by seeing yourself in each of these roles doing what you want to do. Answer the question, "What do I need to do to get there?" That answer becomes your personal plan.

Charting Your Course

Knowing who we are, where we are going and how we'll get there are vital resources for moving over the seas of change. In establishing our personal vision and goals, we develop an equilibrium that steadies us, regardless of rough waves. Even if we encounter a storm at sea - or a change we're faced with - it isn't quite as scary if we know what we're trying to accomplish. One of the best ways to handle change is to find balance in our lives. Finding that balance may be one of the most important skills we can develop. This balance can make the journey more manageable and more enriching.

Chapter 4 Tools
Vision and Goals

Describe or design a vision for your personal life and your professional life.

What steps do you need to take to make your vision a reality?

List 5 to 10 goals you'd like to achieve in the next 12 months that work toward your vision.

Chapter 5: Making the Most of Change

Chapter 5 Making the Most of Change

Change is woven into the fabric of our lives. From infancy to old age, we're confronted with changes in our faculties, our bodies and our circumstances. The only thing that doesn't seem to change in our lives is the fact that we have to face change!

But change doesn't have to be daunting, scary, or overwhelming. When we've practiced hard, when we visualize success and keep a positive attitude, we can handle change more easily. We can minimize its discomfort when we anticipate its approaches and take responsibility for ourselves and our situation. And we can do a lot more than that. We can use change as an opportunity for significant personal growth.

What can we learn from our experiences with change?

We know that change is critical in helping us to achieve personal growth. We also know that change is inevitable. All things in life slowly undergo a metamorphosis. We know that change is easier when we can exert some degree of influence or control. We know that when we initiate or at least influence the change we're asked to make, as opposed to being surprised by change, we tend to have more of a sense of control. When we can accept what we cannot control, we make change easier.

Yet, many of us struggle because change is hard. It's new and unfamiliar ground. At first, change feels awkward. It comes with no guarantees. But by its very nature and its novelty, change stretches us. We learn new things about ourselves we didn't know before.

Chapter 5: Making the Most of Change

The ways we respond to change - our cognitive responses and our attitudes - have great bearing on the ease of assimilating change. As Ned Herrmann describes, there are four basic thinking styles that indicate predictable responses to change - analytical, organized, expressive and imaginative. Just as our personalities are a product of our environment, our heredity, our value systems and our experiences, so too are our responses to change based on a unique combination of these factors.

We know that attitude plays a big part in our ability to survive and thrive amidst change. When we can say, "I can, I will," we take a positive step toward achieving our goals. Finding out what's behind the "I can't/I won't" response - fear, anger, resentment, lack of resources or confidence, or something else - can be an important step toward assimilating change.

We know that starting from within ourselves - finding out what we're about, what's important to us, where we want to go - helps us to frame the changes we face. And perhaps most important, we know we need others, just as they need us - as partners, coaches, and mentors - to support us as we make change a positive, affirming experience.

Once we consider these characteristics of change, we can begin to look ahead, to our next experience with change -- whether we take the initiative with change, face a change imposed upon us, or help someone else through change.

How to Put More Change in Your Life

Now that we're aware of what change is about and how it affects us, we can face new challenges, initiate changes we've wanted to make and make our dreams a reality. How do we begin?

Chapter 5: Making the Most of Change

We begin with a positive attitude, drawing from our internal resources. Create a vision. Visualize the change you wish to make. See the change in your head. See yourself doing something you want to do, then determine how to get there. Set goals based on your vision.

The Changes of Your Life

Change is challenging, frightening and risky. But change is also unavoidable, unstoppable and inevitable.

Change is one of the few true constants in our lives. As children we grow, learn, evolve and mature at a rapid rate. As adults, our physical changes come more slowly, but we continue to evolve, adapt and grow as human beings. As we age, our physical condition changes, becomes more fragile and our mental state eventually starts to decline.

Perhaps, our fear of change stems from the constant reality and stress that remains with us throughout our lives. Perhaps, that's why we drag our feet, throw out anchors and put up barriers to resist change!

But should we resist change? Of course not. Change is inevitable. Don't brace for change. Come to grips with change. Change is necessary for growth. It can make us better at our jobs, better in our relationships and better at living richer, more fulfilling lives.

Chapter 5: Making the Most of Change

Chapter 5 Tools Making the Most Out of Change

Consider a time when you were at your very best. List the factors you believe made this happen.

What about your life would you like to change? What do you think you need to do to make that change happen? (Include attitudes, skills, resources, other people, information)

What changes do you currently face? What do you think you need to make these changes happen? (include attitudes, skills, resources, other people, information)

If you haven't done so already, write a vision for yourself. Now list 5 - 10 goals that you believe will help achieve that vision.

Chapter 5: Making the Most of Change

In a management situation: What changes need to be made?

Who needs to know?

Timeline/responsibilities:

What skills may be required?

What resources may be needed?

What information may be needed?



About the Author:

For over twenty-five years Joanne G. Sujansky, Ph.D., CSP, has been helping leaders to increase business growth and profitability by creating and sustaining what she calls a Vibrant Entrepreneurial Organization. Her expertise, insight, wisdom, humor, and practical solutions have made Joanne a highly sought-after speaker for keynote addresses, seminars, conferences, and workshops. She has brought fresh concepts and effective techniques to executives and audiences in over thirty countries around the globe. Client favorites include the following topics:

- Culture: Your New Competitive Advantage
- Developing a Lifelong Vibrant Mindset
- The One & Only Thing Competitors Can't Steal

Joanne, who founded KEYGroup®, is an award-winning entrepreneur. Earlier in her career, she held management- and director-level positions across several different industries. She is past national president of the American Society for Training and Development (ASTD), and is a recipient of its highest honor, the Gordon M. Bliss Award. An active member of the National Speakers Association (NSA), she has received its highest earned designation, Certified Speaking Professional (CSP). Joanne has authored numerous books on leadership, change, and retention.



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