Evidence of Commitment

- Investing in resources to ensure the desired outcome
- Pursuing the goal consistently, even when under stress and with the passage of time
- Rejecting ideas or action plans that offer short-term benefits but are inconsistent with the overall strategy for ultimate goal achievement.
- Standing fast in the face of adversity, remaining determined and persistent in their quest for the desired goal
- Applying creativity, ingenuity, and resourcefulness to resolving problems or issues that would otherwise block their goal

The Do's of Ongoing Turbulence

- Be honest - more, not less turmoil lies ahead
- Extended periods of calm are distress signals
- Things that appear stable are really composed of rhythms or fluctuating waves of movement that form predictable patterns
- Pay more attention to how you lean than to what you learn
- Be concerned with whether people can successfully assimilate additional changes when new initiatives are being considered.
- Reminder: Everyone’s job is to succeed in unfamiliar environments

The Do’s of Ongoing Turbulence (2)

- Increase your tolerance for ambiguity during periods of uncertainty
- View some of today’s disruptions as the bases for tomorrow’s new possibilities
- Operate as if anything that looks like “the answer” is more expensive and less durable than is apparent
- Think about many contradictions as paradoxes
- Recognize when to slow down (and do things right the first time) in order to move faster through change
- Translate “either/or” choices into “both/and” thinking

The Do’s of Ongoing Turbulence (3)

- Experiment with everything you can, but remember to maintain the core values of who you are so you will have an internal reference point for making key decisions.
- Take some of the mystery out of change by learning to understand its patterns and dynamics.
- Learn from your previous attempts at implementing change, and incorporate these lessons into new behaviors when facing major transitions.
- Start taking responsibility for architecting the future.

The "Don’ts" of Ongoing Turbulence

- Stop waiting for things to slow down
- Stop thinking that your organization is just one change project away from tranquillity
- Stop feeling sorry for yourself because life has become so challenging
- Stop feeling like a victim when you don’t get what you want
- Stop assuming stress is always bad; a certain amount is necessary for learning

Stop thinking that people are entitled to always feel comfortable during change, or that your organization has failed if this doesn’t happen.

Stop being distrustful or resentful when your boss doesn’t have all the answers about the future.

Stop depending more on rhetoric and hype than on action to achieve your change goals.

Stop being enamored with your own achievements—complacency and arrogance inhibit your ability to develop new expectations.
The “Don’ts” of Ongoing Turbulence (3)

- Stop being drawn to the excitement of initiating change but bored or distracted with what it takes to sustain it.
- Stop relying on your own knowledge, assumptions, and perceptions as the only valid bases for determining what to do next.
- Stop thinking that any one person or any single group can resolve the really important issues in isolation.
- Stop running from the unexpected—instead, move closer to identify what new dangers are to be avoided and what new opportunities can be expected.

Stop thinking only in terms of your own survival during change--it will invariably destroy the people and things around you and ultimately lead to your own self-destruction.

Stop being afraid of abandoning things that have worked for you in the past.

Stop being surprised at life’s surprises.