



PDHonline Course P144 (4 PDH)

Managing Change - Leader's and Employee's Perspective

Instructor: Richard Grimes, MPA, C.P.T.

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PDH Online | PDH Center

5272 Meadow Estates Drive
Fairfax, VA 22030-6658
Phone & Fax: 703-988-0088
www.PDHonline.org
www.PDHcenter.com

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MANAGING CHANGE

-THE EMPLOYEE'S PERSPECTIVE-

(The Times, They Are A Changin')



"I can't change the direction of the wind, but I can adjust my sails to always reach my destination."

-Jimmy Dean American Actor, Country Singer



BY DICK GRIMES
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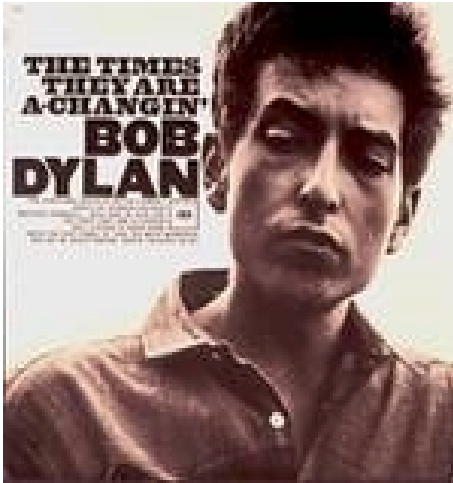
Introduction

This class will help you deal with pending changes in the workplace as well as provide you with an effective strategy for use when helping yourself and your teammates through those changes.

We have provided tools that you can use immediately by yourself or with your department in a team effort to assess your present situation and work together to create, execute, and sustain an effective survival strategy for the future.

Your department leaders have taken a corresponding leader's version of this course which, when combined with your taking this, will give you and your department the best chance of a successful evolution into tomorrow.

“The Times, They Are a Changin’”



Come gather 'round people
Wherever you roam,
And admit that the waters around you
have grown,
And accept it that soon you'll be
drenched to the bone.
If your time to you is worth savin',
Then you better start swimmin' or you'll
sink like a stone
for the times they are a-changin'.

Come writers and critics who prophesize
with your pen,
And keep your eyes wide the chance
won't come again
And don't speak too soon for the wheel's
still in spin,
And there's no tellin' who that it's namin'.
For the loser now will be later to win

For the times they are a-changin'.

Come senators, congressmen please
heed the call, don't stand in the
doorway, don't block up the hall
For he that gets hurt, will be he who has
stalled,
there's a battle outside and it is ragin'.
It'll soon shake your windows, and rattle
your walls

For the times they are a-changin'.

Come mothers and fathers throughout
the land, and don't criticize, what you
can't understand
Your sons and your daughters are
beyond your command
Your old road is rapidly agin'.
Please get out of the new one if you
can't lend your hand

For the times they are a-changin'.

The line it is drawn, the curse it is cast
The slow one now, will later be fast
As the present now, will later be past
The order is rapidly fadin'.
And the first one now will later be last
For the times they are a-changin'.

-Bob Dylan, 1964

This song was written and published in 1964. Why was it appropriate for that time in the US?

Are any parts of it ageless? Why or why not?

What parts, if any, of it relate to our workplace today and why?

The Nature of Change



How would you describe your feeling about changes like these?

1. An unavoidable change in *where you live* but not *where you work*
2. An unavoidable change in *what you do at work* but not in *where you work*
3. An unavoidable change in *where you live, where you work, and what you do at work*

Which of those three would be the *easiest* change for you? Why?

Which would be the *most difficult*? Why?

What is there *within yourself* that could lessen the negative impact of any of those changes in your life?

“Life is change. Growth is optional. Choose wisely.” [Karen Kaiser Clark]

How would that quote relate to the three change situations listed above and the question that follows them?

Describe a situation in your life that involved an unavoidable change and how you chose to grow from it.

“People cannot live with change if there is not a changeless core inside them. The key to the ability to change is a changeless sense of who you are, what you are about, and what you value.”

**-Stephen R. Covey American Speaker, Trainer,
Author of "The 7 Habits of Highly Effective People"**

Let us assume this statement is true and think about your personal “changeless core”.

What **talents, skills, and or knowledge** do you always have within you regardless of where you are working or what you are doing?

What **values** do you have that remain constant regardless of where you are, what you are doing, or whom you are with?

What are the words or terms you would like to hear someone use when describing your work habits?

Why do you think we are asking these questions in a course about change?



Do skilled “temps” have troubled being placed by agencies for part-time work? Why?

Can an example of a temp who is fully employed (although for different employers) provide any valuable lessons for someone facing changes at their workplace? What are they?

The Real World – Right Now

“The search for static security -- in the law and elsewhere -- is misguided. The fact is security can only be achieved through constant change, adapting old ideas that have outlived their usefulness to current facts.”

-William O. Douglas 1898-1980, American Supreme Court Justice

The Stockdale Paradox¹



Vice Admiral James Bond Stockdale, USN, retired, served on active duty in the regular Navy for 37 years, most of those years at sea as a fighter pilot aboard aircraft carriers. Shot down on his third combat tour over North Vietnam, he was the senior naval service prisoner of war in Hanoi for 7-1/2 years - tortured 15 times, in solitary confinement for four years, leg irons for two.

The author of “Good to Great” asked Admiral Stockdale which prisoners didn’t make it through the years of prisoner-of-war confinement. His reply, “Oh, that’s easy. The optimists!”

When the author admitted he did not understand, the Admiral clarified by saying, “The optimists were the ones who said, ‘We’re going to be out by Christmas.’ And Christmas would come and go. Then they would say, ‘We’ll be out by Easter.’ And Easter would come and go. And then it would be Thanksgiving and Christmas again. And they died of a broken heart.”

Then he turned to the author and said, ***“This is a very important lesson. You must never confuse faith that you will prevail in the end – which you can never afford to lose – with the discipline to confront the most brutal facts of your current reality, whatever they may be.”***

The Stockdale Paradox

Retain faith that you will prevail in the end, regardless of the difficulties AND AT THE SAME TIME confront the most brutal facts of your current reality whatever they may be.

¹ “Good To Great: Why Some Companies Make The Leap And Others Don’t”, Jim Collins, ©2001, ISBN 0-06-662099-6, HarperCollins Publishers, Inc., New York

Think of a major life-changing event that you have experienced. What were some of the “brutal facts” associated with it?

How did the way you chose to deal with those brutal facts impact the eventual outcome of the event on your life?

What lessons did you learn from it?

(Note: We will not ask you to discuss this in class but we may ask for volunteers.)

Would the “Stockdale Paradox” be useful in helping your department deal with pending change?
Why or why not?

If you think it would, how would you present it to your teammates?

How would you help them apply it to their workplace reality?

Your Assessment Of Yourself



Southwest Airlines says, *“Hire for attitude, train for skill”*.² How does that philosophy apply to pending change in the workplace?

Should you mention this philosophy to your teammates?

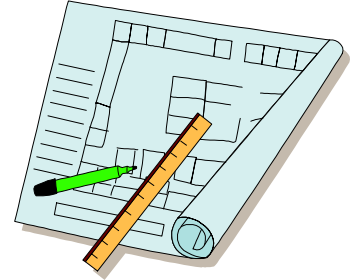
Why or why not?

MY STRONGEST WORK SKILLS	MOST EFFECTIVE PERSONALITY TRAITS	MY WEAKEST WORK SKILLS	LEAST EFFECTIVE PERSONALITY TRAITS	DEVELOPMENTAL ACTIVITIES TO HELP ME GROW
(Use this model on additional paper as necessary.)				

² “Nuts! Southwest Airlines’ Crazy Recipe for Business and Personal Success”, Kevin and Jackie Freiberg, Bard Books, 1996

Develop A Survival Strategy For The Future

WORK WITH YOUR TEAM TO DEVELOP A STRATEGY THAT UTILIZES ALL THE SKILLS AND TALENT AVAILABLE.



1) Do a “SWOT” analysis with your department.

SWOT =

- a) **S**TRENGTH
- b) **W**EAKNESSES
- c) **O**PPORTUNITIES
- d) **T**HREATS



Be sure to use letters and numbers under each part of the analysis grid. You will see why in the next section.

OUR DEPARTMENT’S “SWOT” ANALYSIS

(One item per square)

STRENGTHS WE HAVE AS A GROUP FACING THESE CHANGES	WEAKNESSES WE HAVE AS A GROUP FACING THESE CHANGES	OPPORTUNITIES FOR OUR GROUP AS A RESULT OF THESE CHANGES	THREATS TO OUR GROUP AS A RESULT OF THESE CHANGES
S1 We have high morale.	W1 We are a “support” group and maybe seen as “non-critical” by some.	O1 We may be able to get into new career paths and skills.	T1 We may be “broken up” and have to adjust to new schedules, locations, and coworkers.
S2 We have excellent customer service skills and ratings.	W2 Our function is non-technical and can be outsourced	O2 Our reputation makes us desirable by other customer-service groups	T2 We may have to learn new technical skills and may not be as proficient as we once were
S3	W3	O3	T3
S4	W4	O4	T4
S5	W5	O5	T5

Use this model on flip charts in your department’s strategy meeting.

Implementing Your Survival Strategy

This outline can help an individual (or a department) develop a survival strategy.

.....

SAMPLE: Developing a strategy to deal with this major event:

Outsourcing Of Our Department In 4 Months – My Job Goes Away

Factors That Contribute To Success		Factors That Contribute To Failure										
1	Everyone finds another job with the company within a 30 mile radius of our current location	A	Bad morale & internal bickering, feeling like “victims” with “poor me” attitudes									
2	Our reputation as a high-quality, customer service group	B	Our current work performance drops and no one wants us									
3	Strong morale & a “teamwork” attitude	C	Poor communications on what is happening									
4	Everyone improves or develops skills that are attractive to other departments within the company.	D	“Everyman for themselves” attitudes develop and teamwork ends									
5		E										
Tactics I/we can use to encourage success and/or avoid failure		1	2	3	4	5	A	B	C	D	E	
We develop an internal “talent marketing group” that searches for possible fits for our employees		X	X	X			X			X		
Cross training so some can cover for others while they get training to improve marketable skills				X	X		X	X		X		
A “communications source” who keeps us current on the changes so we always know what is going on							X		X	X		
Our dept. manager contacts HR to ask if we can get preference for seating in classes to build skills					X		X			X		

WORK SHEET: Use these templates for your planning. (Make as many copies as you need.)

Factors That Contribute To Success		Factors That Contribute To Failure										
1		A										
2		B										
3		C										
4		D										
5		E										
Tactics I/we can use to encourage success and/or avoid failure		1	2	3	4	5	A	B	C	D	E	

Factors That Contribute To Success		Factors That Contribute To Failure										
1		A										
2		B										
3		C										
4		D										
5		E										
Tactics I/we can use to encourage success and/or avoid failure		1	2	3	4	5	A	B	C	D	E	

End of Course Evaluation

Please help us improve our training by rating the topics in this course according to this scale...

0 = None 1-2 = Maybe a little 3 = Some 4-5 = A lot X = Does Not Apply

in relation to these categories...

I = Information Value R = Relevance to your current job P = Practical skills & tools

TOPICS, SKILLS, AND TOOLS THAT WERE PRESENTED		I	R	P
1	The section on the "Nature of Change" (pages 5-6)			
2	The "Stockdale Paradox"			
3	"Your Assessment of Yourself" tool (page 9)			
4	The tool to develop a strategy for the future on page 10.			
5	The tool for "Implementing Your Survival Strategy" on page 11			

Please take a moment to give us your comments here.

1. The most effective part about the course was

2. The least effective part of the course was

3. I would like to see this added to the course

4. How would you describe the effectiveness of the instructor?

4. What else would you like to add that was not asked?

Your Name: _____ Date: _____