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Producing Desired Results THROUGH CHANGE

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THROUGH CHANGE

Overcoming—NOT Being Overcome By—Resistance

by John Bennett

Resistance to changes in technology, focus, or reporting structure is not only common, but natural. Survival in the working world and in personal relationships depends on the ability to quickly determine if the change is a threat to avoid (resist) or an opportunity to embrace.

Frequently, leaders are confronted with obstinate employees, co-workers, and sometimes bosses. Employee turnover occurs when people don't want to get onboard. The average cost of recruiting, hiring, and training new employees are continuing to increase, and the costs of quality production and customer service, likewise, increase with resistance to change. What can we do to reduce the resistance and increase the support for changes?

Explain "why". When confronted with doing the unfamiliar, adults usually believe they have a right to know the reason for such changes. Modern employees want to be partners, not just subservient doers. They seek to understand. When you explain the reasons for the change, you will gain more support.

Involve employees in developing implementation plans. As the Chinese proverb states, "The mark of a good leader is when the people say, after the job is finished, 'We did it ourselves.'"

Be willing to alter plans. More often than not, plans for effecting change require adjustment. Always approach a project with this in mind. Avoid resisting it; embrace the opportunities to improve and let the project emerge. This allows you to open the it up to new possibilities and will allow others to influence the process, as well as the results.

Track and report progress. Good project management requires tracking progress and then sharing the news (both good and bad) with all of those involved. Seeing the status and benchmarks of change will help those working to focus on the mission and to achieve desired results.

Communicate—Internally and Externally. Rarely does anyone say during a period of change... "Wow! I've got too much of the right

information, in the form that meant the most to me... It was delivered at the right time and by the best person in the organization... And, to top it all, my ideas are sincerely being heard and considered..." During times of change, it is crucial to ask often, listen well, and communicate thoroughly. Resistance is a source of evaluation. Never dismiss it outright; look for value in other's perspectives.

Seek to understand where resistance may occur and develop strategies to deal with it. Everyone who has tried to make some change in his or her life has most likely encountered resistance. Not making the change proves there was some factor of resistance. Identify the reason for the resistance and address it. For instance, if you have the desire to sleep rather than go to the health club, you can switch your workout time to the evening. If you've tried to diet but can't, you might try eliminating certain "bad foods". The same is true in the work environment. Identify the cause(s) for resistance, and address the underlying beliefs or values. Modify the initial expectations.

Reward acceptance. When change targets and participants move to a state of acceptance, always acknowledge them and their achievements. Don't take them for granted. Rewarding results is imperative.

Continually remind those affected of the benefits of the change. Knowing the benefits of the "new way" will help see the value in altering relationships, behaviors, and processes from the "old way".

Provide opportunities to learn and grow. Meet the challenges of the future. With change, comes the need to learn new skills and gain confidence. It takes time, patience, direction, support, and coaching to learn the new way of functioning and to adjust to the new relationship.

Allow resisters to exit gracefully. If a person is not able to overcome their resistance to the change, they may decide to remove themselves from the change—check out and leave. There may also be a need to remove them from the team or organization. In either case, insure a graceful departure.

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Book available 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, by John Bennett, was released in May. It is about doing more than just coping...it is about developing the capacity to survive, and then thrive, during turbulent times of change which confront us personally, as well as professionally and as organizations. *Leading the Edge of Change* gives the reader essential knowledge about the nature of and individual and organizational responses to change. John draws from business, government, education and non-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 as well as tools to help build effective change through leadership, teamwork, project and action planning, and the critical element of communication.

According to an article in the March 2000 issue of "Global Technology Business" by Jonathan Zuck, president of the Association for Competitive Technology, "The lack of skilled technology professionals has become a national crisis. Current estimates of unfilled IT jobs hover around 600,000." Proposed solutions vary widely. According to Zuck, "Standing by and watching will create disastrous results. Business will simply export the work and America will lose its global high tech leadership."

"Travel on urban roads increased 32 percent between 1988 and 1998", according to The Road Information Program (TRIP) as reported in the June 2000 issue of "American Demographics".

According to "The Networked Household, IBM Market Study", it took 38 years for the telephone to reach 10 million customers. It only took 7 for the personal computer and 6 for CD-ROM.

Our Changing World

There are eight chapters dealing with:

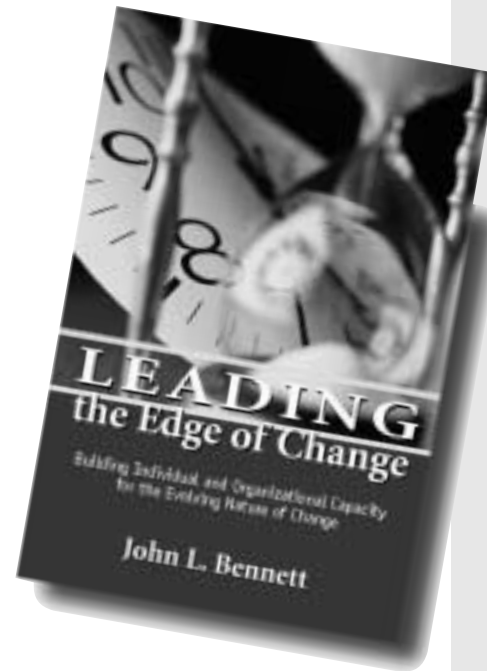
- The Nature of Change
- Our Responses to Change
- Resilience
- Survival of the Fittest
- Leading Change
- Teamwork
- Project and Action Planning
- Communicating Change

More than a how-to book, it gives practical solutions to the everyday and to the unusual, summarizing key elements of the widely used models of change styles to illustrate personal responses to change. By applying the Herrmann Whole Brain Model, the framework for teamwork, leadership and communication is laid. The 10 tools and worksheets featured will help you as an individual, team, or organization prepare for and excel through change.

Through the eyes and experiences of one young employee, this book weaves the personal experience of the central character's growth as a leader of tremendous change into topics covering the nature of change, responses to change, building resilience, leadership, teamwork, project and

action planning, and communication.

To purchase this book, contact your favorite bookstore or Lawton & Associates at a cost of \$11⁹⁵ each plus \$3⁰⁰ shipping. Volume pricing is also available. If requested, autographed copies are available.



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 Facilitated a strategic planning process for a community arts organization using an appreciative approach that capitalized on successes and led to the develop of strategies for future endeavors.

B Conducted a study of a client's strengths and opportunities for improvement as they develop capacities for successful complex changes. With this same client, we have studied the effects of a complex change on operations, and made recommendations for improvement.

C Supported development and monitoring of action plans to create significant organizational growth. Studied internal and external perceptions as well as operations to make recommendations for improvement. We also led the development of a strategic plan using a future-oriented process involving more than 40 internal and stakeholder participants.

New Associate Fuels Resource Growth

We are pleased to introduce to you, a new member of the Lawton & Associates team. Russ Long, MBA and MHA is now working with us to better meet the needs of our clients. He is an expert in organizational development and change initiatives. His career includes leading new business initiatives, developing start-up companies, consulting with a wide range of organizations and managing major division redirection. He has over 20 years experience in business, healthcare, and non-profits, leading start-ups and turn around situations as a CEO, management executive, entrepreneur, consultant, and board member/officer. Client work includes the Central Intelligence Agency, Lutheran Healthcare System, The Charlotte Observer, New York Department of Taxation, The Mid-Atlantic Healthcare Business Coalition. His honors include a national post-graduate Fellowship with the American Hospital Association and Blue Cross/Blue Shield Association. Russ is serving as a consultant and as a coach.

Website Update

In this age of rapid change, we have updated the content and look of our website to more thoroughly reflect our services. You will also find copies of articles that have appeared in this newsletter. Visit www.Lawton-Assoc.com.

Resource Articles & Interviews by John Bennett

"[Success Traits for Change Leaders](#)" in *International Personnel Management Association News*, June 2000

"[Home Alone: The New Work Rules](#)", in the American Society for Training and Development's *Training & Development*, July 2000. Reprints are available through Lawton & Associates.

"[Communicating Change the Right Way with the Right Information!](#)", *Staff Leader*, Aspen Publishing, August 2000

"[Building the Bounce-back for Change](#)", *Best Practices e-Advisor*, Center for Business Development, August 2000

The Brad Easton Show, KPAM-Radio, Portland, OR, August 29, 2000

Suggested Reading

Six Sigma

By Mikel Harry, Ph.D. and Richard Schroeder, *Currency Doubleday, 2000*

This book is a must read if you want to dramatically improve operational performance and quality. It is about the business process that enables organizations to increase profits dramatically by streamlining operations, improving quality, and eliminating defects or mistakes in everything the organization does. Gregory Watson, president of the American Society for Quality, said, this book "...demonstrates how to make theory become practice at companies like Motorola, ABB, AlliedSignal, and GE."

Services Expand to Meet Growing Need

According to a February 21, 2000 article in *Fortune*, "Corporate coaching is one of the stranger wrinkles in management these days—one of the hottest things in human resources, except that it doesn't usually come out of human resource."

Coaching offers a means of supporting complex and turbulent change efforts affecting individuals and organizations. The focus of our coaching services is to help leaders and teams design and implement change. Services are provided on-site, however most coaching is done remotely through telecommunication. For more information about our coaching services or to arrange a free "get acquainted" session, contact us.

Comments? Questions? Ideas?

If you'd like the members of the Lawton & Associates team to comment on a particular challenge you are facing, send a brief letter or simply email us. Letters are subject to editing for length and grammar. All letters must be signed and include the writer's address and telephone number. We cannot acknowledge individual submissions, but will try to print a cross-section of topics.

Engagements

In recent months, Lawton & Associates has traveled helping individuals and organizations prepare for, excel through, and improve from change in the following cities:

Atlanta, GA
Charleston, SC
Charlotte, NC
Clearwater, FL
Columbus, OH
Dallas, TX
Greensboro, NC
Orlando, FL
Scottsdale, AZ
San Francisco, CA
Washington, DC

