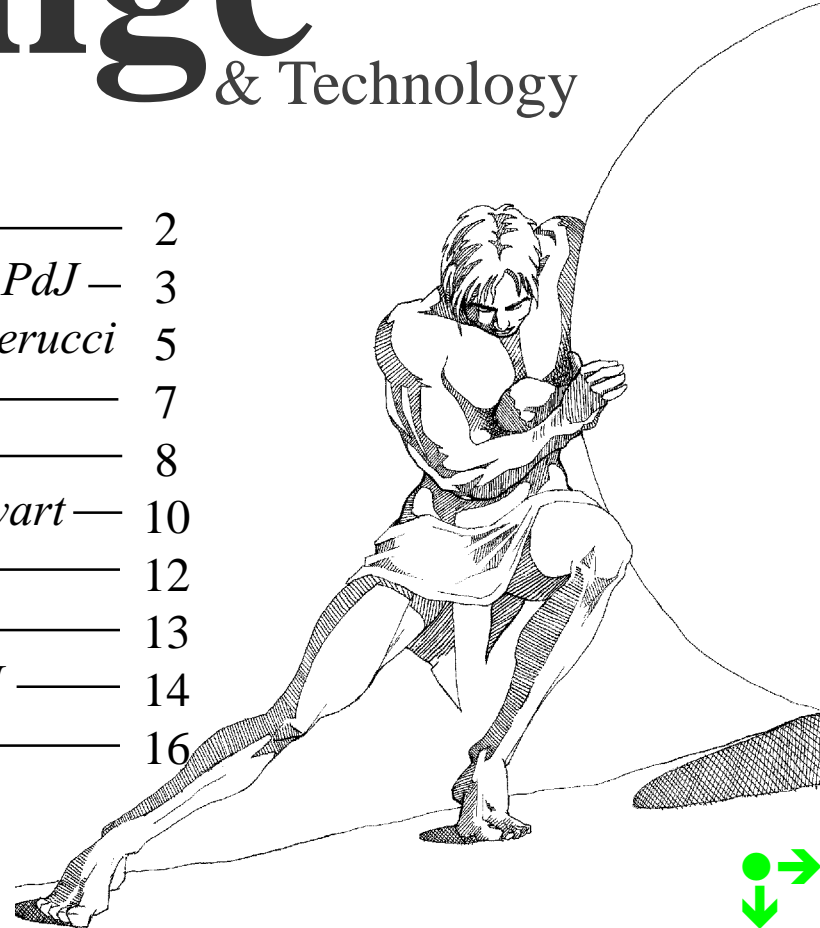


Managing Change

& Technology

August 2000
Vol. 1 No. 6

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Greetings!

There's too much change taking place. This is not a "complaint", just an observation of what's going on around us.

There's no company with the ability to implement all the change opportunities available in a single issue of a science or technology magazine... before the next issue hits the streets.

To me, that's a bewildering and initially depressing, thought. It means no matter how adaptive or responsive we are to change, we cannot, because of unavoidable limitations on time and resources, embrace all the changes available to us.

We can, and will, train our organizations to reach further, dig deeper, stretch higher, but we can't stand on tiptoes forever. Nor is running faster and faster a long term strategy for marathons of the future.

When faced with too much, we ultimately turn our back on some of it.

When we can't do it all, we become selective, we prioritize. In short, we resist some changes in order to pay attention to others. Resisting change becomes our survival skill.

Not just any type of resistance. Whining "I don't wanna!" isn't good enough.... what's required is some legitimate and acceptable form of reasonable and constructive resistance. A conscious decision that it's okay to resist some potential change in lieu of more desirable change.

The challenge facing all of us, is to come up with a working and acceptable model of "Rational Change."

Yours truly
Peter de Jager

*We are
entering a
very
radical
world of
discontinuities
Eugene
Caferio*





The Right to Remain Silent

By Anon & Peter de Jager

I often get asked, what proof do I have that paying attention to how we manage change, is beneficial to an organization? After all, change will happen regardless of whether or not we do it “right”...

Here’s a private journal entry one of our MC&T readers decided to share. I’ve naturally removed all ‘identification’ to provide the writer and organization with anonymity.

Dear Journal,

Yesterday I was scheduled for a Change Workshop which lasted two hours. When I filled out the paperwork and began listening, I realized I wasn’t the only one who didn’t know why we were here, only one-half of the group had been given any details about the change. Since this workshop was designed to help us emotionally, I became very angry we had not even been told what the change was about. We still haven’t!! The questions asked in the workshop were designed to help

us with this specific change.

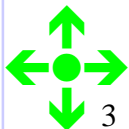
How are we to answer questions about an upcoming change when we are still uninformed? It was very hard to listen and absorb the material - partly because of my anger, partly because of ignorance. I know that the material will benefit me once I figure out how I will be affected. At least we were given written material and worksheets so that (later) I can go back and answer their questions.

I almost know from osmosis what the change is. I can tell from the attitudes of the supervisors and group leaders. They just don’t care anymore. Deadlines don’t matter. We are not getting our work back. I can tell because all of this is taking place rapidly, and it is affecting everyone in the organization. I can tell because there seems to be some kind of deadline which is immovable. I can tell because the work shifts are being changed. (The shift changes affect workers with children to pick up and employees who are working around personal schedules.)

So, here I stand not knowing my options. I have worked

There is no way to make people like change. You can only make them feel less threatened by it.

*Frederick
O’R.
Hayes*





for this organization for eleven years. I am not a spring chicken. I have other things to worry about: an elderly mother-in-law, suspense regarding what Social Security will and won't cover,

questions about whether my HMO (if it is still my HMO) will insure me once I reach 65 or 66 as the case may be. At this point, I wish that JFK had pounced upon us with vengeance. At least the playing field would have been more even, and maybe I could get some rest from the ever-forever time to stop this to do that. I guess I was burnt out before all of this started.

Well, thanks for listening. I would like to let you know from time to time how things are progressing?? and how it is affecting me as a 'little guy' in the ranks.

Good leaders, must not only have vision, they must understand the need for good morale. With this single example of morale within this organization... how productive, effective, loyal or motivated can they be? What is poor change management costing them in productivity?

Another important question is this... does management know morale is this low?

Final questions? Is this your organization?
Does it matter?
How can you find out?
Do you care?

The past - long since gone.
The future - yet to be seen.
Now - ever in flux.

Kris Cobb

*Thinkers
prepare the
revolution,
Bandits
carry it out.
Mariano
Azuela*

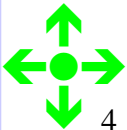


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Us Vs. Them: A Perspective on Change

By Jim Canterucci

To successfully lead change we must view change from the eyes of the

front-line employee. At a high level, the front-line employee can view the impact of organizational change based on the actions of two groups: US and THEM.

Please note, the concept of US vs.THEM is used here to show the two sides of change leadership rather than to imply a confrontational attitude. The concept of US vs.THEM is useful to show the perception of change and how it is dealt with based on individual, local (Us) control of reactions to change, as well as how change is introduced by the organization (Them).

For successful change implementation, change leaders should provide tools and techniques that address both sides of this equation.

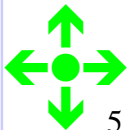
The Local Level (Us)

The “Us” perspective on change is personal. It relates to the local work area and what is happening directly around the front-line employee. This side of the equation considers how the individual, their supervisor, and their area adapt to change.

When thinking of change from the “Us” perspective the following questions can be asked by the front-line employee:

How do I deal with the changing environment? What personal tactics for reacting positively to change can I use? How does my direct supervisor/manager deal with the changing environment and support me? What tactics are used by my direct supervisor/manager to help me react to the organizational changes?

A little rebellion now and then is a good thing
Thomas Jefferson





The Organizational Level (Them)

The “Them” perspective on change is organizational. What is the organization doing to us and

how? This side of the equation considers how the organization introduces, manages, and leads change initiatives.

When thinking of change from the “Them” perspective the following questions can be asked by the front-line employee:

How is the change rolled out? How are the projects organized? How are we, other lines of business and clients, notified and trained? This will have an impact on how I can do my job. How fair is the organization in anticipating my needs regarding compensation, position changes, facilities, etc.?

To address the (Us) questions, the organization should provide tools that can be used to adapt well to change personally and that prepare

supervisors/managers to support the front-line employees in their change efforts.

A customized training program followed up with individual coaching on an ongoing basis that provides the front-line employee with tools that can be applied in the daily work environment can help address the “Us” issues. In addition to tools and training, seeking ways to have front-line employees involved in the implementation of the change is critical. The closer we are to the change implementation, the higher the feeling of control, which is so important for all of us, especially when we are wearing the “Us” hat.

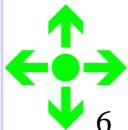
To address the “Them” questions, a cohesive change methodology applied to each change initiative is necessary. This change methodology should consist of the following disciplines:

- Communications
- Workforce Readiness
- Skill Training
- Human Resources
- Project Management

Too often the missing ingredient is a cohesive, consistent effort from these various disciplines. The important skill of coalition building comes into play for the change leader to bring these

Innovators are inevitably controversial

Eva Le Gallienne





various organizational disciplines together for a change initiative so that the front-line employee sees an effective implementation approach from “Them”.

The two perspectives on change can and should support each other as they are integrated into the organization. Together the educational programs and a cohesive change implementation methodology contribute to a “change ready” culture for the organization.

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Jim Canterucci is the founder of Transition Management Advisors and publisher of the free monthly email newsletter Transition Management ADVISORY, a newsletter focused on the needs of Change Leaders. To subscribe and see past issues go to www.corpchange.com or reach Jim at jcan@corpchange.com.



BOOK REVIEW

Darwin’s Radio

Greg Bear

Ballantine Books, 1999

ISBN 0-345-43524-9

This is a book review where change is the central character.

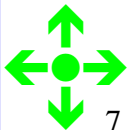
If you’re interested in Change, then “Darwin’s Radio” is perfect. You can map out every detail from Status Quo to Foreign Element, a huge dose of Rejection/Denial, overwhelming Chaos, a dash of Integration and a flourish of New Status Quo.

What is it about? Hmm... no spoiler, it’s a story about the redefinition, perhaps relearning, of Darwin’s Theory of Evolution.

It is without doubt one of the best Science (Fiction) novels I’ve read in a long, long time, and the added level of accurate and realistic representations of people, caught up in a worldwide change, makes it also a valuable learning experience.

Run, don’t walk, to the nearest bookstore... and pick up something educational... pick up “Darwin’s Radio.”

*A library is
thought in
cold storage
Herbert
Samuel*





It's a New Thing

By Buddy Ray

The Internet is completely reshaping markets, businesses and distribution channels. The cheap, quick and graphical interface combined with the shipping revolution pioneered by Federal Express, have reshaped many distribution channels.

Distributors and even retailers decrease in value as manufacturers sell directly to customers. For example, Kodak announced that, as of June 1, 1999, they will sell film and cameras directly to consumers on their web site.

New truths evolve. "Your competitor is only one click away!" Web portals allow your customers to view you and all your competitors in a single list. And those loyal customers can now compare products, features and prices in minutes by simply clicking. This new competitive environment requires new methods to retain customers such as the creation of online "communities," and new customer service procedures and processes.

New channels evolve. Online auctions sell more

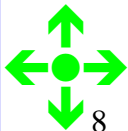
than just consumer items such as Beanie Babies. Florida Power and Light is selling surplus transformers online. Reverse auctions, conducted by the buyer, are the newest phenomenon. Buyers of commodity items such as coal, steel or transportation services, post an RFP online and expect real time reply within hours. Is your company ready to compete in a market place defined only by price and the speed of your reply?

B*usinesses will be destroyed.* For example, I wouldn't want to be solely in the business of selling or repairing fax machines in the next few years.

B*usinesses will be created.* Amazon.com is a prime example of a type of business that simply didn't exist five years ago.

These drastic changes in the very fabric of business distribution, define the new "Internet Economy."

Ideas are one thing and what happens is another
John Gage





*Don't be a
Peripheral
Visionarian*

Alexander Graham Bell, shortly after the first public demonstration of the telephone, was quoted as saying the telephone would be a great blessing to our culture. Bell believed there would be a phone in every small town, where people would go to listen to the great symphonies performed live by orchestras in places like New York.

Even the inventor of the phone could not envision the time when phones would not only be in every home and on every desk, but in almost every car and pocket. Alexander Bell was a Peripheral visionarian, a term coined by comedian Stephen Wright. He could see way into the future, but off to the side.

The telephone had an immense impact on society and on business. Could you run your business today without your phones?

The Internet Economy WILL impact your business.

You need to understand HOW the Internet will impact you and prepare for it today so that you don't get Amazoned! The secret is to proactively seek ways to harness the potential, if for no other reason than "If you don't, someone else will."

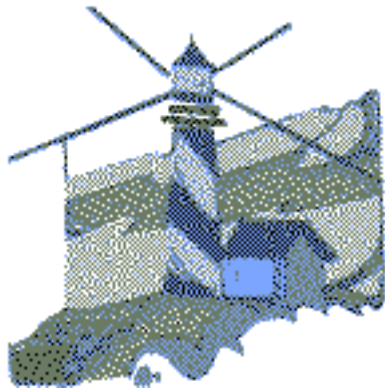
(c) 2000, Buddy Ray, Editor of "About Legacy Coding" contact him at CVR@PROGENI.com

"About Legacy Coding is a free web magazine focused on issues related to IT management, maintenance and development of enterprise/legacy systems with an emphasis towards COBOL. The magazine is located at www.aboutlegacycoding.com

If you want to get across an idea, wrap it up in a person.

*Ralph
Bunche*





Into the Depths of Chaos

By Bruce Stewart

The status quo has been broken. Denial was futile; all were absorbed into resistance. And now the resistance has run its course.

Welcome to chaos. *Now* what do I do?

So much of the change literature has focused on trying to break into the routine. Getting the people to recognise the need for change and to engage the change is the stuff of tracts on leadership and motivation.

But still – when that engagement occurs, and we stare the chaos of not knowing what to do *now* in the face, what can be done?

An Island of Stability in a Sea of Chaos

Change inflictors now invert their leadership. They extend an island of stability into the sea of

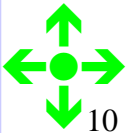
chaos. A safe harbour – a place to take a breather – is key to living in the flux of change.

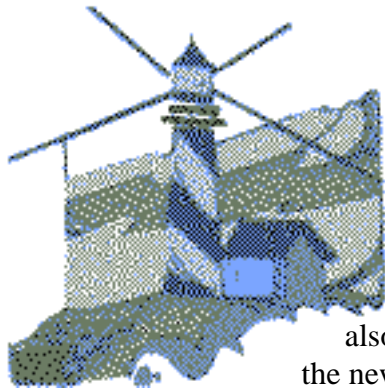
Every group has its own type of stability. For road warriors – account executives, travelling consultants, deal-makers – the stability comes from frequent and relaxing get-togethers. A half-day of formal talk (let’s keep the tax deductibility of the meeting safe!), lots of time for informal chat, recreational opportunities and an open bar before dinner at a resort works wonders. Cut out the chance to get together and exchange horror stories, and it becomes everyone for themselves. The dogs of chaos turn into a guerilla civil war of me against you.

In a process organisation – perhaps the customer service function – stability could come from a change in the normal work rules. Let the front-liners have more authority to help a customer “on the spot” without asking for permission.

Let our advance worrying, become advance thinking and planning

Winston Churchill





Being able to help someone else is empowering – and that in itself *is* stability. (It also helps deal with the new unfamiliar systems, new organisation and new processes that are probably swirling around chaotically.)

Customs and Traditions Should Be Upheld Even If Modified

A lot of us spend too much time focusing on technical changes. Believe me, they are the *easiest* of the lot to digest.

Culture takes a beating when a company needs a turnaround. Usually the entire executive management team is turned over: if the jobs weren't empty before, the incoming CEO often brings her or his own team on board “to get a running start”.

In the chaos of a company in trouble, where many changes will pile one on top of the other, and with all new leadership, it's time to hold on to every scrap of custom and tradition that will

serve. If the fridge normally contains free juice, pop and snacks, keep it stocked – there are other ways to save money. If the company has internal conferences to give everyone the news, keep them up: better to cut a day out of them than to cut them off. Recognise that at times like this people *need* to talk: productivity measures will be off, so cut some slack and let everyone be a winner.

This is hard. It goes against everything the turnaround artist “knows”. But remember, chaos comes after the end of resistance. People *do* want the change to succeed – they just don't know the way forward. Making it possible to join in and figure that out will forge a stronger company later.

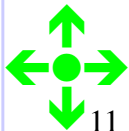
Trying It Out For Yourself

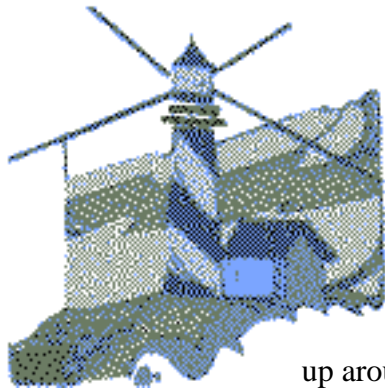
Well, most of us aren't going to be on a turnaround team. But there is a way to try some of this out for yourself: when someone joins your group, or leaves it.

Every time “turnover” occurs, the change cycle unfolds. When someone is leaving, the group closes up to “expel” the “traitor”. When someone joins, the group doesn't necessarily open up to

People forget how fast you did a job - but they remember how well you did it.

Howard Newton





welcome them.

More and more in the future, teams will coalesce and break up around projects. More of the people involved will be “outsiders”. Learning how to handle the chaotic period of team-building and team-reforging is something we can all do.

Think through what your team has as customs and traditions. How can you use them to welcome and say good-bye? Can you take a leadership role in bringing the team through the change cycle? And, while you’re waiting ... have you built enough slack into the project plan to *cope* with the inevitable change cycles and chaotic periods?

© 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.

The E-mail Change Discussion Group

Greetings Folks... me again...

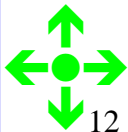
The discussion group is finally up and running.

I’ve received lots and lots of good feedback on MC&T and our steady growth would indicate that you’re finding this monthly newsletter interesting, useful and even enjoyable. Good!

But it’s not perfect is it? I collect the articles and then pump them out to you... there’s not a tremendous amount of interaction involved, certainly no heated discussion over some of the ideas presented... or better yet... answers to the question ‘How does the concept described in that last article apply to my situation here at Acme Co.?’

That’s what the discussion list can bring to your organization. An outside, unbiased perspective by fellow practitioners. That’s where the value lies. Subscribe at www.technobility.com

That’s all one should really ask of anybody - that they attempt to contribute
Rod Steiger





Feedback: Are you a Good Manager?

I enjoyed the article, and would consider adding “Defender of the Righteous” to the behaviours listed.

A key role played by "Good Managers" is defending or protecting the staff from internal and external influences. Defending the staff, increases loyalty and makes the delegation process easier if the staff know this step has been taken.

Anything that will detract attention from the original goal of the program must be absorbed by the manager and communicated appropriately to the staff. Get input from the staff as the events unfold and let them assist in the creation of management strategies.

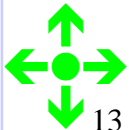
This protection not only gives the staff the sense that the implementation has the support of management, it also develops support beyond just ownership, it instills confidence that ‘right’ is on their side and fosters an intense loyalty to the Change process.

Another benefit of displaying this protection to the staff and soliciting input during staff meetings is that it gives them the opportunity to influence management activity. Managers engaged in this type of open communications with the staff, encourages active participation in the change process.

Bob Pettigrew
Robert.M.Pettigrew@lmco.com

*Leaders...
They grasp
nettles.*

*David
Ogilvy*





The Rational Change Manifesto (V1.0)

By Peter de Jager

When challenged by a Change, everyone in this organization has the Right to ask the question “Why should I Change?” because it is neither an act of defiance nor of insubordination.

Asking “Why should I Change?” is nothing more than the active quest for a reason to leave the past behind in order to embrace an uncertain future.

The need to ask the question is proof positive that our level of communication regarding the change is still insufficient.

While we all have the Right to ask “Why should we change?” we also have a personal obligation and responsibility to listen to the answers.

Our worldwide reality today is this... Nothing we did in the past, is automatically something we should do in the future.

By the same token... Nothing we did in the past is automatically something we shouldn't do in the future.

Which only means we should consider every action, past, present and future, carefully.

As human beings we suffer under another reality, we become emotionally attached to our achievements of the past, this is neither good nor bad, it just is.

While emotional attachment to the past is a reality, and should never be ignored or trivialized, it should also never become the single, solitary, stumbling block to the future.

Careful consideration is the best known defence against Change.

John C. Burton





The Rational Change Manifesto (V1.0) cont.

When challenged with the question “Why should I change?”, everyone in this organization has the responsibility to answer the question to the best of their ability.

Answering the question “Why should I Change?” is an attempt to explain the reasons which make the change necessary.

If this explanation is not clear... is the Change really necessary?

The answer should explain why, what we’re doing today, won’t work tomorrow.

The answer should explain why, what we’re proposing for tomorrow, is better than what we’re doing today.

The answer should explain how we’re going to move from where we are, to where we’d like to be.

The answer should also allow for feedback regarding tomorrow’s vision. There’s always more than one alternative... creating a vision is easy, creating the right one is difficult. This organization welcomes your input.

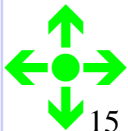
Ultimately, any change should create a dialogue, an exchange of questions and answers.

Tomorrow’s challenge is not that we must change, but that there is so much change to choose from.

Being free to ask “Why should I Change?” and receiving honest answers, is the only way to navigate amongst all possible futures.

When it is not necessary to change, it is necessary not to change.

Viscount L C Falkland



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