

Advice and
tools you need
to deliver results!

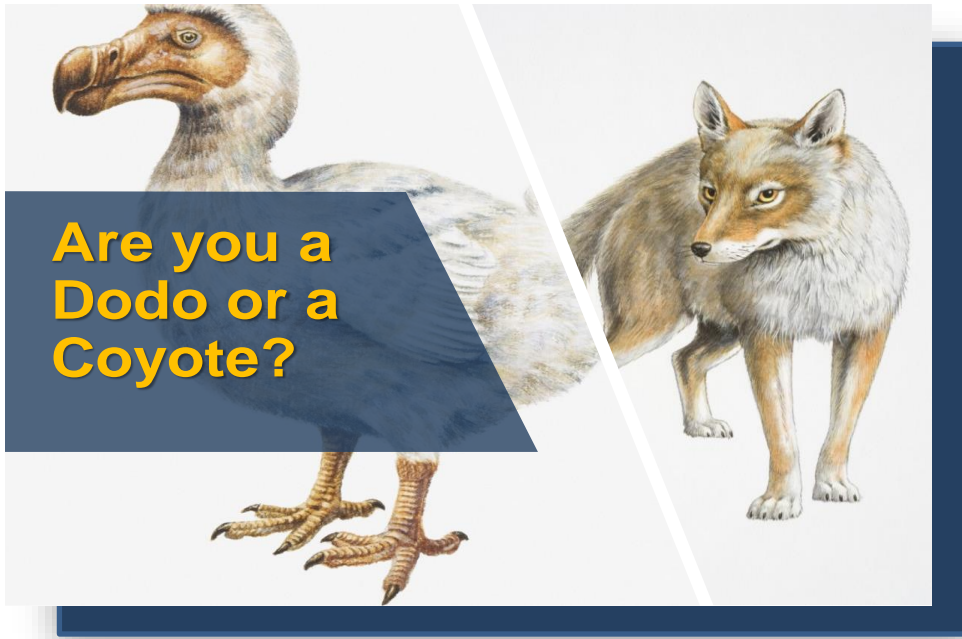
Results Rule!®

with Randy Pennington

Make Change Work®
Pack

randy@penningtongroup.com
www.penningtongroup.com





**Are you a
Dodo or a
Coyote?**

**The future belongs to the coyotes.
The dodos are extinct.**

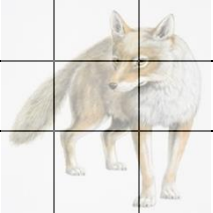
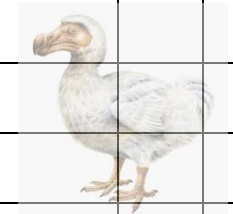
**So, which one is your team or
organization?**

**We have condensed the characteristics of these two animals into a ten-question assessment.
This isn't scientific, but your responses will give you a glimpse of where you are and where
you need to improve.**

Here is the rating scale:

- 1. This is never how we operate**
- 2. This is how we operate and what we do occasionally or some of the time**
- 3. This is how we operate and what we do about half of the time**
- 4. This is how we operate and what we do most of the time**
- 5. This is how we operate and what we do all of the time**

	1	2	3	4	5
1. We view our environment as constantly evolving and sometimes unpredictable – there is a keen sense of danger and/or opportunity					
2. We never allow a sense of comfort or complacency to prevent us from change					
3. We move quickly and with a sense of urgency in pursuit of our goal once we decide to go					
4. We have a strong sense of ownership. What is ours is ours and others aren't going to take it					
5. We readily collaborate—even with competitors—if it will help us succeed					
6. We meet problems head on with ideas to resolve them – we don't give up; we are resilient					
7. We are suspicious and secretive when it serves us – we don't hide from each other, but we know how to avoid or minimize predators that can harm us					
8. We know and can readily recognize our predators and our friends					
9. We take care of our teams to ensure that they have everything they need to thrive and increase our mutual success					
10. We are versatile and willing to try new things or develop new skills					



Scoring:

How close are you to becoming the nimble, adaptive, opportunistic problem-solver that you need to be in order to make change work? This scale will give you an idea.

- 10 – 15: You are a first-class Dodo. I wish there was another way of saying it, but your organization or team needs help now.
- 16 – 25: You are a Dodo in the making. There is still time to turn it around, but it is going to take some work.
- 26 – 35: You aren't beyond hope, but you can't wait around forever to start changing.
- 36 – 44: You are well on your way to adopting the traits of the coyote. Your challenge is to keep learning and growing.
- 45 – 50: You are a well-positioned to make change work in today's complex and unpredictable environment. Congratulations!



What's Next?

The next step is up to you. The strategies and ideas in Randy Pennington's book, *Make Change Work*, will put you on the path to staying nimble and relevant in the face of constant change and uncertainty.

Pennington Performance Group
4004 Winter Park Rd.
Addison, TX 75001
800-779-5295 (U.S.)
info@penningtongroup.com

You can send your specific question to Randy. It may take a day or two but he will reply to you. Or, contact us to arrange a discussion about how Randy can help your team and organization make change work.

Make Change Work

Effective communication is a critical component in any successful change. Done well, it creates understanding and support. Done poorly, it generates mistrust and resistance.

The following questions will help you identify the issues you must consider in planning your change communication.



- What performance, behavior, or thinking are we trying to change? Why are we trying to change it? Be as specific as possible.
- Why are we communicating? (provide information, change performance, etc.)
- What individuals or groups are stakeholders in this change? The employees and managers involved are obvious, but don't forget other internal groups, bargaining units, vendors, and even customers or the general public.
- What communication or information has been provided so far? Are we starting with a clean slate or dealing with existing information and perception?
- How will the change be positioned—big deal, gradual change, continuing movement toward excellence?
- What issues must be communicated to ensure understanding and support for the change? Are there strategic advantages we want to create? Is this a crisis that must be resolved or avoided?
- Why should the stakeholders involved care about the success or failure of this change? What will it mean for them? What are we expecting to be different as a result of the change? Why does that matter? What messages do people need to hear to make the communication meaningful?
- What should be the timing, frequency and method of communication for each stakeholder? Who is responsible for each component of the communication process? Who is the best person/group to take the lead at each step of the communication process?
- What communication tools should we utilize to make sure the message is heard? Video, written, face-to-face, etc.)
- Should we conduct formal education and training sessions to ensure that the stakeholders involved have the information and tools they need to make the change work? Who will conduct the sessions? What materials should be provided? What medium should be used (face-to-face, web based, video based)?

Questions to Plan Your Communication

Make Change Work

- Do we need to provide additional or ongoing information resources to ensure that the change is reinforced and continued? (articles to read, ongoing training, individual to contact, on-line resources)
- How will progress and results be determined and communicated so that everyone knows that the desired change is working?
- What resources are needed to help supervisors and managers communicate the change to their individual team? (scripts, video, visuals, etc.)
- Do we need to maintain communication and training of new employees, supervisors, managers, leaders, and other stakeholders to ensure that the purpose of the change is not lost over time?



Remember:

If you're stuck, you can reach out to schedule a one-hour coaching call with Randy or discuss having him work with your team either in person or virtually.

Contact:

info@penningtongroup.com or 800-779-5295



Idea **Killer** Phrases

The words we use when presented with a new idea can reinforce positive change and innovation, or it can stop them in their tracks.

Here are twenty-five phrases that kill new ideas.

- We've never done it that way before.
- We tried that once years ago, and it didn't work.
- There is no money in the budget.
- They would never let us do/try that!
- Do you know how much work that would take?
- That might have worked there, but it won't work here.
- They (managers, employees, unions) will never agree to it.
- I don't think we're ready for that much change.
- Do you know how much that would cost?
- Who is going to do it?
- We have too much on our plate to start something new now.
- The cynics will have a field day with this one.
- Everything is working fine. Why change now?
- Where is the time going to come from to implement this?
- That's just not who we are.
- We could never get the people and resources to make that happen.
- Do you know how much money we could lose if this doesn't work?
- What were you thinking?
- Are you trying to get fired?
- You will offend the _____ (pick a group).
- That sounds too complicated to explain.
- We'll put that on the list for the future.
- I guess someone doesn't have enough work to keep them busy.
- That's above your/my pay grade.
- You can suggest it if you want, but I wouldn't want to see management's response



Idea Promoter Phrases

The words we use when presented with a new idea can reinforce positive change and innovation, or it can stop them in their tracks. There will be plenty of time to consider all of the implementation challenges. Your initial goal is to encourage rather than discourage.

Here are twenty-five phrases that promote new ideas and involvement in positive change.

- That's a great idea!
- I like where you are headed with this.
- How can I help you move this forward?
- Would you like some help to flesh this out?
- What do you need to get this ready to present?
- If it worked there, we can do it better.
- I'm sure we can get their buy in.
- That is exactly the kind of thinking we need.
- Let's don't give up on this idea just yet.
- I understand that there are challenges, but let's see if we can work through them together.
- Let's set a time to talk about this in detail (and do it).
- We can always find a way to do things better.
- Thank you!

- That just might work!
- I appreciate you working on/thinking about this.
- This could be a big win for everyone!
- What do you see as the next steps?
- Sure, there are risks, but let's focus on the rewards of getting this right.
- This is the kind of idea that will help us stay relevant.
- Great job!
- I can see that you have given this a lot of thought.
- I like it!
- I'm sure we can find some extra time to work on this.
- Why don't you run with that idea and keep me posted on your progress?
- I don't see why it couldn't work or be adapted for our operation.



Seven Types of Change Resistance

Type of Resistance

Know-it-all

Tries to impress with their knowledge and/or impose their will on the leader and group

Argumentative

Enjoys arguing over trivial details

Bad Attitude

Resents your position and thinks you are telling them how to do their job

Leader's Response

- Encourage others to comment on individual's remarks.
- In a group situation, ask others to either validate or repudiate their statements. Pull the person aside, provide feedback, and ask for their help in involving others.
- In a private situation, ask questions to determine his/her level of expertise and then engage them to help with the change as appropriate.
- Keep cool and make sure the participants do so as well.
- Re-focus the discussion on the broader goal and offer to take the conversation off-line to discuss his/her concerns.
- Use questions to draw out the individual's true feelings and then get the opinion of the majority.
- In a private situation, listen and then provide feedback about the behaviors that are creating the perception of being argumentative.
- Convince the individual that his/her experience is valuable to others.
- Ask him/her to share ideas about how to make the change work.
- In private, provide feedback about behavior that is creating the perception of a bad attitude. The individual may not know how they are being perceived.

Seven Types of **Change Resistance**

Shy Clam

Does not participate or speak up – passive aggressive

- Call on him/her by name to give an opinion. You want to determine if the individual is shy or being passive aggressive in their resistance.
- Ask a question that is likely to be answered well and then praise the individual.
- Provide a specific assignment related to the change if appropriate.

Skeptic

Finds reasons why every idea cannot be successfully implemented

- Acknowledge that there are always challenges in implementing any change.
- Ask the individual's ideas on how to overcome the obstacles he/she presents.
- Establish a guiding principle that every barrier must be accompanied by a potential solution.

Grudge Carrier

Hangs on to something in the past that didn't go their way

- Avoid discussion about their pet peeve.
- Explain the appropriate place for addressing their issue if it is not relevant to the discussion.
- In a group setting, refer the individual's issue to a Parking Lot to be addressed at a later time.

Group Favorite

Is wrong, but others in the group will not correct out of respect

- Avoid direct criticism, sarcasm, and ridicule.
- Try to discuss issues without referring to the individual specifically.
- Talk with him/her privately about specific situations.



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