



Leading and Managing Change

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Organizations are struggling to speed up. Scrambling to adapt. Trying to innovate, embrace new technologies, and respond to a rapidly changing marketplace.

Something's not working.

Word has it that over half of all major change initiatives prove to be disappointments or outright failures.

What's the problem?

Precious resources are being squandered on organizational civil wars. People are fighting change instead of pushing it forward. They're pulling in different directions rather than aligning with the change efforts.

These are *insiders*.

Employee resistance is the biggest barrier to change.

Let's face it—the very quickest way for the organization to pick up speed is for resisters to take their foot off the brakes. The best way for it to become more adaptive is for people to stop their desperate attempts to preserve the status quo.

The Core of the Matter

In highly successful change efforts, people find ways to help others see the problems or solutions in ways that influence emotions, not just thought. Feelings alter behavior sufficiently to overcome all the many barriers to sensible large-scale change.

See

Identify a problem, or a solution to a problem, in one stage of a change process, and then help people **visualize** this in a way that enables a helpful change in behavior. Show people in a way that is as concrete as possible—**touchable, feelable, seeable**, especially the latter. Show the problem or solution in an **emotionally engaging, dramatic, vivid, and compelling way**. Use live presentations ("Q&A"), modeling, video, stories, physical environment, visible results, new demands placed on people, and old demands taken away. Give the **show** an afterburner via **physical symbols** that people see each day, stories that are told and retold, or ongoing role modeling.



Feel

The dramatic, vivid visualizations catch people's attention, reducing emotions that undermine a sensible change—feelings of anger, complacency, false pride, pessimism, confusion, panic, cynicism. **"Seeing" increases emotions that facilitate a needed change** regarding some valid idea—**feelings of passion, faith, trust, pride, urgency, hope** (and fear, if quickly converted into any of the others).



Change

Different feelings—a **change of HEART—transform behavior**. The new behavior helps groups and organizations effectively move through the eight steps and leap into a prosperous future.

Exercise

1. Write down 3 changes that you have experienced during the last 2 years in the following areas:

- In your work

- In your personal life

- In your general environment

2. Were the experiences good or bad? Why?

- What did you do to help make the change successful or detract from its success?

- What did you learn that will help you be successful in the future?

Resources

Who Moved My Cheese?, Spencer Johnson

The Heart of Change, John Kotter

Leading Change, John Kotter

Deep Change, Robert F. Quinn