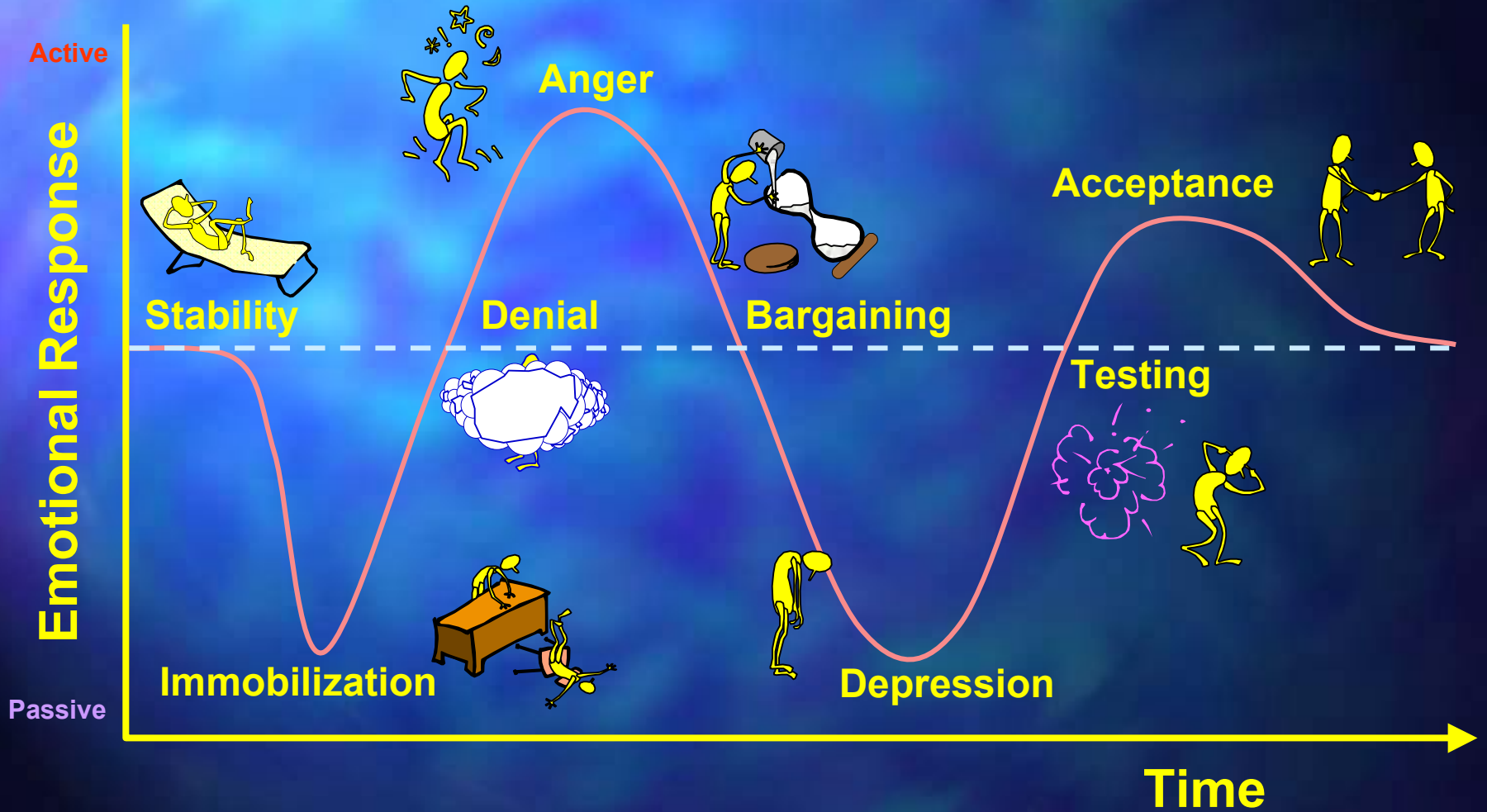


Response To Change



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

Daryl Conner, *Leading at the Edge of Chaos*, Wiley, 1998.

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

Daryl Conner, *Leading at the Edge of Chaos*, Wiley, 1998.

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

The "Don'ts" of Ongoing Turbulence (2)

- 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 distrusting 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

The "Don'ts" of Ongoing Turbulence (4)

- 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