

Producing Desired Results Through Change helps individual leaders and managers to prepare to excel through and improve from change. This quarterly publication of Lawton Associates offers practical solutions to current workplace problems, discusses new approaches and innovative best practices in all areas of change management, and prompts readers to consider new models or ways of thinking and performing.

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PO Box 3816 Mooresville, NC 28117. Reader comments and suggestions are welcome.*

PRODUCING DESIRED RESULTS THROUGH CHANGE

LAWTON ASSOCIATES

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B u i l d i n g C o l l a b o r a t i v e PARTNERSHIPS

Everywhere you look there are more and more examples of individuals and businesses forming new alliances, partnerships and collaborations. Airlines sharing gates at business airports, governments working together to fight terrorism, and service providers working together to meet customer needs are just a few of such collaborations.

Collaboration is the opposite of competition and it is more than just being cooperative. The benefits of collaboration include creative thinking, cost reduction, reduced tension and stress, long-term relationship building, and much higher levels of commitment than we do with persuasion or assertion of authority.

In their 1996 book, *Win-Win Partnership: Be on the Leading Edge with Synergistic Coaching*, authors Stowell and Starcevich describe 12 core values that support collaboration:

VALUES ABOUT YOURSELF—I am:

- Secure
- An Optimist
- A Teacher
- Just

VALUES ABOUT OTHERS—You are:

- Valuable
- Principled

- Trustworthy
- Safe

VALUES ABOUT US—We are:

- Allies
- Vulnerable
- Learners
- Reliable

With these core values in place, the authors suggest that a pathway to collaboration can be forged. This pathway involves reciprocal trust and respect; discovery and understanding first and action second; advocacy in a way that invites inquiry and testing; generation of options and possibilities; understanding and goals—not defending positions; and, attacking problems and opportunities—not each other.

While communication, coordination, and cooperation are critical to thriving in the world today, collaboration is the key to

future success. Collaboration requires a purposeful starting point. It requires a problem or clear potential and a strong desire to address it—a desire to change. As Michael Schrage states in his book, *Shared Minds*, collaboration requires a defined challenge, two or more people with a desire to collaborate, an environment that is permissive and accepting of collaborative work, time to succeed (and overcome the certainty of challenges), and the ability to reap the benefits of the collaborate effort.

What are you doing to form collaborative partnerships? What are your core values? What are the core values of those with whom you work? Do they foster collaboration? Does everyone involved share the core values that support collaboration? What will you do to promote collaborative relationships?

RECENTLY PUBLISHED ARTICLES BY LAWTON ASSOCIATES

We are always looking for ways to help others through articles in various publications. Here are a few examples of articles by John Bennett that were recently published:

“Synergize Your Coaching Practice,” *Coaching World*, International Coach Federation, March 2002.

“Synergize Your Writing and Speaking Career,” *Independent Publisher*, January 2002.

“Re-Learning to Learn: Facing the Challenge of Change,” *People on Projects*, Center for Business Practices, September 2001.

“Change Happens,” *HR Magazine*, Society for Human Resources, September 2001.

“The Next Professional Wave: Consultant/Coach,” *Consulting to Management*, September 2001.

Bennett Joins Editorial Staff of C2M

John Bennett, Lawton Associates President recently joined the editorial team of Consulting to Management's *C2M*. As an editor, John's prime focus will be on two aspects of consulting, namely consulting to non-profits, a subject dear to the hearts of many, and that newly acknowledged role of the consultant as executive coach. *C2M* is the only profes-

sional development magazine serving consulting professionals worldwide. *C2M's* mission is to develop, collect, and publish the growing body of knowledge within the consulting field both as a profession and as a business. *C2M* is published quarterly in both print and electronic format. For more information about *C2M* visit www.C2M.com.

12 Ways to Adapt to Change

- Identify the reason for the change.
- Avoid creating or accepting rumors as fact.
- Seek to understand the change and its full impacts (positive and negative).
- Determine what you have control over and what you have control over.
- Use your support system and network
- Recognize the emotional responses to change.
- Be patient.
- Use healthy diversions such as exercise, time with family/friends, entertainment, meditation.
- Determine if it is possible to accept the change, if not develop a plan to move out or move on.
- Develop a personal plan of action to assist you adapt.
- Continuously look for opportunity to develop you ability and willingness to adapt.
- Celebrate your ability to adapt.

OUR CHANGING WORLD

“An estimated 28.8 million Americans—one-fifth of the adult working population—worked from home, on the road, at a telework center or at a satellite office at least one day a week in 2001, up 17 percent from 2000. ... Of the telecommuters who work at home, 72 percent feel they are more productive than when they work on site.”—You Can Take it With You, *American Demographics*, February 2002.

A survey by Market Facts' TeleNation reported in the January 2002 issue of “American Demographic” found that 80 percent of Americans identify themselves as “realistic planners,” “those who plan what they can, but don't get carried away. Only 6 percent of adults consider themselves ‘obsessive planners,’ those who plan their day minute by minute. Of adults, 47 percent use a day planner or organizer; 42 percent make “to do” lists, and 16 percent use Personal Data Assistants (PDAs). The study found that, on average, Americans plan their lives 16 days in advance.

Average job tenure fell to seven years in 2001 from nine in 1999, according to a study by the outplacement firm Drake Beam Morin and reported in the March 5, 2002 issue of “The Wall Street Journal.”

a Question of JUDGEMENT

The firm of Sandler O'Neill, was one of the hardest hit firms during the attack on The World Trade Center. Losses included much of the firm's senior leadership, numerous employees, and, of course, their offices.

According to the Jimmy Dunne, the firm's only surviving founding partner, "Fifteen years from now," he says, "my son will meet the son or daughter of one of our people who did that day, and I will be judged on what that kid tells my son about what Sandler O'Neill did for his family."

How will your actions be judged?

Adapted from *Fortune*, January 21, 2002

Networking Tips

Believe in Yourself and Your Work

Being self-confident and self-assured is essential to networking, even for the most outgoing individuals. Think of yourself as a product or resource bank that others need. Approach networking as a way of investing in others. This investment from your resource bank will grow through your connections. This does require you to know who you are. Believe in your work. Believe in your organization. Believe in yourself. If you don't do these, how can others?

Attend Networking Events

Look for events that will attract the people you want to add to your network. Remember that you are attending the event to meet people more than for the event itself. This may require you to participate in organizations and events that have little interest to you but which attract the people you need to get to know. These events offer rich opportunities to interact with people already in your network. Use networking events to cultivate and enrich existing relationships.

Prepare Yourself

Do research before going to an event. Find out who will be there and get as much

background on them as possible. The more you know the better impression you can make. When attending networking meetings, ask yourself: What is my reason for attending? What are my goals? What is my plan? How will I execute the plan? How successful was I at each step of the plan? What follow-up actions are needed?

Learn from Others

Find a networking mentor from whom you can learn. Pay attention to the people who seem to have connections. Especially pay attention to the people you wish to meet. Ask them to help you develop your network. Ask them to tell you how they network. Ask them to allow you to "shadow network" with them.

Continuously Learn Networking Skills

Identify people for your network who are excellent at networking. Add them to your network and learn from them. What events do they attend? Whom do they know? How do they handle themselves? How do they support others? Work with a professional coach to support you in your networking skill development.

Excerpt from *The Essential Network: Success Through Personal Connections*, Paw Print Press, 2001 by John Bennett.

Recent Client Results

A Conducted a comprehensive assessment of a large-scale sales strategy change that produced observations and recommendations related to reporting structures, human resources/staffing, change management, and the nationwide rollout of the strategy.

B Designed a course about about linking the mission and values of not-for-profit organizations with their financial/budget planning which will become a part of the on-going curriculum offer by a college.

Recommended Reading

★★★★ In his book, *4 Ounces of Heaven: A Search for the Energy of Life*, Thomas Stirr tells a story of hope and courage. He asks fundamental questions about the human condition, and reaffirms our personal responsibility to make a difference to the world around us. For those of us on a journey to understand the meaning and significance, this is a book to read. You will be challenged to explore your focus and actions.

If Stirr's point was to provide some scientific foundation and understanding in the human experience in a manner that will uplift the spirit, feed the soul, expand the mind, and inspire personal action, then "mission accomplished!" To purchase a copy of *4 Ounces of Heaven* go to www.4ouncesofheaven.com.

★★★★ *The Tipping Point: How Little Things Can Make a Big Difference* by Malcolm Gladwell, 2002.

"The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire." The author blends social research, marketing, and examples such as the "rebirth" of Hushpuppies, the decline of crime in New York City, the development of "Blue's Clues," and the ride of Paul Revere. He outlines three rules of epidemics and challenges us to not only observe epidemics and tipping points, but to become leaders of tipping points. A "must read" for those involved in creating and leading change!

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Arbitration FROM A MASTER

Former Secretary of State Cyrus Vance died in January. In the February 11, 2002 issue of *Time*, columnist Strobe Talbott's March 9, 1992 article was quoted. Talbott wrote, "What makes Vance a tough interview makes him a good mediator. Because he has so little interest in getting credit, the contending parties are more likely to trust him...Vance's recipe for arbitration is 'Master the facts of the situation; listen exhaustively to both sides; understand the positions; make sure they understand the principles that must dictate a solution; and don't give up.'" This is good advice for problem solving:

- ▶ Master the facts.
- ▶ Listen to all points of view.
- ▶ Understand the perspectives of others.
- ▶ Ensure everyone involves understand the principles that dictate a solution.
- ▶ Be persistent.