

**LEADING AND MANAGING
THROUGH CHANGE**

Workshop Assumptions

- All of us have something to learn.
- All of us have something to teach.
- Information shared confidentially should be honored; people will share only what they want to share (but remember, others also need to hear from you).
- We are all in this learning experience together; we are all resources to one another in the group.
- We can expect to gain from this experience in direct proportion to what we put into it.
- When it comes to people, we do not have to agree; we do need to understand.
- **WHEN IT COMES TO PEOPLE, THERE ARE FEW SIMPLE ANSWERS!**

Table of Contents

What is Change Management?	5
The Process of Change.	7
Where are People in the Change Process?	9
The Six Principles of Change Management	10
Your Action Plan.	12
Counseling vs. Coaching. They are different things.	14
One on One Coaching.	15
The Counseling Steps.	17
SMART Goals	19

CHANGE MANAGEMENT

WHAT IS CHANGE MANAGEMENT?

Facilitating the human side of change is an essential part of the contemporary leader or manager's job.

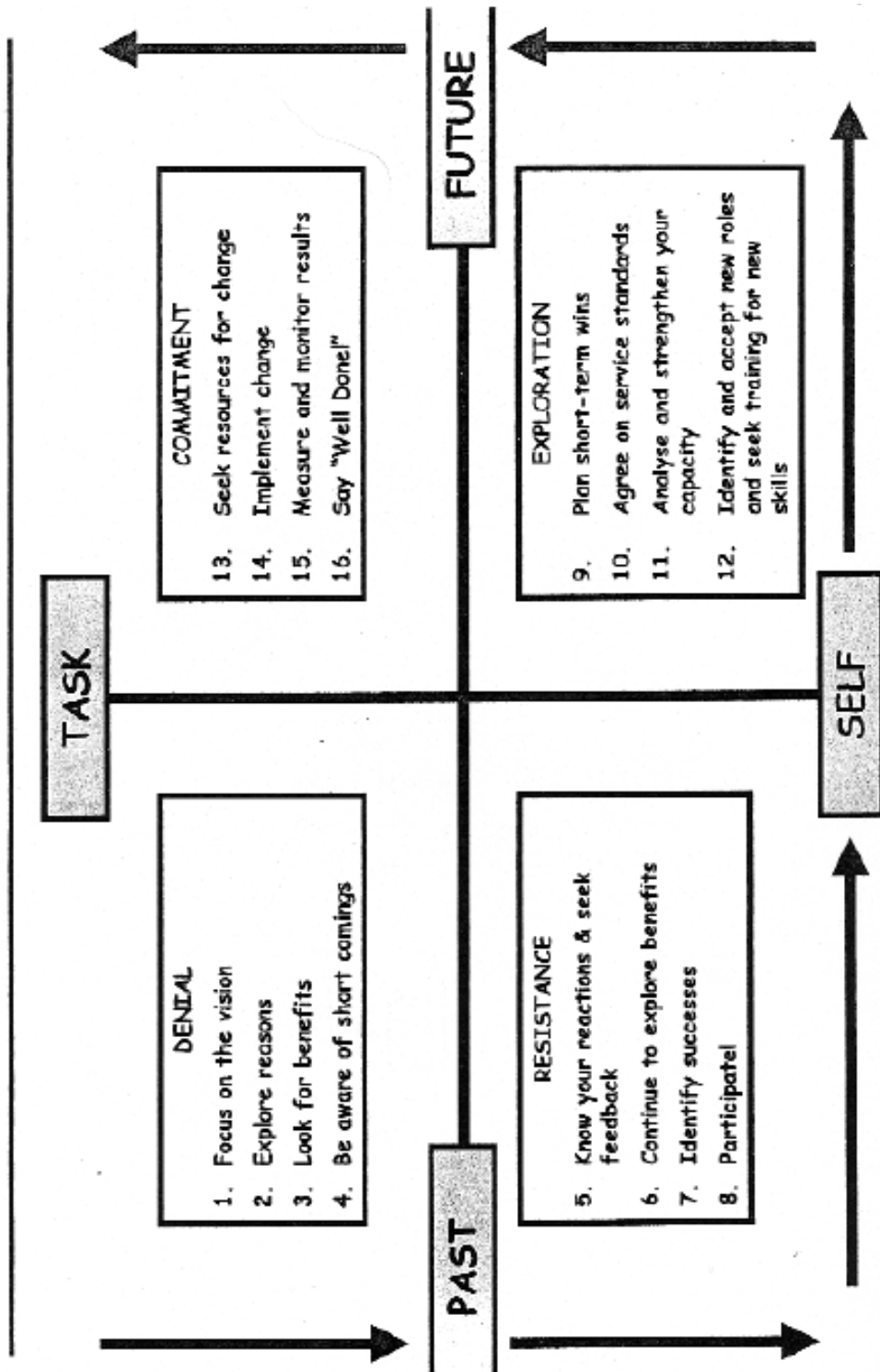
1. Change is necessary for organizational survival and growth.
2. Poorly managed change can harm more than it helps.
3. Change is nearly constant today. There's less margin for error.

Change is an internal, four phase, psychological reorientation people go through in coming to terms with change. It starts with Denial, moves to Resistance, then to Exploration, and finally Commitment.

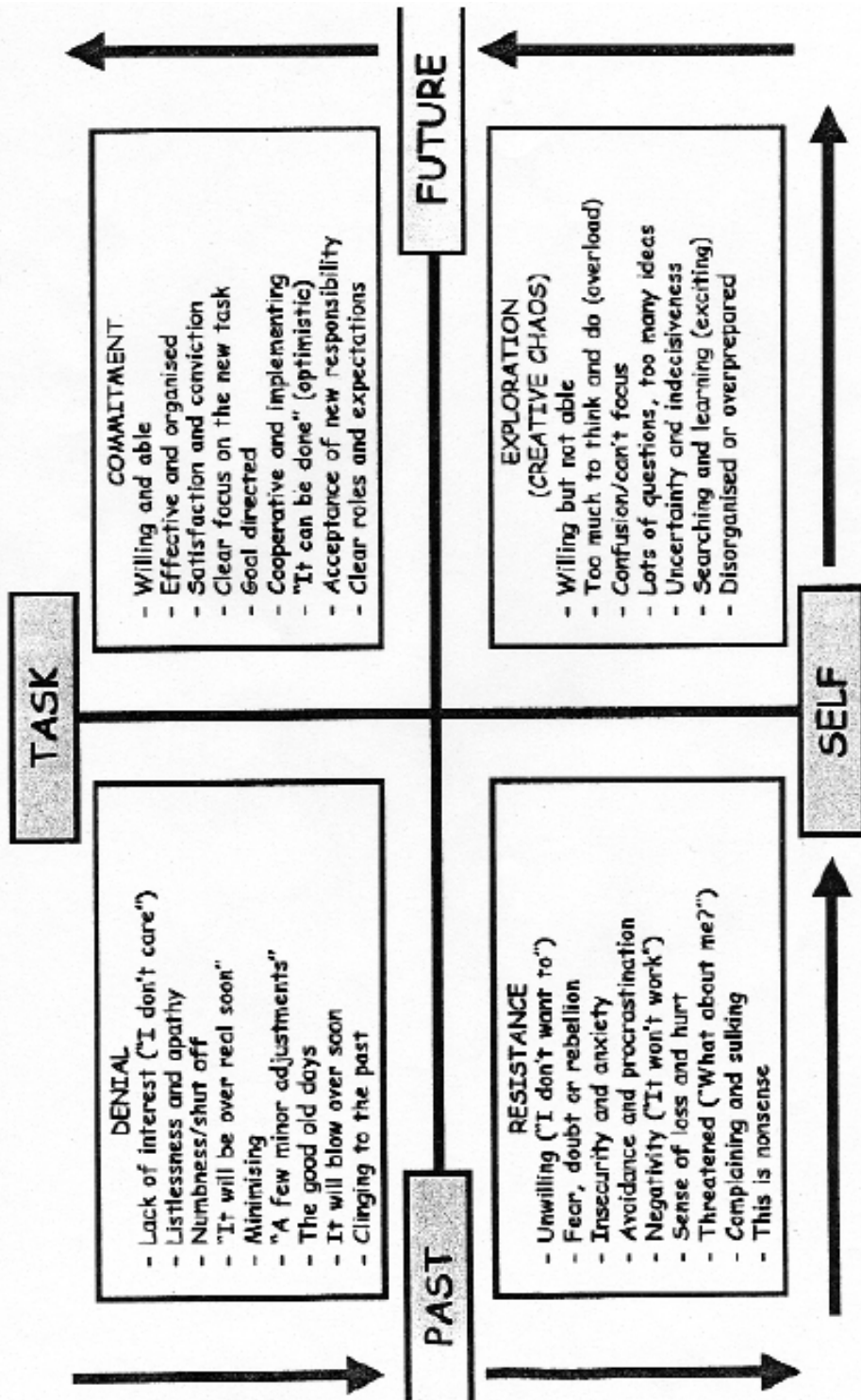
People often resist change.

1. They resist the loss of their identity and their world.
2. They resist the disorienting experience of their comfort zone.
3. They resist the risk of making mistakes in beginning again, looking like a fool, feeling incompetent, getting in over their heads.

The Process Of Change: Managing Your Actions



The Process Of Change: Human Reactions



WHERE ARE PEOPLE IN THE CHANGE PROCESS?

How can you determine where people are in the change process?

There are three main ways:

SIGNS: Looks for five telltale signs that change is impacting people – signs that will show up in their behavior. The more obvious these are, the more likely it is that people are having trouble with change.

WORDS: Listen to them talk about their situations, keeping an ear open for the phrases that characterize endings, neutral zones, and new beginnings. In each phase of change, there are characteristic concerns, and you can spot them in what people are saying.

LOSSES: Study the impacts of the change and decide who stands to lose something; loss usually sends people into the ending phase of transition.

THE SIX PRINCIPLES OF CHANGE MANAGEMENT

1. You have to end before you begin.

If you forget everything else, remember this. And notice how often everyone is talking about what's going to begin and no one is mentioning what has to end. But no one can develop a new identity or a new purpose until he or she has let go of the old one. Deal with these endings openly and help people gain closure on the past. They will move on more readily if you do.

2. Between the ending and the new beginning, there is a hiatus.

In between letting go of the old way and taking hold of the new, there is a difficult journey through the wilderness or "a time in between trapezes." This is a dangerous time when systems don't work very well and people lose heart easily. Build in temporary sources of support and control to get people through this time, and make sure that they understand that it is normal to go through a chaotic interim between letting go and taking hold again.

3. That hiatus can be creative.

The same forces that make the in-between time difficult mean that the normal resistances to change don't work well either. For that reason the interim is a potentially creative time, when new things can be introduced more quickly and easily than usual. Encourage everyone to regard this as a time to step back and take stock, a time to try new things, and a time to view every problem as an opportunity to abandon outmoded ways and create more adaptive and effective ones.

4. Change is development.

What ends is often not just a particular situation but a whole chapter and stage of development in the organization's life-cycle. Behind the scenes, a new organization is taking shape. That's easier to see in retrospect, but it's worth remembering at the time that there is a purpose to all the distress and disturbance. Try to help people to see that the old way was fine for its time, but that it belonged to a world which is gone. A new chapter is needed for a new day. That's the only way to protect and carry forward the parts of the past that are variable and viable.

5. Change is also the source of renewal.

The leap of one stage of development to another, like comparable leaps in nature, release energy. That is why organizations so often come out of painful crisis with new energy and new focus. Renewal for individuals or groups comes from going through transition successfully, not going off for a rest somewhere. Emphasize the need to reprioritize as a way of unloading no longer relevant policies and procedures. Sloughing off the old ways can be a release, especially if it is paired with an effort to clarify and celebrate the new mission, the new strategies, and the new identity that the organization is growing into.

6. People go through change at different speeds.

People get strung out along the path of a change like runners in a marathon. The leaders are often far out of sight ahead. They had a head start, they feel more in control of their fate, and they probably aren't as personally affected as many of the rank and file are. They may also belong to personality types that are more transition able than those of their followers. Help leaders understand these things and communicate in terms that make sense from where people presently are, not just where the leaders are.

YOUR ACTION PLAN

“The great end of life is not knowledge but action.”

Thomas Henry Huxley

“Action creates change, not talking about it.”

David Clarke

What you have learned in this session will be useful to you any time – you can come back to the workbook in the future and review strategies as needed. But, it also is planned to give you immediate benefit. Throughout this session, you have been applying your learning to an actual change. In conclusion, you are going to get a payoff from that application.

Look back through the workbook and consider the potential strategies you noted. At various points you wrote down actions that you thought your organization could benefit from.

Now it is time to review those actions. Some may not seem so useful now, and others may look even better that they did initially. Choose the ones that seems to hold the most promise of making the human side of change more manageable.

COUNSELING VERSUS COACHING.

THEY ARE TWO DIFFERENT THINGS.

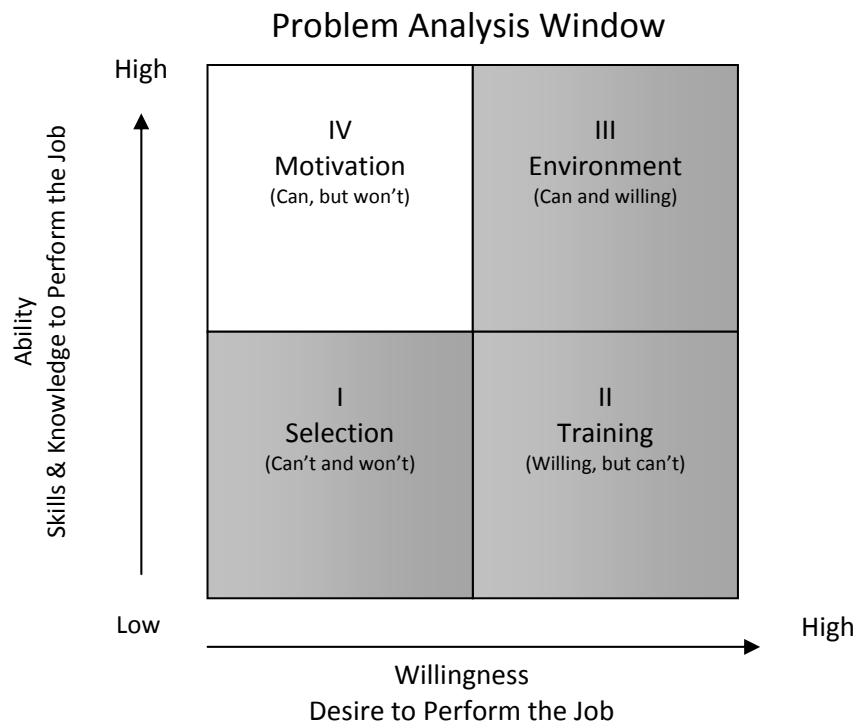
When to Counsel:

- A bad attitude
- Able, but not willing
- In a state of denial or resistance
- Having a negative attitude on other staff members
- General discipline problems

Once Counseling has taken place, the next step will hopefully be Coaching.

When to Coach:

- Positive, willing, but not able
- A “want to” attitude
- Has great potential
- You know the time coaching is going to be well spent
- In a state of exploration
- Influences other team members positively



ONE ON ONE COACHING

Becoming an effective coach doesn't happen overnight. It is a skill and like any skill, it takes knowledge, practice and application. One on One Coaching is a process that involves two phases.

- **Assessment**
- **Action/Implementation**

"It is only as we develop others that we permanently succeed."

Harry Firestone

Assessment

During the assessment phase of coaching, you observe and assess the subordinates' performance. The performance standard is defined as a condition that exists when the job has been performed in an acceptable manner. The standard is usually the least accepted performance relating to quantity of work, quality of work, effective use of time or cost effectiveness. You want to know if the subordinate is performing the right tasks and if they have developed the skills to effectively do the job. You ask yourself questions like:

1. If the subordinate's performance is poor, how much time and effort do you feel it will take to improve the sub-par performance? Is it worth it?
2. Does the subordinate realize the performance is below expectations? Don't assume the subordinate understands what you expect.
3. Does the subordinate understand the details of doing the job? To crystallize what's expected every subordinate should be given a written job description detailing roles, responsibilities, and tasks to be completed.
4. Does the subordinate know how to do the job? Has there been adequate training relating to the product knowledge and communication? Remember, just because the subordinate has

passed a knowledge test doesn't mean he is trained. If a person passes a test that means they are educated on a specific topic, product, or issue. Training relates to developing skills and being able to practically apply knowledge in the field. Your job is to provide the support, the ideas, know-how, and the tools to help the subordinates successfully accomplish the job. By the way, do your best to stay off the field of play.

Training relates to developing skills and being able to practically apply knowledge in the field.

The second phase of one-on-one coaching involves **action** and **implementation**. Regularly meet with your subordinates to get and give feedback to identify ways to improve performance.

Preparation Rules:

- This is not a group exercise. (This is a one-on-one session.)
- Create an environment where learning can occur.
- Create a coaching objective. (This applies to both face-to-face and telephone coaching.)
- Implement the process. (Refer below.)

Action and Implementation

A – Agree on the problem or challenge.

C – Commit to a mutual goal.

T – Teach and train.

I – Initiate an action plan.

O – Observe and give feedback.

N – Negotiate follow up.

THE COUNSELING STEPS

1. State what the concern is and why it is a concern.
2. Find out from the staff member why it is happening.
3. Ask what he/she is going to do about it.
4. Ask how you or the company can help.
5. Agree on the actions both parties need to take to overcome the concern.
6. Agree on a follow-up date to monitor progress.

THE COUNSELING STEPS

1. State the concern and why it is a concern

There can be no place for ambiguity in the opening statement. The individual being counseled must fully understand the importance of this meeting and the consequences of not changing her/his behavior.

2. Find out from the staff member why it is happening

Allow the staff member to express their concerns, denials and /or reasons. Do not interrupt. Listen and listen some more.

3. Ask what he/she is going to do about it

This step is vitally important, the staff member must come up with solutions. As managers we are very quick to suggest how the behavior/attitude must be changed.

DO NOT TAKE THE MONKEY

4. Ask how you/the company can help

Once the staff member has made suggestions and shows that they are prepared to change, the company must also show its commitment to help.

5. Agree on the actions

The agreed actions must be documented. Follow the S.M.A.R.T. Goal Process.

6. Agree on a follow up date

Follow up is vital and must take place. This closes the loop and ensures success.

SMART GOALS:

Remember five key guidelines when putting together your goals, using the letters in the acronym “SMART.”

S Specific – head in the right direction

M Measurable – measure your progress

A Actionable – Act on your goal

R Realistic – have challenging goals, but realistic ones

T Timely – does this goal fit into your life at this time?

THE KEY ACTIONS FOR SETTING SMART GOALS

1. Begin with a list of high-priority work responsibilities.
2. Select one responsibility and identify its intended outcomes.
3. Rate each outcome based on its organizational contribution.
4. Set aside low-impact outcomes and ones over which you have little or no control.
5. Add SMART terms to the remaining outcomes.
6. Establish a data-collection plan
7. Review and adjust all goals set using this process.

The *Carroll-Keller Group, Ltd.* is a team of professionals committed to helping organizations translate business strategies into business results by developing the skills and performance of their people. Our clients achieve significant, measurable and sustained improvements by changing strategies, processes and competencies to ensure increased competitiveness in today's rapidly changing global economy. We are a total training resource for aligning employee performance with organizational strategy in the critical areas of:

- e Professional Skill Development
- e Safety/Lean/Quality Training
- e MS Office/Computer Training
- e Consulting Services



Through international research and over 25 years of direct experience, we have developed the expertise to deliver practical solutions aimed at improving performance and bottom-line profitability.

By closely partnering with our clients, we provide customized solutions that directly address their specific needs, not our assumptions about those needs. We insist on being held accountable and are totally committed to being our clients' most valued training resource.

Areas of Expertise

Professional Skill Development

- Executive Leadership Development
- Leadership/Supervisory Skills
- Teamwork/Team Building
- Creating High Performance
- Communications/Interpersonal Skills
- Presentation Skills
- Professional Image
- Coaching Skills
- Executive Coaching
- Mentor/Mentee Skills
- Conflict Resolution/Management
- Process Improvement
- Workflow Design
- Business Metrics
- Project Management/Planning
- Project Mgmt. for Non Project Mgrs.
- Time Management and Personal Effectiveness
- e-Time Management
- Stress Management
- Decision Making
- Problem Solving
- Negotiating/Influencing
- Meeting Management/Facilitation
- Business and Technical Writing
- Finance for Non-Financial
- Strategic Planning
- Cause-Effect Modeling
- Customer Service Skills
- Telephone Skills/Etiquette
- Sales Training for Non Sales Professionals
- Sales Training
- Consultative Selling Skills

(most sessions offered bilingually)

Professional Skill Development *(continued)*

- Change Management
- Creative Thinking
- Critical Thinking
- English as a Second Language
- Command/Workspace Spanish
- Spanish Communication Skills
- Goal Setting
- Performance Management
- Behavioral Interviewing
- Competency Modeling
- Behavioral/Communication Assessments
- GED/Shop Math
- Diversity/Cross Cultural
- Workplace Harassment/Violence
- Train the Trainer Certification
- Internal Trainer Skills/Techniques

(most sessions offered bilingually)

Safety/Lean/Six Sigma/Quality Training

- Safety Compliance
- Safety/Environmental Training
- Value Stream Mapping
- Continuous Flow, Cells, JIT
- Set-up Time Reduction
- Kaizen Tools
- Constraint Theory/Bottleneck Analysis
- 5S/Visual Workplace
- ISO Certification
- Internal Audits (Product/Process/System)
- Supplier Development/Supplier Certification
- SPC, APQP, Control Plans, FMEA etc.
- 7 Tools of Quality/Root Cause Analysis
- Six Sigma (all levels)
- Process Mapping/Procedures and Documentation
- Performance Metrics

MS Office/Computer Training

- Outlook
- Word
- Excel
- Access
- PowerPoint
- Microsoft Project
- Dr. Days (ask us)
- Goldmine
- ACT!
- Crystal Reports
- Visio
- Publisher
- Acrobat
- SAP
- PeopleSoft®
- Documentum®
- Photoshop
- Illustrator
- Java
- Flash
- Dreamweaver

(additional application training available on request)

Consulting Services

- HR Fundamentals/Management
- Human Resources Compliance
- Human Resources Outsourcing
- Instructional Design
- Succession Planning
- Employee Surveys
- Ethics
- Training Needs Assessment
- Organizational Development
- Best Practices/Bench Marking
- Motivating/Retaining Employees
- Compensation/Reward Systems
- Cost Reduction (Payroll, Operations, etc.)
- Change Management

Years of Success With the Following Clients:

We work with leading multi-national companies and major government departments, as well as with hundreds of small and mid-sized organizations, including:

- AIT Worldwide Logistics
- American Academy of Dermatology
- American Bar Association
- American Dental Association
- American Massage Therapy Association
- American Society of Plastic Surgeons
- Argonne National Laboratory
- Ball Horticulture
- Blackman Kallick
- Blue Cross Blue Shield
- Chicago Mercantile Exchange
- Chicago Teachers Union
- Coca Cola
- Combined Insurance
- Elkay Manufacturing
- FBI
- General Electric
- Griffith Laboratories
- HAVI Group
- Heidrick and Struggles
- Huron Consulting Group
- Illinois CPA Society
- Illinois Manufacturers' Association
- ITW
- Loyola University Medical Center
- McCormick Foundation
- McDonald's Corporation
- MetLife
- Midland Paper
- Midwest Bank
- National Association of Realtors
- Northrop Grumman
- Northwestern Memorial Hospital
- NOW Foods
- Partylite
- PCIAA
- Robert Bosch Corporation
- Southern Wine and Spirits
- Sunsorce
- Thermo Fisher Scientific
- Trustmark Insurance
- UHC
- Uniqema
- Victor Envelope
- Village of Schaumburg
- Wheeling District 21
- Wittenstein US
- Woodward MPC Products

Grant Funding Assistance

The Carroll-Keller Group has developed and maintains strong affiliations with professional organizations to assist our clients in reducing all training costs. By partnering with the Department of Commerce and Economic Opportunity (DCEO), the Illinois Manufacturers' Association (IMA), and others, we are able to apply for State Grant Funding which could cover up to 50% of all training costs for eligible companies. This relationship is based on our long history of providing world-class training with the highest levels of client satisfaction.

Training Design/Delivery Options

All training can be customized to meet your unique needs in terms of budgeting and expected results. The content and length should be determined by the outcomes you need. Delivery methods include, but are not limited to,:

- Instructor-led Facilitated Workshops
- On-site Sessions/Public Workshops
- Train-the-Trainer Certification
- Web-Based/Distance Learning
- e-Learning/On-Line
- Executive Coaching
- Keynotes/Speaking Engagements
- Multi-Lingual Training
- Instructional Design
- 1 on 1 Training

The Carroll-Keller Group, Ltd., has the experience, the expertise and the passion to be your most valued learning resource. Our commitment is to ensure significant and sustained skill, behavior and competency change in order to improve your organization's performance.

Call the Carroll-Keller Group, Ltd., Your Total Training Resource.

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