

LEADING SUCCESSFUL ORGANIZATIONAL CHANGE

About seventy percent of change strategies fail, yet managing change is top on the list of concerns among corporations, according to a recent article in *Training and Development (T&D)* magazine.

The cost of failing to implement successful change is high. Loss of productivity, low morale and high employee turnover, not to mention wasted time and money, are just a few of the consequences of a failed change strategy.

How does an organization go about getting people to accept change? The article "Compact Risk: Controlling the Perils of Change," (*T&D*, September, 2008), tackles this issue by exploring the ideas of three leading change gurus. Together they make the case that "issues influencing peoples' acceptance of change are not only predictable but manageable."

Let's begin with John Kotter, Harvard Business School Professor and author of *A Sense of Urgency*. He believes that the "need to foresee problems and move quickly is becoming increasingly more essential to organizational survival." He suggests eight steps to successful change:

- Create a sense of urgency
- Pull together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy-in
- Empower others to act
- Produce short-term wins
- Don't let up
- Create a new culture

William Bridges, author of *Managing Transitions: Making the Most of Change*, believes there is a difference between change and transition. Change is made up of external and internal forces. Leaders often fail to recognize the transitions people need to go through if change is to be successful. Change can only be successful when people make it through the transition.

His transition management consists of five core actions:

- Make a plan
- Assess the situation
- Manage the ending
- Manage the "neutral zone"
- Create a new beginning



Pat Zigarmi and Judd Hoekstra, both of the Ken Blanchard Companies, believe that leaders need to pay attention to the concerns and anxieties people



have when asked to participate in change. Failing to see the change process through the eyes of the people affected may derail the change effort. Their change model, developed with Ken Blanchard, is based on the Six Stages of Concern along with Leadership Strategies to Address Concern. Zigarmi contends that people need to be involved at every stage and that "if they understand the differential between the present situation and where the company ultimately needs to be, they typically will be onboard with the reason for change, as well as the process and the outcomes."

There's no doubt that implementing change is a difficult process. But taking advantage of the insight and guidelines proposed by these change experts will hopefully guide your organization to a successful change outcome.

Listen to this article and others at www.astd.org/TD/TDpodcasts.htm

If you would like a print copy of the article (including all charts), any of the books mentioned in the article, or more information about organizational change, please contact MAGIC at magic2@pwcgov.org or 703-792-4880.

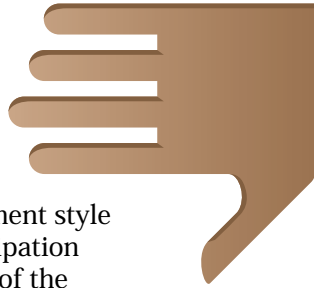
COLLABORATE WITH YOUR EMPLOYEES

We are all familiar with the success story of Toyota, famous not only for its profit margins and productivity levels but also for its employee relations. Their collaborative management style encourages input and participation from employees at all levels of the organization. An article in the September 2008 issue of *T&D* magazine speaks of the author's personal experiences with this management style. "**Successful Employees=Successful Business**" by Albert J. Weatherhead recounts his attempts with a start up company and how his attitudes towards his employees affected his success.

Weatherhead is CEO of Weatherhead Industries, begun back in 1971 with a "tiny amount of cash". His turning point came in 1983 when he developed an invention called the Weatherchem Flapper. The flapper is a top of a spice or powder filled container and has two openings: one for pouring and one for spooning. We've all used those tops. He invented and patented the original. His business is now a multi-million dollar operation and from the beginning he has operated his business according to his "lifelong fundamental conviction—everyone deserves to be loved, respected, and honored; collaboration is key."

Thinking that only you have the answers builds walls and discourages communication. You are confined to your own perceived limitations and prejudices. Opening yourself to the opinions, ideas, and thoughts of your employees enables seeds of creativity to be planted in the environment. Engage the collective spirit of your workplace by focusing on the individuals that gather there each day and then challenging them to offer their best.

To read the entire article, contact MAGIC at magic2@pwcgov.org or 703-792-4880.



FROM THE TRENCHES

Locate hotspots with WeFi

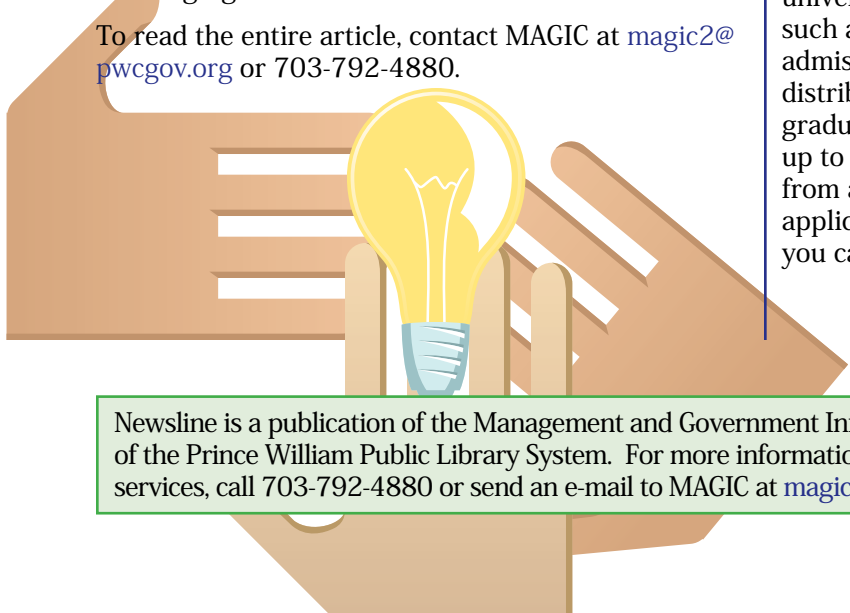
Looking for a wifi connection? WeFi www.wefi.com not only locates nearby hotspots, but also allows you to report other hotspot locations you've found. The system can be set up to notify you when your friends are connected to hotspots close to you.



Online College Tours

Do you have a high school junior or senior who is interested in going to college? Need help searching for the best college fit for your student? Several web sites now help you compare colleges and search for colleges with the criteria important to you and your student. College Portrait www.voluntarysystem.org/index.cfm, still in the preliminary stages, only shows two Virginia schools—Longwood and Virginia Tech. However, college and universities are continually being added so continue to check the web site.

Another website U-Can www.ucan-network.org/ touts a detailed description of over 15 colleges and universities in Virginia. Each profile lists statistics such as how many students graduate in 4 years, admission and enrollment statistics, geographic distribution of the freshman class and majors of graduating students. Searches can be conducted with up to 17 criteria. For example, search by distance from a particular zip code, test scores, percentage of applicants admitted, cost or many other criteria that you can use to screen.



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