

Managing Change & Technology

April 2000
Vol. 1 No. 1

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Greetings!

Welcome to our first issue! You already know the title of our newsletter, ‘Managing Change & Technology’ but no matter how good a title is, it cannot really communicate what we’re all about.

A better title would be longer and more detailed. ‘Managing the Change brought about by new Technologies.’ That’s better, but too long and clumsy. Even so, it’s a much clearer description of what I’m trying to accomplish.

With that description in mind, it should be obvious we’re not going to focus on the technologies themselves. Although we will explore, and speculate, on how a specific new technology, or development might change a business or perhaps even an entire industry.

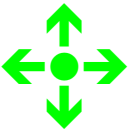
That longer title also hints we won’t address all possible management issues, only that sub-set of issues relating to the Process of Change.

Which raises the first question. Is MC&T intended for managers only? Nope. The ‘Management of Change’ is not something performed by a select few Wizards known as ‘Managers.’ We all manage Change. All of us. No exceptions.

This first issue will provide a starting point from which we can grow. It’ll attempt some easy definitions of Change. It’ll cover some of the consequences of mismanaged Change. It’ll attack some cherished mis-beliefs and even speculate on the future of some industries.

Hopefully it’ll also set the tone of the articles. I won’t publish stuffy, dry, academic tracts. Nor will technical prose filled with suspect statistics see the light of day. Instead I’m going to strive to find articles I can only describe as ‘friendly discussions.’

Not all the writers will agree with my views. Nor





will the ones I disagree with be identified. You're all responsible for your own assumptions.

I'm looking forward to lively discussion. How lively? That's entirely up to you, the readers. If you have an opinion... voice it. There's nobody here but us chickens and we all experience enough 'Change' to have unique opinions. This is your opportunity to share.

If you have questions about Change, send them in. A question provides all types of material. It lets me know if I'm covering the material simply enough or at all. It provides topics for future issues. It provides a simple way of determining the level of expertise of the readers. In short? Feedback in the form of letters to the editor are invaluable.

Be warned! You'll find humour (and mixture of Canadian and American spelling) in these pages. If there's one thing I've learned in life is that humour is always appropriate. If you have anything funny to say about Change or have hilarious stories to relate... then PLEASE send it in... there's a high probability it'll be published.

Here's another question you might be asking...

What's with the Mouse? Many years ago I wanted a logo that describes who I am.. a curious, non-threatening creature, with an interest in Technology seemed to work. Hence the mouse. And yes... Disney was taken care of a long time ago.

Folks, that's enough for now.. you have a newsletter to explore.

Yours truly
Peter de Jager
pdejager@year2000.com

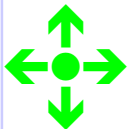
QUOTORIAL

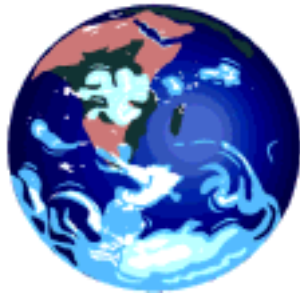
I have never in my life learned anything from any man who agreed with me.

Dudley Field Malone

...If you only tolerate agreement, then mirrors and echoes are cheaper than yes-men..

A Quotorial is a quote combined with a pithy editorial comment.





The Time In Which Change Changed

By Eli Bay

You may feel blessed. You may feel cursed. However you feel about it, those of us living in the 2000's are being forced to adapt to an unprecedented acceleration in the speed of change.

In previous, less complicated societies, changes occurred very slowly, over generations. It wasn't long ago that the world of the child was not significantly different from the world of the parents and grandparents. Today, even the so-called experts on the future don't even know what the world will look like ten years from now.

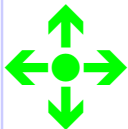
Everyone is talking about managing change, as if it could be managed. There is an assumption that the people who are introducing the new technologies and systems know what they are doing and that everything will soon settle down after the next re-engineering or restructuring. This is a serious misreading of what is happening in society today.

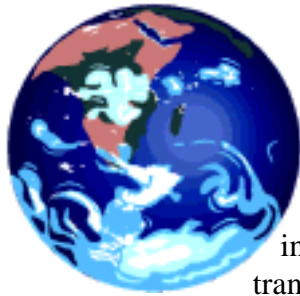
We must anticipate that rapid accelerating change is going to be an on-going and inescapable feature of our lives, one of the very few certainties in a world characterized by monumental uncertainty.

To understand the significance of the dramatic speed-up of change in our time, it is extremely important for you to understand the concept of exponential growth.

The nature of the exponential growth pattern is characterized by very insignificant growth at the front end and the dramatic growth towards the end of the cycle. If you started with one penny at the first of the month and had the pennies grow exponentially over the next thirty days, it would start slowly, one penny, two pennies, four, eight, sixteen ... By the tenth day you would only have \$5.12. By the twentieth day it would reach approximately \$5000. But by day thirty, the sum of pennies will have swollen to the awesome sum of \$5.3 million.

Man has a limited capacity for Change. When this capacity is overwhelmed, the capacity is in Future Shock.
Alvin Toffler





If you plotted this on a graph, it would be represented by a slow increase radically transforming into a steeply rising curve as the numbers suddenly begin to grow astronomically large during the last few days.

Over many tens of thousands of millennia, change was always insignificant and slow. It was only about three hundred years ago that change began to speed up. In this century, it began to steeply accelerate. My grandmother, for instance, was born ten years before the Wright brothers flew their first airplane and she passed away ten years after Neil Armstrong walked on the moon. The nature of the change happening today is making the changes of my grandmother's day appear snail-paced in comparison.

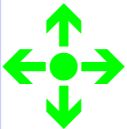
Apparently, we have already gone through more change in the past ten years than all the changes that have occurred in all of history, from the beginning of time until ten years ago. However, unless you understand the way in which the very large numbers are generated in exponential growth curves, this statement may appear to be

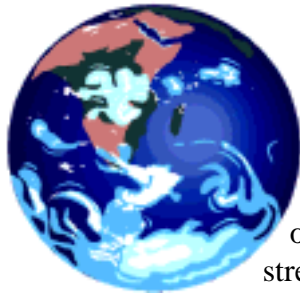
just puff or overstatement. It is not.

This is the “future shock” which Alvin Toffler warned us about twenty-five years ago. It's here now and not about to subside. In fact, well-informed sources suggest that the world in 2005 may be more different from today than today is different from 1895. Never before have people been asked to adapt so rapidly. Ours is the unique period in which change has changed. It is the time of hyperchange.

Are you ready or able to deal with life in the really fast lane of the 21st century? Few of us are. Our industrial age schools and workplaces have barely prepared us for the scale of change that our grandparents knew. They haven't even recognized, let alone prepared us to deal with hyperchange.

A practical strategy exists to strengthen your resilience to this new kind of change. It is to allow your body, mind and emotions to properly rest and recuperate on a regular basis - to effectively release your stress. If this type of deep healing relaxation does not occur, breakdowns will. If you doubt this, look at the medical statistics.





Future shock was one of the major causes of stress in the '90s, and informed people today

understand that stress is the major killer and crippler of our era. If you wish to prevent your employees from just becoming additional and costly stress statistics, you would be wise to enable them to learn how to properly and efficiently rejuvenate and replenish themselves from the challenge of constant readjustment.

This kind of training is not a luxury anymore. It's a corporate survival skill.

© 2000, Eli Bay specializes in issues relating to Stress. Contact him at (416) 932-2784 or elibay@idirect.com



BOOK REVIEW COMMUNICATION OF INNOVATIONS

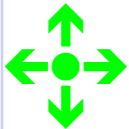
Everett M. Rogers
& F. Floyd Shoemaker
The Free Press, 1971

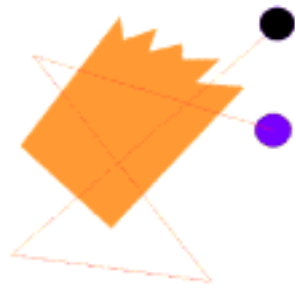
If you are formally responsible for Change in your organization and this book is not on your bookshelf, then you are operating under an unnecessary handicap.

If you believe Change cannot be managed because we don't know enough about it. Or you believe it is impossible to 'study' Change, then you owe it to yourself, if you're honest, to obtain this work and examine it for a week. It will convince you that not only do we know enough about how Change occurs, but that for some unknown reason we're ignoring that knowledge.

It is not an easy book to read. It is certainly a dry, stuffy, book filled to the brim with experimental results, references and theories. Those failings(?) aside, it is a classic on the issue of Change and filled with insight and common sense.

The best way to kill an idea is to take it to a meeting
Anon.





You Cannot “Thrive On Chaos”

By Warren Evans

The key strategic challenge for most executives is simply this: How do we burn the policy manual without causing chaos! Key because out of “burning the manual” comes the speed, flexibility, and innovation we need from empowered, de-layered, close-to-the-customer people in order to compete.

A challenge because while the #1 demotivator in most organizations is petty bureaucracy, silly red-tape, and dumb administrivia, these things in sum are the central controlling reality that allows us to function with some semblance of cohesion.

To suggest that you can simply remove this primary connective force without replacing it with something else is naive at best, and irresponsible at worst. You’d be left with 500 or 5000 people charging off in whatever direction they each thought appropriate.

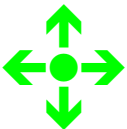
Without a new, shared, controlling reality you

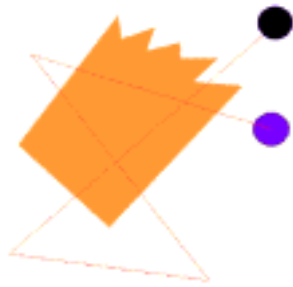
have unsteerable chaos. What’s needed to fill the vacuum are tangible purposes and values. It’s the “tangible” that is tough to accomplish.

We’ve all been on executive row and seen the framed “statements” painstakingly crafted during a strategic retreat. Values. Missions. Beliefs. Vision. Goals. Purposes. (Sometimes all of these at once!) And they are dutifully reproduced and distributed on coffee cups and calendars. But in few instances are they brought to life in such a way that the troops feel comfortable using them as daily decision fulcrums.

This explains the common executive frustration of “knocking down all the fences but no one leaves the yard anyway.” We delegate and empower, but things go on as usual.

Our troops understand the first law of wing walking: Never let go of what you’re holding onto until you’re sure you have a firm grip on





something else! So they hang on to what they know and understand.

To make values “actionable,” leaders need to be conscious of the power of symbolic words and actions.

When the president of a bus company wanted spotless washrooms in the stations, he didn’t write a memo about their importance and appoint a committee to set specifications for “clean.” He called a station manager and announced that he and that manager would be eating dinner together that night-in the washroom.

Everyone got both messages-fast.

When IBM Canada announced a change in their dress code to sport shirts and slacks, the president made a point of being in the cafeteria from 11 a.m. to 2 p.m. the next day in the new attire. That’s when everyone knew it was for real.

Brian Derek is a mid-level manager with Public Works in Ottawa. Last Father’s Day he took an

hour out of his Sunday to deliver coffee and donuts to a bricklaying crew he knew were working to bring a project in on time. By Monday afternoon 500 people had heard the story without him saying a word.

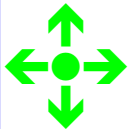
Time is the one resource your people understand you have in limited supply. If you are conscious of the symbolic power of what you’re doing, you can make your values come alive.

With clear values and purposes shared and understood, you have a new central controlling reality. One that will let you sleep at night, and help your people carry your organization forward.

© 2000, Warren Evans is a trends Analyst. He can be reached at (905)858-0000 and at seg@wevans.com and (800) 364-3205

*By the time
the future is
easy to
predict its
history!*

PdJ





What's with the Jock and the Rock?

By Peter de Jager

S*isyphus, Greek mythology, son of Aeolus. Condemned to Tartarus (Now Hades or Hell) for getting on the wrong side of Zeus. He was condemned for eternity to roll a boulder to the top of a mountain. Once he got there, the stone always rolled down again and he had to start over.*

When looking for a simple way to describe the state of Change today, I keep coming back to the image of Sisyphus. His never ending task is to roll that boulder to the top and when he gets there, he's lucky if he can draw his breath before the rock comes tumbling down again.

To the best of my knowledge there is no Patron Saint of Change. Not surprising really. Back when most of the Saints were getting their certificates of membership, Change wasn't really an issue. Not like today, when we have come to expect (dread?) the next Change. With nobody

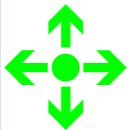
already appointed as Guardian of those undergoing Change I hereby nominate Sisyphus for the role.

What better description of Change today? We no sooner get used to the status quo, whether it be acquiring a new skill or getting used to new circumstance, then things Change again... and we have to start all over again, and again!

We could rail against the injustice of it all. We could scream, and many do, that it's time to slow down, to put a stop to the Change, even go back to more civilized times. That strategy is useless. As the Borg are fond of saying 'Resistance is Futile!'

So what's the alternative? Sisyphus knows the secret. Do you?

The secret is to learn to enjoy putting your





shoulder to that boulder. To actually enjoy and excel during that period between this Status Quo and the next.

That's what 'managing change' is all about. It's not necessarily about the period of time when you have acquired the skills... it's about the journey getting there.

This should be obvious, but it isn't. Here's a very recent example.

As I've been getting this newsletter off the ground I've been exploring a lot of new tools, most of which I've never used before. I've also continued to use tools I'm familiar with, but am using them in different ways.

One of the people I had reason to communicate with was more conversant with one product in question and saw a place where I could have been a bit more efficient if I'd used a feature of the product I was unaware of. He wrote me a note saying something along the lines "I find it

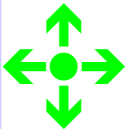
ironic you claim to be a master of change and yet don't know how to use this product properly!"

Folks... knowing how to use a tool properly is not an indication of your ability to either change or to manage change. If this were the first time I had ever heard such a belief, I'd ignore it, but I've heard similar opinions a thousand times. This repetition of error, is proof positive our Change management skills are totally lacking.

Here is what determines whether or not you're good at 'Change'... While learning a new skill do you enjoy the learning process or are you continually frustrated by the fact that you still can't do it properly, whatever 'it' is?

Or from a manager's perspective. When your staff are learning how to use a new product are you pleased with their progress or frustrated that they're not experts yet. Especially since they've had the product for 2 days now!

Peter de Jager is a Keynote Speaker specializing in the Management of Technological Change he can be reached at 905-792-8706 or pdejager@year2000.com





Good Grief... Not More Change!

By Alan Simmons

The fact we understand, at least on an intellectual level, that change is inevitable, has not made it any easier for us to cope with it all. The buzz words of the nineties (TQM, Empowerment, Rightsizing, Benchmarking, Participatory-management, Socio-tech and dozens of others) don't provide the answers.

Look at examples of change driven by technology: Consider the impact of televised shopping. The next stage (already being tested) is an interactive computer driven system that will allow you to punch buttons and have the latest widget delivered the next day. Not long ago most of the assembly was done by people. Today, robotics do assembly tasks. Remember when condom was a word you didn't speak! Now they're advertised on television.

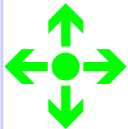
Doom and gloom are the forte of many predictors of the future. Years ago there was a

cry of despair about automobiles, telephones, computers and other advances we now take for granted. All were labeled as sinful. If there's a lesson in the past, it is that we have learnt little from it, and often appear doomed to repeat failures. Only when crisis occurs do we take definitive action. Some of us share a more positive view.

One of my mentors used to tell me that "So What!" is an important question. So...What of solutions! At the core of dealing with change rest simple ideas and thoughts. This is a format for what you can do to lead change. This is not the definitive list; just a jumping off point for exploration of self, circumstances and what you have available to participate in change.

-Accept the inevitability of change. Fighting change is guaranteed to prolong whatever the pain. Instead, ask: Can I have any impact on what's happening! If the answer is no, ask: Why

*If things
are to stay
the same
around
here...
something
has to
Change!
Anon.*





am I giving energy to something I cannot control!

-Examine those things you can influence and discard any you cannot. Much stress comes from negative thinking (and thus negative emotion) about things beyond our control. Our Political Leader is not returning my calls. So, I'll let go of global peace, deficits and political corruption, from my list of worries.

-When you've made up your mind what you can influence, define a plan of attack, with specific steps and target- dates. Keep in mind all progress begins with a single step. No matter how small the step, it moves you toward the goal.

-Read everything you can get your hands on about the subject you are exploring. Take notes and highlight those actions which might be beneficial.

-Talk to others with similar challenges. There are few things in our universe that have not been experienced by someone else. Real winners are always willing to help. Write, pick up the phone. Connect with someone who has gone through

something similar and ask for help. In more than a decade in my current career, few people have refused my request for help.

- Make some wild guesses about what the picture might look like in five years, ten years or at your retirement date. Brainstorm with others. Open your mind to any possibility. Seeking out folks who will disagree with you. Sometimes, our best learning comes from people with whom we disagree.

-Accept 100% of the responsibility for your attitude. Nobody can make you feel or do anything unless you give permission. If you do decide to think or do something that goes against the grain for you, have the awareness, and honesty, to acknowledge you are the one doing the doing. Blame wastes time and energy. It only stalls action.

-Raise your awareness of how others deal with change. Challenge them to look for solutions. When someone starts to complain, re-direct the conversation towards solutions. What can we do about this! If the answer is nothing, move on to a new subject over which you can have some control.

*Don't fight
forces;
Use them!
Bucky Fuller*





The simple truth of change is that without it we die. Change must take place if

there is to be any progress. Not all change is easy. In fact, much is difficult. Yet, it doesn't have to be as traumatic as we sometimes make it. The indomitable human spirit has triumphed over natural disaster, dramatic change in organizations and other adjustments, for thousands of years. The opportunities of this exciting time are there for those willing to make the investment of energy, enthusiasm, talent and skill.

It's possible future generations will view this period as one of the most progressive in human history. Celebrate it. Join it. Contribute to it. Be part of the small crowd of people who continually make our world a better place.

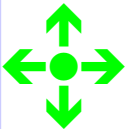
© 2000, Alan Simmons Specializes in Leadership and Personal Development. He can be reached at 1-800-661-6767 or via E-mail at AlanSpeak@aol.com

QUOTORIALS

Every new adjustment is a crisis in Self-esteem.

Eric Hoffer

...Change replaces old rules with new, old skills with the need for new ones and competence with incompetence.





Comments, Feedback, and lots of Requests

Comments

- I am an anthropologist by degree, a network consultant by trade, and a philosopher at heart and I am immensely interested in these topics.

- What I am finding is that the medical community has not yet entered the technological age and the 21st Century!

-I hope you can address the ethical-moral issues involved.

Feedback

- Great idea! As a survivor of a not-so-well-managed technology change at our small community bank in 1997 (this is a self-indictment - I was the project manager!), I look forward to whatever insights this newsletter can provide.

- A great idea! As I'm just trying to start steps like these in a 150 year company.

- About Time!

Requests

- Articles on the impact and utilization of technology in small business

- Articles on business continuity planning, disaster recovery, etc. Each new technology brings with it its own set of issues for contingency planning.

- Include the Internet and the impact its made on the economy

More Requests

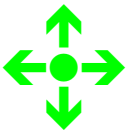
- Please cover how technology is effecting society as a whole (good/bad)

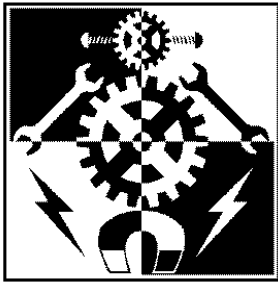
- Anything on how to conduct a good Merger?

- When should you upgrade to a new software package?

- How can we use humour and creativity to make Change easier?

Send your feedback comments and articles to pdejager@year2000.com





The Rules of Change

Part 1 of 2

By Peter de Jager

In General

- Change Hurts.
- Change is here to stay.
- Rate of Change is exponential.
- Yesterday looks better.
- Tomorrow is unknown.
- The Future is always uncertain... and has less 'weight' than today.

Status Quo

- An object in motion, will remain in motion until acted upon by an outside force.
- The Status Quo is Boring.
- The Status Quo is Safe.
- The only person who likes change is a wet baby.
- Change is more about letting go of the past, than grabbing hold of the Future.
- The Status Quo is an Illusion.
- Status Quo is not an Option...
- Status Quo is Temporary.

The Foreign Element

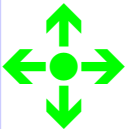
- Whatever can go wrong... will... and at the worst possible time.
- We are 'Change Inflictors' not 'Change Agents'.
- Creative Change arises from Internal Foreign Elements.

Resistance

- People who resist Change are your partners in the Process.
- Denial is not conscious.
- Resistance takes Energy.
- It's okay, normal and natural, to ask "What's in it for me?"
- People don't like losing control.

Chaos

- Change takes time.
- Chaos cannot reduce to zero.
- Incompetence is Normal.



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Editor:

Peter de Jager
pdejager@year2000.com

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