No Employee Left Behind: The Principals of Change

Al Crispo  Dan Lybrook
Organizational Leadership

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My Thoughts on Change

When I think about change, the words that come to mind are:

1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________
How Change Affects Me

- Changes I embraced:
  1. ________________
  2. ________________
  3. ________________

- Changes I resisted:
  1. ________________
  2. ________________
  3. ________________

Leaving My Comfort Zone

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

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

Types of Change

- Personal
- Group
- Organizational
- Community
- Societal
- Global
Reasons People Resist Change

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

Resistance
Reactions to Change

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Reactions to Resistance

**Negatives**
- Disbelief
- Disappointment
- Despondency
- Annoyance
- Blaming
- Hostility
- Sabotage

**Positives**
- Resolve
- Acceptance
- Optimism
The Change Formula

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

\[ D \times V \times E > C \]

Perceived Cost

From the Tipping Point

INNOTO SCALE

Reference: Tipping Point

- Innovators: 5%
- Early Adopters: 13.5%
- Early Majority: 34%
- Late Majority: 34%
- Laggards: 13.5%
Change Curve

- Where do you fit on the curve?
  - Your organization?

- How does the equation and curve relate to changes you try to make in your workplace or community?

The Change Cycle

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

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

Becoming Change Skilled

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

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

Entering the New Beginning

- The 4 P’s
  - Carefully explain the **Purpose** of the change
  - Give everyone a **Picture** or vision
  - Have a well thought out **Plan**
  - Give everyone a **Part** to play in accomplishing the change
- Ensure quick successes
Survey Results of 250 Organizations in 40 Countries-Best Practices

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

Best Practices Continued

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

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

**References**