



There used to be two, but now we know there are three things in life we can count on, Death – Taxes – and **Change**. In order to shift gears, change lanes, and not only survive change, but also thrive on it, you must learn to **RIDE** the wave of change.

Change is a fact of life. Change in business is essential for nurturing an innovative, successful and thriving organization. It can also be highly disruptive and to many, threatening in its onset. If you ignore it, it will slam you. Getting angry often makes it worse. Wishful thinking about “the good old days” is a waste of time. And you can’t run away from it.

The place to start is to begin by understanding what change is, what it does and what to do to handle it and not be afraid of it. **Here are some keys to effectively riding the wave of change:**

**What is change?** — Change is the new situation – the marriage, baby, or divorce, the new home; the new, job, policy, team, boss or take over, the new job expectations, etc.

- Four Truths:**
- Change is cumulative
  - Change is usually positive
  - Change is constant & will continue to occur
  - Change is predominantly a function of perception

**What is transition?** — Transition is the period between the old situation and the start of the new one. It is a time of uncertainty AND also of growth.

**What is transformation?** — Transformation is the end result – personal adjustment, new process or system, etc. – signaling the end of transition.

Life is a cycle of change, transition, and transformation. — Are you a player or a spectator?

**What does change look like these days?**

1. Longer working hours
2. More complex work
3. Increased intensity
4. Constant change
5. Rebuilding loyalty
6. Rapidly changing technology
7. Changing face of manufacturing
8. Product life cycle is months rather than years

**Some interesting realities about change are:**

1. There is no quick fix – it can’t be done easily, quickly, or cheaply.
2. Change is both toxic and tonic – it is both threat and an opportunity.
3. Change requires exchange – people need to communicate and share their experiences.
4. Change is stressless only for the mindless – if you think you are OK, you are probably not.
5. Change challenges people in power – those who benefited from the way things were, may not continue to benefit.
6. Change makes everyone restless – even those not presently affected and this dynamic must be faced.

7. And, most curiously, some people come through change with major increases in their performance level. They grow and thrive within the transition. Each person should ask themselves, “Which outcome would you prefer after this transition in our organization?”

## **7 basic principles about productive change**

1. Change is a process. The ending and beginning are never as hard as the transition.
2. Transition to the change happens more readily when there is ownership in the change process.
3. Change is accomplished by individuals within an atmosphere of enlightened self-interest.
4. Change is a highly personal experience.
5. People do not resist change; they resist perceived loss, pain and threat of change. They are afraid that as a result of change, they will be worse off than they were before. Learn to “*go with the flow*”.
6. Resistance is best resolved by honoring it rather than avoiding or suppressing it.
7. Effective facilitation of change helps individuals understand and accept their own resistance.

## **“S.C.A.N.” — your change situation**

**Situation** – What’s happening?

**Concerns** – What are your concerns and issues?

**Attitude** – How do you feel about the whole thing including you?

**Needs** – What do **you** need right now?

Use the **SHEAR** method

**S** Surface the resistance.

**H** Help the group talk about their individual needs and interests.

**E** Explore what individuals are avoiding.

**A** Attend to group needs.

**R** Review and renew.

## **Summary & Conclusion**

1. Prepare for change by inserting regular positive change into your life.
2. Create employee involvement before, during, and after change
3. Create a plan for transforming your area or department.
4. Create an action plan for surfacing and resolving resistance.
5. Set high performance expectations.
6. Help workers commit to ownership.
7. Help people get appropriate training.
8. Help workers grow and learn.
9. Create meaningful work.
10. Give everyone a chance to recommit by allowing their involvement in the change.