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THROUGH CHANGE

A Different Kind of Leadership for Change

by John Bennett

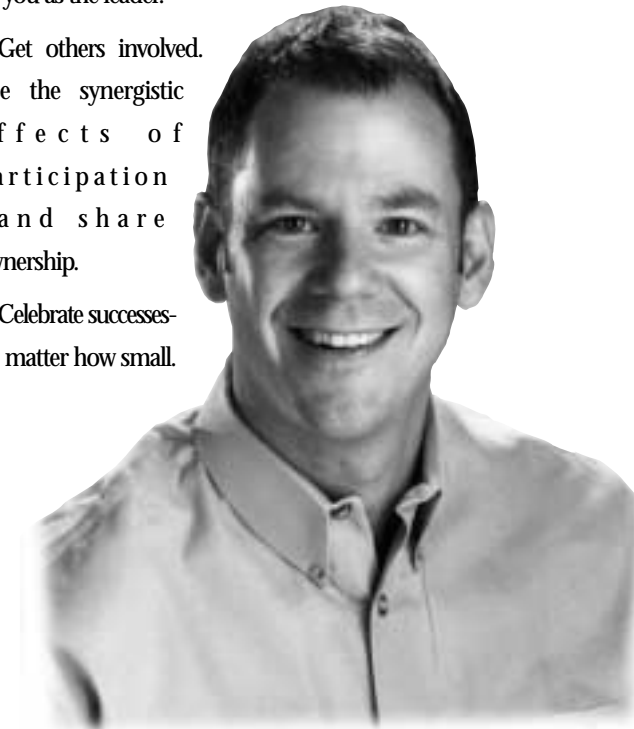
Why are some people able to lead others through the turbulent water of change while others cannot?

With the speed, complexity and volume of change seemingly on a steady increase the need for leadership to create successful change is evermore necessary. The characteristics and traits of leaders during "normal times" and the turbulent times of change are similar. However, the situations with individuals and organizations and events require different experiences and the application of different skill sets. Therefore, the right leader demonstrating the right skills and experiences is needed for the right situation.

Following are some Core Success Traits for Change Leaders, try them:

- Develop an understanding and deep commitment to the changes being undertaken.
- Demonstrate the ability to listen to what others are saying as well as not saying. This will allow you to hear all that is being communicated. It also includes hearing with your eyes, ears, and intuitions.
- Define a focus (vision) and stay with it. At the same time, remain open to altering the plans as events and circumstances change and more information is obtained.
- Understand the implications of decisions and their impact on people and then make appropriate changes in plans.
- Think and act both strategically and tactically.
- Demonstrate organization and help others stay organized to produce desired results.

- Develop a sense of reality about the changes. Realize that there will be negative consequences as well as positive ones.
- Communicate the focus of the change as well as the plans, successes and realities. It is essential that this communication come in many forms (e.g., written, verbal, email, newsletters, one-on-one, etc.) and many times.
- Identify the rewards and the negative consequences of the change.
- Have respect, faith and trust in those around you. And, be confident that those around you have respect, faith and trust in you as the leader.
- Get others involved. Use the synergistic effects of participation and share ownership.
- Celebrate successes- no matter how small.



Lawton & Associates

Upcoming book by
Lawton & Associates
president, John Bennett

Leading the Edge of Change

Building Individual Organizational Capacity for the Evolving Nature of Change

Leading the Edge of Change is about doing more than just coping. It is about developing the capacity to survive and then thrive during the turbulent winds of change which confront us personally, professionally as well as organizationally. But, this is more than a how-to book. While giving practical solutions to the everyday and the unusual, *Leading the Edge of Change* gives the reader essential knowledge about the nature of change, and individual and organizational responses to change.

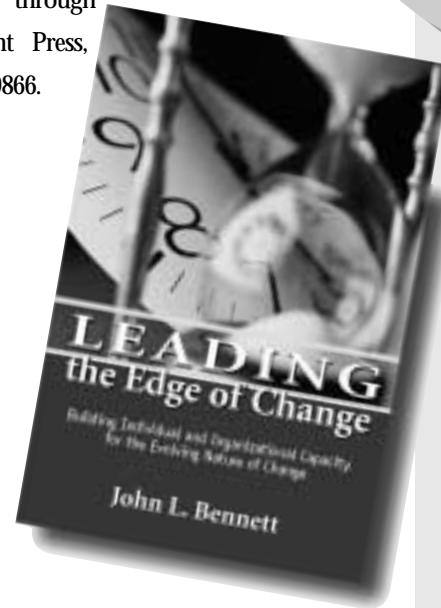
John draws from business, government, education and not-for-profit arenas to provide examples of how to build the capacity to spring back and thrive by building resilience for change. He provides practical, how-to information and tools to help build effective change through leadership, teamwork, project and action planning, and the critical element of communication. *Leading the*

Edge of Change weaves personal experiences of the central character growing as a leader of tremendous change, with topics covering the nature of change, responses to change, building resilience, leadership, teamwork, project and action planning, and communication.

This highly readable book about transitions is written as a story, single-column format. It incorporates two features that distinguish it from other books about change management. First, more than 10 tools and worksheets provide valuable references and resources. Second, the application of the Herrmann Whole Brain Model in the context of change leadership, teamwork and communication provides a unique feature.

The book consists of eight chapters carefully created for business and community leaders to help guide personal and organizational success during change. *Leading the Edge of Change*, will

be available May 2000, from Paw Print Press, ISBN: 0-9678323-0-6, for \$11.95. Ask your favorite bookstore, shop on-line at Amazon.com, or contact us at 877-8LAWTON to get your copy. Mention this newsletter and receive an autographed copy. Large order discounts are available through Paw Print Press, 877-852-9866.



Feedback
from some of
our clients

Our Clients Speak

"Thank you so much for working with my team

to develop a clearer focus and sense of personal

worth. As a result of the work you did with us,

we are better prepared to work together to meet

the needs of our clients... You have a wonderful

ability to see things that we could not, and we are

much better prepared to work with each

other now."

**James Erwin, President, Avery Erwin
Bell Advertising, Inc., Charlotte, NC**

We've Relocated

Yes, we have relocated to North Carolina. The website and email addresses remain the same, however the mailing address has changed. You can contact us at:

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Did you Know...

According to the 1998 Human Development Report from the United Nations Development Programme, the richest 225 people in the world have a net worth equal to the annual income of the poorest 2.5 billion people in the world.

"If we could shrink the Earth's population to a village of precisely 100 people, with all the existing human rations being the same, it would look like this:

- There would be 57 Asians, 21 Europeans, 14 from the Western Hemisphere (North and South) and eight Africans.
- 70 would be people of color; 30 white.
- 70 would be non-Christian, 30 Christian.
- 50 percent of the entire world wealth would be in the hands of only six people. All six would be citizens of the United States.
- 70 would be unable to read.
- 50 would suffer from malnutrition.
- 80 would live in sub-standard housing.
- Only one would have a college education.

When one considers our world from such an incredibly compressed perspective, the need for both tolerance and understanding becomes glaringly apparent."

—Source Unknown

Suggested Reading

Thank God It's Monday! Designing a Life You Love Beyond the Weekend.

By David Greenberg, Goldleaf Publications, 1998

"This book is about discovering, or rediscovering, the joy in what you do, moving beyond fear and self-doubt, conquering all the "should messages" that send you on detours, and designing a life you love—seven days a week. It's about getting rid of self-sabotage and attracting good things. It's about living life to the fullest. It's about why some people always seem to be in the right place at the right time—and how you can be one of them. If you're going through a lot of change and unsure where to turn, read this book!

Powerful Conversations:

How High-Impact Leaders Communicate

By Phil Harkins, McGraw-Hill, 1999

"Harkins outlines the processes to follow to eliminate communication barriers to foster learning and growth. He explains why and how powerful conversations are effective tools - and how to use and measure them to know when you've had a productive powerful conversation. He also addresses other key topics including the five kinds and 10 types of powerful conversations; when and where to have powerful conversations; how to avoid bad conversations that destroy relationships." It is packed with real-life examples.

Engagements

In recent months, Lawton & Associates has traveled the world, helping individuals and organizations prepare for, excel through and improve from change. We have worked with or will be working with clients in the following cities...

Charlotte, NC
Columbus, OH
Manila, Philippines
Ottawa, Ontario, Canada
San Francisco, CA
Scottsdale, AZ
Washington, DC



According to the US
Department of Labor, in 1995,
84% of employees received some
type of formal training on the job;
On average 89 hours per employee
was spent on training, and 48%
of classes or workshops were
conducted by outside trainers.

In 1996, there were 6,221,000
college and university students
aged 24 and over (National Center
for Education Statistics).

According to a US Department
of Education study, 90 million
Americans signed up for adult
education classes in 1999, or 46 %
of all "grown-ups. This is a 51 %
increase since 1991.

Our Changing World

Recent Results With Clients

Lawton & Associates is committed to working with clients to produce desired results. Our philosophy and practice is to support the individual needs of client organizations and to work with organizational leaders to produce results and gain lasting capacity. We believe we enable clients to produce desired results in the future. Here are just a few examples of the types of work we have recently been engaged in:

A Provided training and facilitation for country managers of a multi-national technology and management consulting firm to help them prepare for rapid growth, a refocused business strategy and an IPO. The focus of the workshop was on individual and organizational responses to change and how to more effectively work as a team to lead through the upcoming turbulence of change.

B Worked with a professional association we used an approach to planning based on Appreciative Inquiry. It led the board, staff leaders, and key stakeholder to identify their successes as a basis for bold new initiatives and directions for the future. They were able to develop action teams to drive results.

C Served as project manager for a highly regulated, enterprise-wide manufacturing computer hardware, software and process solution to meet Y2K and strategic objectives. We led teams to develop and implement hardware installation, data conversion, employee training, internal and external communication, operational transitions, and regulatory compliance.