

Producing Desired Results

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THROUGH CHANGE

Anticipating Change

by Russell Long

When is the right time for change?

I often talk with leaders who worry about when to initiate changes. They live in the time compression between what was and what is next, an ever-decreasing period between the past and the future. They express concerns about markets that shift suddenly, the unpredictable life of assets, the expansion of worker skills, and the need for speed and flexibility while assuring quality.

I recently found a practical model for anticipating change in this kind of world (*Hope Is Not A Method*, Gordon R. Sullivan and Michael V. Harper, 1996):

• **OBSERVE**

The leader asks these powerful questions...

"What is happening?," "What is not happening?"

• **REFLECT**

The leader asks, *"What can I do to influence the action?"*

• **DECIDE**

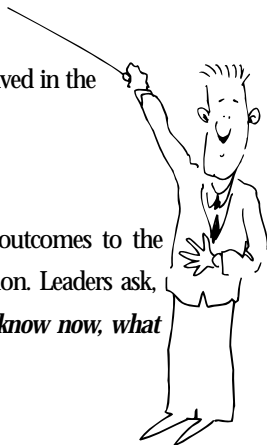
The leader determines key tasks, roles of key people, measurable standards, etc.

• **ACT**

The leader is personally involved in the change.

• **LEARN**

The leader relates decision outcomes to the environment and future action. Leaders ask, *"If we knew then what we know now, what would we do differently?"*



The initial questions in the preceding "Leadership Action Cycle" are critical to the outcome. The nugget lies in "What is not happening?" This powerful question opens the leader's mind to broader options. It assists the leader to see a full range of possibilities beyond immediate activity. Through careful consideration of this question, the leader's choice of ways to influence action is more reflective of wider realities. The leader's intuition is also involved. This question was vital to Steve Jobs and Steve Wozniak who concluded that IBM and others had failed to understand the power of computers in the hands of people. Their Apple revolutionized the personal computer industry.

Transformational change requires leadership that is hands-on, directing action and building the confidence of employees. Leading change means that the current work must be done along with preparing for the new ways of tomorrow - doing two jobs at the same time. It also requires being away from your desk and in the organizational processes to know what is happening.

At the end of the day, the successful leader is personally involved in making decisions, working with the leadership team and accepting responsibility. By linking the "learning" phase of change to the "observation" phase, the "Leadership Action Cycle" enables the leader to anticipate course corrections and paradigm shifts. The leader then is about the vital work of creating the future.

Russell Long is president of Change Innovations, LLC, an organizational development consulting firm working with organizations and leaders to achieve their preferred future through change. He is a certified consultant and business coach who has served in top-level management positions with master's degrees in business and health care administration. His focus is on success in client specific situations. Contact Russ Long and Change Innovations, LLC, at (704) 540-3611 or email (ruslong@mindspring.com).

10 RULES FOR SURVIVING

In a Fall 2000 "Forbes FYT" article Ben Stein wrote about surviving in Hollywood.

It appears that many of the same "rules" can be applied to major life changes such as careers, becoming an entrepreneur and many more. Try these...

Have a clear idea of why you are making the change

Have a goal that is related to your abilities

Have adequate financial resources

Have connections and a network of support

Be polite and respectful to others-you can never know all the connections has

Friends come and go, but enemies accumulate

Stay positive

Be flexible and follow the market

If you truly don't like where your goals are taking you, don't go there

Retain (or develop) humility and gratitude

In a survey conducted by the American Society for Training and Development the top 5 skills that will be most important to managers in 2010 are:

5. Managing change
4. Processing and synthesizing information rapidly
3. Executing a global mindset
2. Managing a virtual team
1. The ability to learn, unlearn, and relearn.

According to Corporate University Exchange, the overall share of classroom training will decline to 60% by 2003 while the amount of e-learning will increase from 20% in 1999 to 40% in 2003.

Our Changing World

National Talk Radio Show

In September, Lawton & Associates president John Bennett launched a national talk radio show focused on personal and organizational transitions, change, and transformations. The show aired live on KFNX AM 1100 in Phoenix and WALE AM 660 in Providence/Boston as well as through the Internet. Guests included:

KATHLEEN GAGE, vice president of the Murdock Group on Career Transitions

JAN AUSTIN, director of corporate business coaching programs for Corporate Coach University on *The Entitled Worker and Coaching as a Resource for Enhanced Performance*.

RON LIEBER, author of *Upstart Start-Ups!* and writer for Fast Company Magazine about Perma-Temps and Young Entrepreneurs.

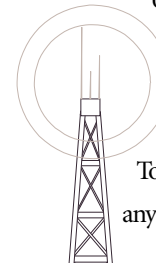
PEGGY ORENSTEIN, author of *Flux on Women in the Workplace*.

LENORA BILLINGS-HARRIS, author of *Diversity Advantage on Diversity*.

DAVID ALLEN, author and expert on personal productivity and author of *Getting Things Done*.

JEAN ERIKSON WALKER, author of *The Age of Advantage: Making the Most of Your Midlife Career Transition*.

T. SCOTT GROSS, author of *Borrowed Dreams*.



To get an audio tape (\$10.00) of any show, please contact us.

Assessments Aid Growth, Development and Performance

Recently added to the Lawton & Associates "tool kit" is the ability to administer the Myers Briggs Type Indicator (MBTI); DISC; Discovery 360 Feedback; and, Personal Interests, Attitudes and Values (PIAV) instruments. These are in addition to other assessments such as the Herrmann Brain Dominance Instrument

(HBDI) and the Change Style Indicator (CSI). For more information about the use of personal-ity, thinking style and preference indicators in order to improve self-awareness, communication, team effectiveness, and performance, please contact us at (877) 8LAWTON.

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 strategic planning processes for a large not-for-profit organization using a Future

Search approach that involved internal and external stakeholders. The result of two days of work by the group was to develop a vision and strategic priorities for three years.

B Working with an executive management team led a priority setting process that narrowed more than 250 operational priorities to 100 and focused them around 15 initiatives to support six strategic priorities. Additional, the team was able to assign cross-functional teams for each initiative.

Our Clients Speak

Feedback from some of our clients

"Your presentation, 'Conversations that Produce Desired Results,' was constructive and will be beneficial in the performance of our jobs. Your interactive style was very well received and was a great change of pace. The evaluations for your presentation were excellent, with many people indicating they would like to have you back in the future."

By Shari Augustin, Emergency Medicine Residency Coordinators' Forum

John Bennett was selected by AvidLearn as one of their Top 10 Experts. According to Kristie Hullender, Sales and Marketing Coordinator, "Your talents are much appreciated and we truly hope to make the best of them."

"Our early review of participant comments is very positive, both in terms of information received and in the opportunity for substantive discussion. You played a vital role in that combination..."

Roger Campbell, Southeast Regional Chair, American Red Cross

"Really like how John got us involved in his presentation and had us interact. He was very 'in tune' with his audience."

Dr. Meghan Uhrich, Mooresville, NC

"Our employees learned a tremendous amount from your highly interactive and energetic sessions. You were able to help them discover personal and team insights that are already paying off through improved communication, service, and teamwork."

C. Randy Tucker, CEO, Peachtree Centre

In a recent survey of more than 700 participants in workshops conducted by John Bennett, over 70 percent rated the program and his work with the groups as 9 or 10 on a scale of 1-10 (highest).

Praise for *Leading the Edge of Change*

One of the nation's leading book reviewers, The Midwest Book Review, recently wrote that John Bennett's book, *Leading the Edge of Change*, is "invaluable, thought-provoking, 'user friendly' reading for anyone charged with business management responsibilities, *Leading the Edge of Change* weaves personal experience of the central character's growth as a leader of tremendous change."

Coaching Association Board Elections

The International Coach Federation, Charlotte Area Chapter, recently elected its founding Board of Directors. Lawton & Associates team members Russ Long and John Bennett were elected to the Board. The coaching organization is an association of professional business and personal coaches and a member organization of the International Coach Federation (ICF).

Articles by John Bennett

"11 Success Traits of Change Leaders", in *IPMA News* (International Personnel Management Association), June 2000.

"Home Alone: The New Work Rules", in the Charlotte Area Chapter of the American Society for Training and Development's *Insight*, September 21, 2000.

"Change Can Frustrate Board Members—Here's a Way for You to See it Through", *Board and Administrator*, Aspen Publishing, October 2000.

"One of these Factors Generally Motivates a Nonprofit to Change", *Board & Administrator for Board Members*, Aspen Publishing, October 2000.

"Overcoming—Not Being Overcome By—Resistance", *IPMA News* (International Personnel Management Association), October 2000.

We Recommend...

Getting Things Done: The Art of Stress-Free Productivity by David Allen, Viking Press, 2001. The premise of this approach to increased productivity is simple: "our ability to be productive is directly proportional to our ability to relax. Only when our minds are clear and our thoughts are organized can we achieve stress-free productivity." His system teaches how to identify, track, and choose the next action on all our tasks, commitments and projects.

AvidLearn

AvidLearn is an Internet-based company with seminars presented in real time that are completely interactive between the guest speaker and participants. Online polling and interactive slides enhance the content provided by experts in a diversified topic list. With AvidLearn, you can present your topic from a location of your choice—the only requirement is a telephone and a computer with an Internet connection! Find AvidLearn at www.avidlearn.com.

Comments? Questions?

If you'd like the members of our team to comment on a particular challenge you are facing, send a brief letter or simply email us. Letters and email are subject to editing for length and grammar. All correspondence 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 (or upcoming) months, Lawton & Associates has helped individuals and organizations prepare for, excel through, and improve from change, in the following cities:

Atlanta, GA
Greensboro, NC
Houston, TX
Las Vegas, NV
Orlando, FL
Scottsdale, AZ
Washington, DC
Saint Simon Island, GA

