

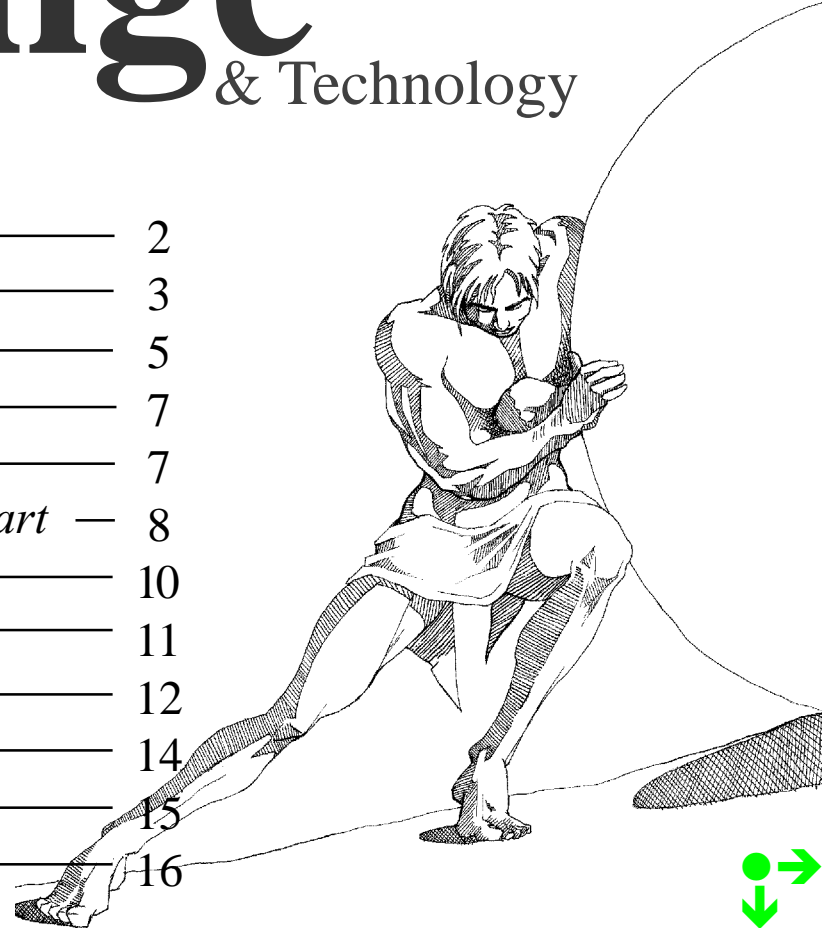
Managing Change

& Technology

May 2000

Vol. 1 No. 2

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Greetings!

It's been an interesting month. We've added more than 600 subscribers and I've received more than 400 laudatory e-mails and some helpful suggestions. All in all, I'd say we're off to a good start.

In addition, I've received a lot of mail asking how much the subscription costs and then some disbelief when I explain it's free. Well, there is a fee... sort of... if you like the newsletter, then pass it on to others. I'd rather be doing this for 41,000 subscribers than for a mere 4,100.

To all of you who'd like to submit something? The word count should be less than 750 words. The style is 'friendly and conversational' and the subject is 'Managing the Change brought about by Technology.' That's it... simple. I look forward to your submissions.

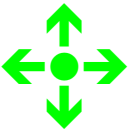
If there's a 'theme' to this issue, it's the

question... 'Are things changing too fast?' How I arrived at this as the topic is interesting (to me at least). I'd just finished reading a newspaper article, then a similar article in, of all places, 'Analog' a science fiction magazine, and then received two e-mails which echoed the theme for a third and fourth time.

Okay - I'm not stupid. I took the hint. You don't have to drop bricks on my head to wake me up. At least not once the grey matter is showing!

So? Are we moving too fast? And what exactly do we mean by that? Good questions... but are there any good answers? Perhaps more importantly, is there anything worthwhile we can do to correct the situation?

Yours truly
Peter de Jager





Anguish & Angst?

By Peter de Jager

In the April 11th 2000 issue of *The Toronto Star*, Sharlene Azam wrote an article entitled 'Stop the Ride.' It described a session from the 'Wired Culture Forum' held at the St. Lawrence Centre for the Arts. The attendees are society's teenagers. Those growing up with technology.

First up is Felix Vikhman, editor-at-large for *Shift* magazine. He talks a bit about the wonderful opportunities of the Internet etc. etc.

Azam writes, "Confident that teens love the brave new technological world, the sucker punch knocks him cold."

"The students line up five and six deep at the mikes scattered around the theatre and lob questions at him about the impact of technology on their ability to relate to others, the isolating nature of the Net, their growing dependence on machines, the destruction of nature, the lack of privacy, the need to keep up. Each time Vikhman

struggles back to his feet, he is knocked senseless again."

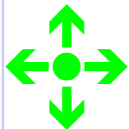
" 'I had no idea they were so scared.' Vikhman confides later, referring to such questions as: How do we prevent parents from using the Internet as a baby-sitter? What am I to do when I'm surfing the Net with my nephew and a porn site pops up? Who controls what we see, and learn, and how that influences us? "

Later she makes the comment, "They want off the ride. Scared at the rate at which technology is overtaking their lives, they want it to stop."

In the March 2000 issue of *Analog*, a science fiction magazine, there's a similar article. Stanley Schmidt, in the Editorial entitled 'The Red Queen's Race', comments on 'lifelong learning'. Something he's for, of course, but... he goes on...

"That I think is a downside of progress - or rather of the kind of progress that drags everyone

*It is only the most wisest and the most stupid who cannot Change.
Confucius*





along at a pace they
find uncomfortable.

Personally, I wouldn't like

to see things stay the same for my entire life; I enjoy the excitement of new frontiers and the convenience of improved ways of doing things. But I also think we all need an occasional breather to reexamine the question of what this is all *for*. Do we want to rush headlong to embrace whatever change comes along? Or should we be a bit more selective, adopting changes that help us do better what we want to do, and rejecting one's that don't?"

Earlier, to set the stage he quoted the following from Lewis Carroll's *Through the Looking Glass*:

"Well, in our country, " said Alice, panting a little, "you'd generally get to somewhere else - if you ran very fast for a long time, as we've been doing." "A slow sort of country!" said the Queen. "Now here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"

Now, when I first read *Through the Looking*

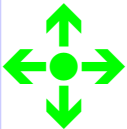
Glass years ago, I naturally found the above quote amusing. Such a place couldn't exist and if it did, it wouldn't work, and yet it's become true. Today we're citizens of the Looking Glass world. It's now impossible for any single person to stay current on everything or anything.

Schmidt is right, we are going to have to put together some process by which we can decide which changes we can, and should or must, embrace - and which ones we have to ignore, because our plate is full.

How to do that? Aye, there's the catch! Which change to snub, which to embrace? Tough questions. And nobody, not MC&T, or anyone else will be able to answer that question for you or your organization. Perhaps all we can do is know that we need to ask the question each time we're faced with a Change.

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

*If you want
to make
enemies,
try to
Change
something.
Woodrow
Wilson*





“Hyperchange”?

By Randy Parker

First of all, I'd like to convey my appreciation for year2000.com. Yours and other essays, as well as Jon Huntress's newsletter, became the definitive source on the Web for earnest, balanced coverage of the Y2K issues. Within the blizzard of Y2K hype and hysteria deluging the Web, your site provided the calm but earnest voice of reason.

And when shriller voices became prominent, you had the courage to continue to speak as you saw fit, admitting mistakes when necessary but also gracious in acknowledging the contributions of others to bringing the world through the Year 2000 transition.

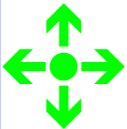
Unfortunately, I was somewhat dissatisfied by the first issue of MC&T. Accustomed to the coherent, thought-provoking insight of year2000.com, I found a mishmash of the obvious. I took some issue with the hyperbole of the article “The Time in Which Change Changed” although on further reflection I would partially agree with the author's thesis.

Yes, the Internet has enormous impact on how we work, live and interact with one another worldwide. But the tone of the article struck me as somewhat denigrating the wrenching changes endured by our forebears in their own times.

Some of these changes were brought on by previous generations of new technologies. Many other changes were brought on by war, famine and disease: precipitating far worse suffering than most of us reading your newsletter will ever face. But was that not “change”?

But let's stay with technology. “More change in the past ten years than ... in all of human history”? If the word “information” replaced “change” I would agree. Breakthroughs in microelectronics, software, wireless and optical fiber have dramatically lowered the barriers to information dissemination — there is far more to read, see and hear than could ever be absorbed.

We certainly saw this phenomenon throughout the Y2K preparations. And, a recent economic study* of the introduction of technologies





describes the rates at which these technologies are adopted have actually accelerated.

My only point is that, thanks to new technology, human history has experienced many other periods of rapid change within the span of a few decades or less. The genius of our species has been our ability to adapt. Consider just a few recent examples. Think of how quickly the Industrial Revolution caught on in Europe in the late 18th century and the consequent political changes within England, France and the U.S.

Think of the transformation of the U.S. economy in the last two decades of the 19th century, from a largely disaggregated agricultural society where most people lived in villages connected by slow, unreliable and dangerous roads to a interdependent society connected by telegraph, telephone (with radio - another “network” technology, soon to follow). Even think of the implications of the Crusades on global trade, the Renaissance, and the exploration of the Americas.

Maybe all these changes didn’t happen on

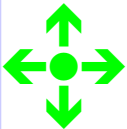
“Internet time,” but they happened rapidly enough to induce wholly new approaches to economics, social organization, even the perception of humanity’s place in the cosmos. For them, I submit, they induced “hyperchange.”

Is this, the turn of the 21st century, such a period of rapid change? Absolutely. Is it the case that “never before have people been asked to adapt so rapidly?” Globally, yes, but not unprecedented throughout history. Is this the time for “hyperchange”? Allow me to reserve judgment until I’m more comfortable with the term. How will our descendents consider our presumption?

I understand the mission of MC&T is as work-in-progress. As such, thoughtful reader comments in good faith are integral to the product. Consider this submission not as an end result but as part of the process.

Sincerely,
Randy Parker
randyparker@lucent.com

**W. Michael Cox, and Richard Alm, Myths of Rich and Poor, quoted in BusinessWeek April 10, 2000, p. 242.*





BOOK REVIEW

The Fifth Discipline

Peter M. Senge

Doubleday, 1990

ISBN 0-385-26094-6

If you own a car, then chances are, you own an owners manual, a technical book telling you where things are, what they do and how to fix them when they go wrong. You could describe The Fifth Discipline as the owners manual for systems.

If the last book we reviewed (Communication of Innovations) provided scientific evidence of what happens when systems undergo Change, then TFD tells you why the system reacted the way it did.

For example: Want to know why inventory levels are usually wildly out of synch with consumer demand? Want to know what you can really do about the problem? TFD gives you the necessary understanding of how the supply/demand process works so that IF you're going to make a change, then you can determine in advance what will most likely work, what won't and what will make the situation worse.

And... as a bonus? It's an easy read.

Classified

Business Continuity Planning - Interest Group

Recent topics include: Emergency Room Controls
Dealing with the Media
BCP Exercises
Scenario Planning

To join email: UK-BCP-Subscribe@egroups.com

E-Commerce Security - Interest Group

Recent topics include: Reputation Management
Intrusion Management
CyberCrime Law Enforcement
Cyber Forensics

To join email: E-COM-SEC-Subscribe@egroups.com

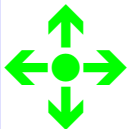
*Nothing is so simple it can't be misunderstood.
Freeman Teague Jr.*

Amplifying Your Effectiveness
Individual, Team & Organization



<http://www.ayeconference.com>
The conference for, of and by change artists -- where your active participation matters.

November 6- 8, 2000 · Scottsdale, AZ
Our book to be released by Dorset House





The Status Quo is Risky

By Bruce Stewart

With the collapse of the dot-coms on the stock market over the past month, a great sigh of relief has gone up over the corporate world. “Perhaps we won’t have to change after all.” Well, I wouldn’t be too sure. Don’t confuse the fortunes of the great casino on Wall Street with what needs doing.

Nothing brought this point home to me more than hearing about a well-known insurance company recently. It’s well respected in the industry. Its current clients seem to love it. Its employees are highly motivated and satisfied. Oh, yes, one more thing. It’s walking over a cliff, having blinded itself first so that it didn’t have to see what lay ahead.

We all prefer to avoid change. We’re all much more comfortable with the status quo. No change means security to a lot of people. It’s a human reaction.

Now, this company does have a web site. It has customer testimonials. It has given a prominent

place to its customer satisfaction rating. There’s even a customer service section, where you can inform the company of a change of address.

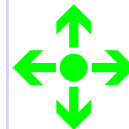
But can you buy anything? No.

You see, this company’s sales model is agent-based. Their agents have made good money over the years, and the company thinks it’s helping entrepreneurs grow through being agents.

So why is not being able to buy a policy online such a bad thing? Unfortunately for this model company, the insurance market is moving online.

We may all prefer to avoid change - but we jumped into ATMs with glee once we realized they meant the bank was always open. Surprise! - people don’t like insurance agents, no matter how good they are. So the anonymous transaction of buying a policy on the Web, even when it costs more, is a change we’re welcoming

The chief danger in life is that you may take too many precautions.
Alfred Adler





So that's the cliff they're walking over. Their marketplace doesn't want to deal with them on their

terms anymore.

What about the "having blinded themselves" part? One of their customers recently phoned the Chief Executive Officer of this company to ask about the company's approach to the Web. (He's got enough clout, and respect, to get through.) The CEO thought it was all very interesting how the market was changing out from underneath the firm, but said there wasn't any need to worry. "Our board doesn't think it's an issue; neither do any of our senior executives."

The conversation then revealed that the IT folks reported up through finance. The senior executives all have years of seniority with the firm. None of them think the firm has any problems in the market. And they don't - so far.

The subject then turned to the Board. It's a large board, with carefully chosen representation to reflect the diverse nature of the customer base, along with major local employers and key financial community participants. The Board has never

discussed the change technology is bringing to the insurance business.

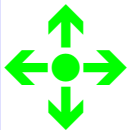
This company is in serious denial. The Wall Street Journal reports daily on the challenges established companies are facing in the online world. It doesn't, in other words, require a lot of technology-literacy to recognize there's an issue here a Board of Directors should discuss.

Companies in denial at the top are headed for a major collision with reality. As a mutual insurer, without public shareholders, even the market test of their relative stock performance is missing. The CEO's denial is putting customers', employees' and his beloved agents' futures at risk.

Insurance is a business we'd all prefer not to deal with. Buying a policy tells us the status quo cannot hold. The customer who phoned the CEO has switched to a new firm - despite the cost to him of replacing a long-standing life insurance policy. He's not convinced this company will be around to pay his estate when the time comes.

Change isn't just a problem we deal with at work. It's not just something we make happen with glee.

*A ship in port is safe, but that's not what they're built for.
Anon.*





Sometimes the change that's staring us in the face is silent: it's the change that isn't happening. The status quo can truly be hazardous to our health.

© 2000, Bruce A. Stewart is a globally-recognized speaker, consultant on business strategies for a technological age. Reach him at bruce@bastewart.com or at (416)-421-4426.

QUOTORIAL

Fear to make a mistake, to fail, or to take a risk is perhaps the most general and common emotional block.

James L. Adams

...perhaps this is because we learn by Trial and Error... We put people on Trial for their Errors!

100 years ago...

The average life expectancy in the United States was forty-seven. Only 8 percent of the homes had a telephone. A three minute call from Denver to New York City cost eleven dollars.

There were only 8,000 cars in the US and only 144 miles of paved roads.

The average wage in the U.S. was twenty-two cents an hour. The average U.S. worker made between \$200 and \$400 per year.

A competent accountant could expect to earn \$2000 per year.

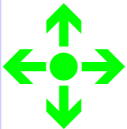
Sugar cost four cents a pound. Eggs were fourteen cents a dozen. Coffee cost fifteen cents a pound.

The population of Las Vegas, Nevada - was thirty.

Scotch tape, crossword puzzles, canned beer, and iced tea hadn't been invented.

Only 6 percent of all Americans had graduated from high school.

Anon





In Practice: Chaos #1

By Peter de Jager

Every large organization, at some time or other, has had to implement a large new system ‘overnight.’ You’re all familiar with the results. No matter how good the implementation, there are always unforeseen problems. They range from mere annoyances to much larger, more serious issues.

If the Change you’re trying to implement is large enough, then this period (chaos) is unavoidable. Problems occur, people lose perspective, it becomes difficult to keep the big picture in mind as you struggle to put out brush fires.

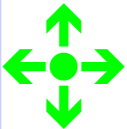
Unavoidable? Yes... you cannot avoid the beginning phase of the learning curve if the Change is sufficiently large. You can however change its nature.

At one company they were implementing a new accounting system on Monday, they had 200 users of the system who’d been using the old method for 15 years. Everyone knew the first weeks would be painful.

So they decided to accept the chaos and have some fun with it. On Monday morning the entire implementation team dressed in white t-shirts marked with a red bulls-eye. As staff arrived, they received red balloons and were instructed to let the balloon rise above their cubicle if they found a problem with the system or had a question.

When the implementers saw a balloon they would rush to the person in need and help them out... leaving a rubber arrow sticking out of their terminal when the problem was resolved. At the end of the week the person with the most rubber arrows would be presented with a problem solving prize.

Did they get rid of the chaos? Nope. Did they highlight that problems were to be expected? Absolutely! Did they manage to create some taste of that elusive thing we call ‘teamwork’? I think so... the question is, do you? And could you use this, or a related technique to minimize the damage unmanaged chaos can have on morale?





Is Change Useful?

By Don Pizzuto

Of course it is, but hang on, this ride's just beginning!

On the 20th of April, Peter asked us all to consider writing an article for the May edition of this newsletter with the words: "Even just 75 words describing some insight you've had regarding Change is useful." Well, I had a few minutes and as I mentioned to Peter when I sent this to him, "I just got your mid-month "interruption" at a time of weakness and the need to vent a bit. "

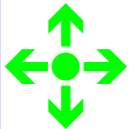
Writing this made me feel better. Maybe reading it will do the same for someone else. Some nostalgia for us, the boomer generation, and some lighter thoughts on, as Martha Stewart might say: 'Change — It's a Good Thing'! "

Change is not only useful, necessary, expected, but imperative, unpredictable, and downright unstoppable. Without boring you on the obvious nature of each of those aspects of change, there is no doubt, it's change that allowed us to evolve.

Yes, from our humble beginnings as a mass of charged atoms or protoplasmic goo to what we purport to be today. But human evolution aside, change is what brought me the desktop machine (just last week) I'll take with me when I leave the office today and use for various work- and maybe not-so-work-related needs over the coming holiday weekend. Change is good, it's the speed, the unprecedented velocity of change in our lives that may be questionable. You see, I usually shy (far) away from amusement park rides that tout anything smacking of "free fall".

Much of this change is leading down the right path: better technology, better medical diagnosis, better crops, better and faster communications. Arguably on both a philosophical and theological basis, some may not. I'm not broaching those subjects here. (Possibly bringing up evolution above put me "over the line" with this audience already?) The problem is that we are human and with a psyche maybe incapable of adapting above some pre-defined rate.

*People don't choose their careers, they are engulfed by them.
John Dos Passos*





It took the spoken word millions of years to evolve, the written word only several thousands, the printed word several hundred, electronic communication (telegraph, wireless, radio, TV, networked computing) just about a hundred. But consider that rate of change in this last category alone. You don't really think your grandchild will be sitting at a laptop banging away at keys do you? Technology today already allows the spoken word to be translated directly into "the machine". Will just thinking it be next? Who cares, doesn't matter. It's change at a rate that may not even be logarithmic. We need to change the word describing such a rate. SLOW DOWN.

Maybe, this next generation, the boomers' boomers, can handle all this. They started pounding computer keys when not eating baby food Me? I'd rather go fishing.

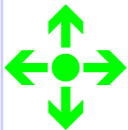
Library science ain't about which section of the library holds which set of books anymore! Ah, life was slower then. You had to leave the dorm (even in the rain), go to the library (when it was open), play around in a card catalog of real index

cards, take some notes, and start hiking around the shelves to find that your classmate has had the text out for the last year and a half! I've yet to find that problem when researching the exact data and time the Andrea Doria found her resting place in the Atlantic. Guess the Web guy who maintained that site bought two copies of that text. Nice planning!

Sure, nothing new here, just an observation that we are progressing at a rate that might just cause our own obsolescence or is that insanity? No, not because something will usurp the task we do, rather because we can't tread water as fast as the next generation, and they had better find a hi-tech set of water wings if they also expect to stay afloat.

Change is upsetting - by definition it means you gotta start over from an insecure, no-nothing position. But, the benefits will continue. Won't they? Tomorrow, we'll be able to feed the world's hungry and find a cure for cancers and AIDS, and leukemia, and, and, and.

Don Pizzuto
zoot@us.ibm.com





Feedback & Response

Feedback

Good afternoon Peter,

An interesting topic, change. The perspective offered in your first issue of MC &T appears to be a negative one (change is big, bad and unwanted). Don't we though, often SEEK change (i.e., remodel the bathroom) and/or EMBRACE change (i.e., get married, have a child)?

From another perspective: my son certainly PROMOTES change with me and anyone else who cares to listen by demanding the latest & greatest in technology the moment it's released (i.e., let's get a G4, Sony Playstation 2, new edition of a favourite game...) leaving me to 'Manage' the financial obstacles therein. All part of being human.

Looking forward to the May issue.
Mary Duggan

Send your feedback comments and articles to ManageChange@technobility.com

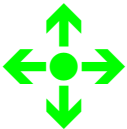
Response

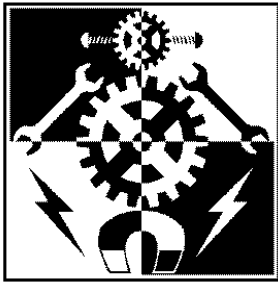
Greetings,

I happen to agree with you. Change can be, sometimes is, all the wonderful things you describe. The truth of the matter is, people love Change, we thrive on it. What we hate is not being in control of it. A situation all too common today.

I've allowed the first two (three?) issues of MC&T to focus on the size, threat and rate of Change so that we have something in hand as we start offering solutions and Change management techniques.

There will be articles which will be 'Odes to Change' because without change the world would be too boring to contemplate, but most often Change will be presented as something we need to transform from a 'nasty' to a 'goodie'. I hope, this clarifies things... Peter





The Rules of Change

Part 2 of 2

By Peter de Jager

The Status Quo

*O you Gods!
Why do you make us love your goodly gifts
and snatch them straight away!*

Pericles

The Status Quo is the sum total of all current Competencies.

A Competency is a result of a personal investment.

It is only Natural for people to protect this 'asset'.

When Faced with a Change, which asset is threatened? Which asset does the 'Target audience' think is threatened?

Before Inflicting Change know the Status Quo

The Foreign Element

*What see you in those papers that you lose
So much complexion? Look ye how they Change!*
Henry V

The Foreign Element is any event which disrupts the Status Quo

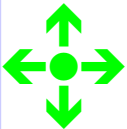
A Foreign Element is either externally inflicted or internally imposed on the Status Quo

In either case, the Foreign Element destroys the investments made in Competencies which established the current Status Quo.

The question of some importance... Which assets does the Foreign Element affect?

The Foreign Element and the Status Quo together define the 'Change' you must manage.

*It does not do to leave a Dragon out of your calculations, if you live near him.
J.R.R. Tolkien*



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