

Leading and Learning, Inc.® is a 45-member **organizational management consulting firm** based in Los Angeles with clients across the U.S., Canada, Europe and Asia. We support leaders during change processes with focus on organizational change management, leadership development, and personal, professional effectiveness. Our client roster includes CEOs and other leaders in corporations and organizations spanning **banking, utilities, manufacturing, hospitality/entertainment, hospitals/health systems, technology/aerospace, service industries, government and nationally-based nonprofits.**

***EACH MONTH, LEAD-ZINE®**, the on-line electronic leadership newsletter of Leading and Learning, Inc., focuses on a specific leadership/ management topic.*

Articles are contributed by Dr. Billie Blair, President of Leading and Learning, Inc., and the LLI team of organizational professionals. Other professionals with specific expertise join the LLI staff each month to offer additional perspectives. These combined views provide informative and balanced perspectives on the **Lead-Zine®** topic-of-the-month to our readers – approximately 250,000 CEOs, executives, and other leaders. Leaders and managers are continually planning, or executing, or controlling change. Each **Lead-Zine®** issue looks at another important aspect of change that is of current interest.

This month's timely focus continues the discussion on: "Building From Goals to Meaningful Change"

◇ *For those wishing to contribute to a Lead-Zine® issue* contact the **Lead-Zine® editor, Eli Isaacs:**
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***"When things change,
you have to change things!"***

July 2008 – "Building From Goals to Meaningful Change"

Billie G. Blair, PhD

Lead Zine® this month focuses on the ways in which change is successfully achieved.

► **Goals: A First Step**

Frequently our clients recount a familiar story: 1) the company's leadership crafted goals that were established from sound strategy; 2) these goals were widely circulated throughout the company; and 3) absolutely no change of consequence was realized.

Change begins with goals, but it doesn't end there. Setting the goals of a company is a first step in the complex, multiple-step process of change. Knowing which changes are needed, as reflected by the company's goals, is certainly an important part of the change process. But knowing how to bring about these changes is of equal importance and often takes much longer for an implementation of action and the accomplishment of results.

► **Change: Details Count**

We regularly work with organizations engaged in serious efforts of change. In every instance, the factors that have been the precipitators of change have centered around attention paid to the specific steps of the change process – that is, the details of change. Careful attention to the details that guide the change process consistently counts as the most important factor of the company's success. Focus on the details of change requires paying attention to: 1) who should be involved in planning for change; 2) who are the drivers of change; 3) who, the detractors; and 4) what tactics can be utilized to bring the three groups together. These beginning elements represent the first stages of change and relate, in essence, to all the moving parts of the organization.

► **Results: Moving Together**

The theory relating to ***ALL THE MOVING PARTS**** of an organization holds that changes in one of the five major areas require changes in each of the other four. Coordinated changes throughout the organization must be accomplished so that change moves fluidly and smoothly throughout the entire organization. The axiom that we share with clients is this: "Move together or not at all." Seeking to change just one part of the organization does, indeed, result in changing that one part but, at the same time, unmonitored change reactions will forced in unanticipated ways throughout the organization.

► **Goals → Change** Building from goals and following change processes results in building a strong and effective organization.

** See: Dr. Blair's latest book*

**ALL THE MOVING PARTS:
ORGANIZATIONAL CHANGE MANAGEMENT**

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IN THIS ISSUE

ADJUSTING TO TURBULENCE IN TODAY'S MARKETPLACE

WE ARE JOINED THIS MONTH BY CONTRIBUTING AUTHORS

Scott Glatstein
President, Imperatives

Jim Connolly
President, Thomas, Connolly & Phelps

Rick Lepsinger
Onpoint Consulting, LLC

TOP 7 STRATEGY ACTIVATION THEMES FOR CREATING AND FOLLOWING THROUGH WITH MARKETPLACE STRATEGIES

Scott Glatstein, President, Imperatives

1 – Understand that although a strategy may appear brilliant on paper, it is the implementation that is important. Failure to follow through can happen when you allow your strategy to outstrip your organization's capabilities, or when your employees do not understand your marketplace **strategy** and their expected behavior, or when your company does not support the strategy's delivery. Find where the problem is and fix it immediately.

2 – Keep in mind that a promise, no matter what it entails, leads to customer expectations. Your strategy communicates intent. It's a promise made to the marketplace and creates expectations for your products and services that must be met if customers are to walk away satisfied.

3 – Remember to go beyond the promise and communicate how your organization will deliver on its marketplace promise. Expectations add assurance that the company will follow through on its promise and provide internal direction for resource allocation, product development efforts and system design.

4 – Recognize it's the customer experience that differentiates one organization from another. The overall customer experience includes all the touch points that your customers have with your organization – from advertising messages, to interaction with sales and customer service personnel, to products and services – all must reinforce the image desired in the marketplace.

5 – Align employees. Your employees drive customer experiences. Promises can only be fulfilled if your employees understand them, believe the message and compensated well for fulfilling their role.

6 – Create business processes that reinforce your envisioned marketplace strategy. Internal and external business processes must support your strategy implementation. They must be mapped and traced, noting each step's effect on the overall customer experience and the organization's ability to fulfill its promises.

7 – Give employees the right tools. Whether task tools, information tools, or communications tools, the tools must enable delivery of the promise and customer expectations.

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FROM GOALS TO MEANINGFUL CHANGE

Jim Connolly, President, Thomas, Connolly & Phelps

In spite of best thinking on change management, most efforts to improve organizational results still fail to achieve desired results. Building effective change efforts requires a commitment from the organization's leaders, clear goals, and expert project leadership. And it also requires three human behavior components that are critical to achieving meaningful change – what I call the IAC.

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- **I – Individual Performance Rules:** Understand that individual performance determines organizational results. An organization’s results are an outcome of the collection of every individual’s performance. Consequently, goals have to be focused on improving each employee’s performance.
- **A – Acknowledge Human Behavior:** When employees are presented with a new goal, human behavior can be predicted. These stages are: “What happened?” “Why?” “What about me?” “Who else?” and “What about?” Meaningful change begins when employees begin to suggest ways that the change could be effected – the “what about trying it this way?” The goal is to understand the human process and move more employees to this point, more quickly. With their increased commitment, productivity and support the goals will quickly result in meaningful change.
- **C – Cement New Habits:** So many of our well meaning efforts to drive meaningful change fail because they are not well implemented. This happens when new habits are not cemented into the fabric of the organization and the old habits are allowed to choke off the new habits. Part of the efforts to support goals has to be commitment to investing the resources and time necessary so that new behaviors, skills and practices are developed to the point that they become habit

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► TWELVE PRACTICES DIFFERENTIATE TOP-PERFORMING COMPANIES IN MAKING SUCCESSFUL CHANGE

And

► THE CORE BEHAVIOR OF EFFECTIVE CHANGE MANAGERS

Provided by Rick Lepsinger, Onpoint Consulting, LLC

Top-performing companies are more effective at 12 practices that have been found to be critical to successful change initiatives.

What Sets Apart the Best

	<u>Top-Performing</u>	<u>Less-Successful</u>
• Clarity of purpose and objectives	86%	46%
• Top leaders are effective change managers	85%	15%
• Top management actions are consistent with objectives	82%	19%
• Adequate resources are available	82%	29%
• A clear and appealing vision	80%	31%
• Frequent updates	78%	17%
• Top management follows through	78%	17%
• Adequate and honest information	74%	23%
• Obstacles identified	74%	27%
• Actions to address obstacles identified	71%	17%
• Opportunity to express opinions	67%	29%
• Performance management system supports change	57%	25%

Modeling behaviors that facilitate change is the primary difference between the most effective change managers and those who are less effective. This core behavior goes beyond verbally endorsing a change. It is not enough to just say the right thing or even enthusiastically communicated the benefits and the business case for the change. Employees want to see those words backed up with behavior. That is how they judge how effectively someone is leading and managing a change. This core behavior is exemplified by specific actions such as:

- Behaving in a way that is consistent with the change
- Doing what you say you will do related to the change
- Providing accurate and honest information about the change
- Being aligned with other managers around the need for change.
- Ensuring the timing of the change is realistic.