Diseases almost always attack people when they are exposed to a change.

*Herodotus, Greek historian (fifth century BCE)*

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**Biology of Change**

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When CHANGE occurs, people have a tendency to identify themselves as victims of their circumstances rather than as architects.
Learned helplessness, or victim and scarcity mentality, creates a feeling of being out of control and increases stress levels markedly. Prolonged feelings of helplessness make the body secrete excessive levels of the hormone cortisol, which interferes with the immune system’s ability to fight off infections and some forms of cancer. It also can deplete the brain’s supply of dopamine, a chemical that helps fight depression.

Knowing what’s in control vs. out of control reverses aging

What is a Quick-Change Artist?

There are two primary choices in life: to accept conditions as they exist, or accept the responsibility for changing them.

Denis Waitley
Doug Henning’s Metamorphosis

Change Management

- What is it?
- What are the barriers to change?
- How can you help?
- Change strategy
- People are different

- Why do you think the caterpillar does not want to be a butterfly?

Change

- Alteration or variation of any kind.
Change

- Anything not included on our preferred list of expectations.

Change

- Embracing change as an individual
- Embracing change as an organization

Change Perspective

1. Anticipate Change  
   *instead of* reacting to it.
2. Engage Change  
   *instead of* defending against it.
3. Embrace Change  
   *instead of* resisting it.
4. Initiate Change  
   *instead of* enduring it.
Being resistant to change is a hopeless cause.

Changing the way you look at a situation changes the situation.
Change

- Change what you can change and make peace with what you cannot change.

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You must welcome change as the rule but not as your ruler.

Denis Waitley

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Causes of Change

- Competition
- Technology
- Knowledge
- People

We cause change.
If you don’t feel like you are out of control, you are not going fast enough.

Mario Andretti

Change Perspective

- Good things fall apart so better things can fall together.

Experience of Change

1. What made the experience difficult?
2. What was the key to your success in dealing with it?
3. How did you feel after?
Change is the interplay among various forces that are involved in growing something new. Deep change comes only through real growth – through learning and unlearning. 70% of all change initiatives fail due to failure to address the human component of change.

Michael Beer and Nitin Nohria

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Quality of the Change Initiative

Alignment of People = Results

Michael Fischer and Kimberly Clark

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Future Global Skills

1. Able to learn information quickly.
2. Able to synthesize dissimilar information.
3. Fascinated with learning and understanding.
4. Able to master new ways of working quickly.
5. Constantly learning.
6. Comfortable with using advanced communication technologies.
7. Love to experiment with new things.
8. Follow emerging communication technology.
9. Imagine applications of new technology.
10. Able to negotiate difficult and complex relationships.
11. Speak at least two languages.
12. Enjoy learning about different cultures.
14. See challenges as exhilarating and fun.
15. Manage stress and create lots of energy.
Change

- Why is change so uncomfortable?

Why is Change so Difficult?

Physiological change is quick, easy, and natural.

____% of the atoms are replaced over a year.

New skin is generated once a ________.

The stomach lining is new every ____ days.

Why is Change so Difficult?

Physiological change is quick, easy, and natural.

The skeleton changes every __ months.

A new liver is made every __ weeks.

The DNA at the level of the atom changes every __ months.
Change is perceived as negative because of our inability to predict and control it.

Realize that control is what we all seek in our lives, and ambiguity caused by the disruption of expectations is what we all fear and avoid.

When perceived reality does not match expectations, the feeling of control is lost and people must adjust to the changes they were unprepared to face.

Moment of Change

- You
- Unexpected Event
- Choice
Change

The most important one-tenth of a second.

Change

The world’s most powerful impulse… to blame!

Real freedom is the ability to pause between stimulus and response and, in that pause, “choose.”

Viktor E. Frankl
If there is no enemy within, then the enemy without can do you no harm!

African Proverb

Faced with the choice between changing one’s mind and proving that there’s no need to do so—almost everybody gets busy with the proof.

John Galbraith, American economist

I can’t change the world but I can change the world in me.

Bono, U2
Everyone thinks of changing the world, but no one thinks of changing himself.

*Leo Tolstoy*

When we are no longer able to change a situation, we are challenged to change ourselves.

*Viktor E. Frankl*

What are we in absolute control of?

😊😢😄
We don’t get a choice about what hand we are dealt in life. The only choice we have is our attitude about the cards we hold and the finesse with which we play our hand.

*Sylvia Boorstein*

<table>
<thead>
<tr>
<th>Change</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Situation</td>
<td></td>
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<tr>
<td>Interpretation</td>
<td></td>
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<tr>
<td>Response</td>
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</tbody>
</table>

Life can either be accepted or changed. If it is not accepted, it must be changed. If it cannot be changed, then it must be accepted.
### Change

**How do I know if I have any control over an event?**

- Do I have an effective response available?
- Do I have an effective action available?
- Do I have any effective options available?
- Can I initiate a change process?

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### Change

This is not what I want, but it's what I got so …

okay!

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### Mind Management

**Key Questions to get us back in our minds.**

1. Am I uncomfortable because whatever it is that I am facing is not what I expected?
2. Am I in control of the situation or not?
3. Can I respect this situation as a test?
4. What can I do to influence this situation?
5. What is the new reality?
**Mind Management**

Key Questions to get us back in our minds.

6. Can I see this as happening for me and not to me?
7. What must I let go of? Lose?
8. Do I understand that the longer I take to realign to the new reality, the longer I stay “out of my mind” and accumulate stress and age.
9. Is this worth aging over?
10. What do I need to think and do right now to accomplish swift alignment?

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**Serenity Prayer**

God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.

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**CHANGE**

*The Organization/Team Negotiating Change*
There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

The Prince, 1532
Niccolò Machiavelli

“No major software implementation is really about software. It’s about change management... When you move to SAP, you are changing the way people work... You are challenging principles, their beliefs and the way they have done things for many years.”

A Nestle executive in an interview with CIO magazine.

“Nothing stops an organization faster than people who believe that the way they work yesterday is the best way to work tomorrow. To succeed, not only do people have to change the way they act, they’ve got to change the way they think about the past.”

Jumping the Curve
Jon C. Madonna, CEO of KPMG

Phases of Change

Oliver Recklies
Moving Beyond the Natural Resistance to Change

1. Expect resistance
2. Remember the “20-50-30” rule.
3. Get resistance out into the open
4. Choose opening moves carefully
5. Explain the rationale for change
6. Provide a clear aiming point
7. Promise problems
8. Beware of bureaucracy
9. Wear your commitment
10. Take care of the “me” issues
11. Alter the reward system to support change
12. Seek opportunities to involve your people
13. Over-communicate
14. Make sure people have the know-how needed
15. Track behavior and measure the results
16. Outrun the resisters

Take Care of “Me” Issues

- People want to know how it will affect “me.”
- The toughest thing to deal with is not knowing.
- Lack of adequate communication results in rumors and an increased number of resisters.
- People instinctively start to resist change when they can’t draw a bead on what’s about to happen to them.
- Initial reactions are fear, denial, shock, resentment, stress, cynicism over the latest flavor-of-the-month program, negative prior experience of a similar project, etc.

“There is nothing I’m afraid of like scared people.”

Robert Frost

Signs of Grieving

- Why should we upset ourselves about what is beyond our control and age in the process?
Change - Signs of Grieving

- **Anger:** grumbling to rage, misdirected, undirected
- **Bargaining:** unrealistic attempts to get out of the situation, making big promises if you’ll just undo the change
- **Anxiety:** a realistic fear of an unknown (Anxiety is natural.)
- **Sadness:** anywhere from silence to tears—the heart of the grieving process (Let people say what they are feeling: don’t reassure them with unrealistic suggestions of hope.)
- **Disorientation:** confusion and forgetfulness, feelings of being lost and insecure (Give them extra attention; allow them to get things off their chest.)
- **Depression:** feelings of being down, dead, flat, hopeless, being tired all the time (Help them go through it not around it. Give them any sense of control over their situation.)

Resistance Guidelines

- Always make it safe and easy for people to open up.
- Operate from the premise that people resist for what they consider good reasons. Evaluate the legitimacy; understand their reasons.
- Get beyond superficial answers to the true issues. Find the root cause—Ask the 5 Whys.
- Try to understand their position; most resist for good reasons.
- Listen to them, they may really be an ally and prevent you from doing something stupid.
- Treating resisters with respect and dignity may alone keep resistance from escalating.
- Discounting the resistance gives them the feeling they must fight. Disallowing it will drive it underground.

Provide a Clear Aiming Point

- Create well-defined and understandable goals.
- Provide a clear map, a picture of the future that is clear and not fuzzy.
- The aiming point should be desirable for the business and people. It needs a good marketing campaign.
- Change needs to be purposeful for people to commit.
- Change should be a bridge to the Vision.

“If you don’t know where you are going, you might wind up someplace else.”

Yogi Berra
If you are going to make a change, you are going to have to change the way you speak to others.

Resistance is rooted in lack of understanding.
Provide vision, objectivity, and perspective.
Share the logic that is driving the change.
The change should tie to business, departmental, and personal objectives.
Don’t expect everyone to “get it” if you explain it only once or twice.

I am angry and upset over this recent change. I will resist it! I may even sabotage it!
I think management makes changes just for the sake of change.
When difficulties occur from changes, I see it as a proof that these changes are bad.
I think that supervisors and managers enjoy withholding information from us.

I will realign to the change we are facing. I will do my best to adjust.
I believe that management creates change, which is directed toward a goal, which represents a more desirable outcome than we have now.
I realize problems are a natural side effect of change.
Managers don’t always have the right answers as the process unfolds because change is a discovery process.
| Management keeps changing its direction. It seems lost. | I understand that management needs to be creative and improvise as they go. Course corrections are smart. |
| I assume that managers and supervisors don’t really care about their direct reports. | I agree that being a manager or supervisor is not easy. They must make unpopular decisions, that won’t please everyone. |
| I can’t make a difference anyway from my position. | I will make a difference one way or another. I’ve decided to make a positive difference. |

| I didn’t create this plan anyway, so let the managers and supervisors complete it. | I realize that a plan has been put in place and now it’s everyone’s job to make it work. I will quit resisting and do my part. If I get a paycheck, it is my plan, too. |
| I believe that management doesn’t know what it’s doing. | I agree that there’s no such thing as a mistake-free project, especially a change project. If I am tolerant of management’s mistakes, they will be tolerant of mine. |
| I feel that change is not necessary. It will go away in time. | I understand that change is here to stay. I believe that change can help us create a better future. |

| People will “test the limits” looking to find their own proof of how serious you are about the change. |  |
| Once you have settled on a course of action, you must be obvious, passionate, and determined to follow through. |  |
| EFFECT (to bring about or execute) not just AFFECT (to influence). |  |
Seek Opportunities to Involve People

- Change is more likely to be accepted if people don’t think it is being forced upon them without representation.
- Look for opportunities to involve people, for them to have a role.
- However, “Change by Committee” gets clumsy. You don’t want to set the false expectation that all must agree or all must have input before the change will occur.
- The good news is that if people see representative involvement and are given proper communication, they are more likely to feel as though their concerns will be addressed.

20-50-30 Rule

- Generally time is best spent trying to woo the fence sitters, BUT you must manage the Resisters.
- Never presume you must have buy-in from everyone before moving forward. For some, buy-in will only come later (if at all) after the results are in which prove the change was both appropriate and successful.

Over Communicate

The more unpleasant the message, the more effort should go into its communication.

*Failure to communicate will fuel the rumor mill.*

- Multiple modes of communication
- Multiple types of communication
- Frequent and consistent messages
- Listen, provide a means to have a two-way street
- A direct correlation between quality of communication and resistance
Outrun the Resisters

- In today’s business, slow change doesn’t have a very high success rate. There are far more failures from going too slowly than from exceeding some imaginary speed limit.
- Resisters rely on a strategy of delay. They hate the idea of “fast.” They hope that “slow” turns into “stop.”
- Even after the decision has been made, they want to sit down, talk things over, weigh risks again and again, consider other options, ruminate over what might possibly go wrong, and deliberate value.

“It gets late early out there.”
Yogi Berra

Any change, even a change for the better, is always accompanied by drawbacks and discomforts.

Arnold Bennett

Sometimes we are forced into directions we ought to have found for ourselves.

Lionel Bloch, Main in Manhattan
If we see something that needs to be changed, for example a social injustice, should we just accept what is or should we change it?

Father Pelaez
Pelaez Jorge Humberto Piedrahita
Rector Pontificia Universidad Javeriana
Cali, Colombia
You’ll go
Flexible
Adaptable
Resilient
in the 21st century
if you…

STEP 1
Let go of
something
(an ending).

STEP 2
Enter the Neutral Zone (NZ),
a no-man’s-land (emotional
wilderness).

STEP 3
Create a new beginning.

ABOUT THE NZ
- You cannot rush through it.
- Don’t try to escape it.
- It’s the best time for
developing, creating, and
renewing.
- It’s both a dangerous and
an opportune place.

POTENTIAL PROBLEMS
- We try to stay with the
beginning and pay
attention to endings.
- We don’t acknowledge
the NZ.
Steps to Manage the Neutral Zone - Transition

1. Introduce the change as an integrated package – not piecemeal. Put all the cards on the table.
2. Make system change to support the major change.
3. Identify who’s losing what.
4. Expect signs of grieving and overreaction.
5. Compensate people for losses where you can.
6. Establish a transition monitoring team.
7. Communicate! Communicate! Communicate!

Unmanaged Neutral Zone

- Guilt: For demoting, transferring, firing, workers survived others did not
- Resentment: Feeling that transition causes: sabotage and resistance follow
- Anxiety: Reduces energy, lowers motivation, unwilling to try new things
- Self-absorption: Loose caring for co-workers and customers
- Stress: Increase of illness and accidents

Change: New Beginnings

- Purpose
- Picture
- Plan
- Part to play
The 8 Stage Process of Creating Major Change

1. Establishing a sense of urgency.
2. Creating the guiding coalition.
3. Developing a vision and strategy.
4. Communicating the change vision.
5. Empowering broad-based action.
7. Consolidating gains and producing more change.
8. Anchoring new approaches in the culture.


Common Errors

- Allowing too much complacency.
- Failing to create a sufficiently powerful guiding coalition.
- Underestimating the power of vision.
- Under-communicating the vision by a factor of 10.
- Permitting obstacles to block the new vision.
- Failing to create short-term wins.
- Declaring victory too soon.
- Neglecting to anchor changes firmly in the corporate culture.

Consequences

- New strategies aren’t implemented well.
- Acquisitions don’t achieve expected synergies.
- Reengineering takes too long and costs too much.
- Downsizing doesn’t get costs under control.
- Quality programs don’t deliver hoped-for results.
- A new manager is unsuccessful and is demoted.
The only real security that a [person] will have in this world is a reserve of knowledge, experience and ability.

Henry Ford, carmaker

We Have a Choice

Disabling
1. It’s someone else’s problem.
   Blame.
2. Hold on
3. Resist
5. Argue with and complain about the situation facing me.
6. Accept what is possible for me to change.

Enabling
1. Take responsibility.
2. Let go
3. Realign
4. Adapt
5. Agree to life; Accept what is.
6. Cause change to occur.

Recommendations for Negotiating Change

1. Stay Rested! When we are tired we can’t handle change as well.
2. Exercise Regularly! By keeping the body flexible and adaptable we don’t feel the pressure as much.
3. Begin a science based meditation technique like Transcendental Meditation. It keeps the mind/body flexible, adaptable and resilient by releasing accumulated stress and developing the whole brain function.
4. Utilize Talent Plus’s structured assessments and interviews to identify, select, develop and retain the best associates. The right person for the right job is crucial for world-class performance. http://www.talentplus.com
5. Support upper management: Change is a discovery process.
6. Keep your sense of humor. Stay positive!
7. Be socially responsible! Support positive change in your community.
The TM Technique

A nonreligious practice that involves sitting comfortably with eyes closed for 20 minutes, twice daily, while using a silent sound to attain a profound state of relaxation and coherent brain function.

Techniques to Enliven the CEO

Transcendental Meditation (TM) is a simple, natural, effortless technique for enlivening the CEO in the brain.

Creativity and the Mind-Body Connection

- The conditions of emotional stress, such as anger, frustration and fear, impede our creativity.
- Stress causes the lower brain centers to interfere with the operation of the higher brain.
- A large proportion of the blood is automatically routed away from the brain to the skeletal muscles to prepare the body for the "emergency state" of fight or flight.
- This inhibits the verbal, problem-solving, creative parts of the brain. They almost completely shut down.
EEG coherence increases between and within the cerebral hemispheres during Transcendental Meditation. EEG coherence is a quantitative index of the degree of long-range spatial ordering of the brain waves. The chart on the left shows that, for a 2-week meditator, EEG coherence increased during the period of meditation. The chart on the right, of a 2-year meditator, shows high levels of coherence even before meditation began, spreading of coherence to high and lower frequencies about half way through the meditation period, and continuing high coherence even into the eyes-opened period after meditation.

Greater Orderliness of Brain Functioning

Development of Intelligence

Students at Maharishi University of Management in Fairfield, Iowa, who regularly practiced Transcendental Meditation, increased significantly in intelligence over a 2-year period, compared to control subjects in three other Iowa universities. This finding corroborates the results of two other studies showing increased IQ in Maharishi University of Management students.

Increased Creativity

This study used the Torrance Tests of Creative Thinking to measure figural and verbal creativity in a control group and in a group that subsequently learned the Transcendental Meditation technique. On the posttest 5 months later, the Transcendental Meditation group scored significantly higher on figural originality and flexibility and on verbal fluency.
A meta-analysis, the preferred scientific procedure for drawing definitive conclusions from large bodies of research, found Transcendental Meditation produced a significant increase in basal skin resistance compared to eyes-closed rest, indicating profound relaxation. Deep rest and relaxation were also indicated by greater decreases in respiration rates and plasma lactate levels compared to ordinary rest. These physiological changes occur spontaneously as the mind effortlessly settles to the state of restful alertness, pure consciousness.


**Physiological Indicators of Deep Rest**

![Graph showing physiological indicators of deep rest](image)

**Effectiveness in Reducing Trait Anxiety**

![Bar graph showing effectiveness in reducing trait anxiety](image)

If meditation were a machine, every CEO in America would buy one!

*Megatrends 2010: The Rise of Conscious Capitalism*  
Patricia Aburdene
If Transcendental Meditation were a drug, conferring so many benefits, with few, if any, side effects, it would be a billion-dollar blockbuster.

*Transcendence: Healing and Transformation Through Transcendental Meditation*  
(2011)  
Dr. Norman Rosenthal

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**Conscious Capitalism**

1. The Power of Spirituality  
2. The Dawn of Conscious Capitalism  
3. Leading from the Middle  
4. Spirituality in Business  
5. The Values-Driven Consumer  
6. The Wave of Conscious Solutions  
7. The Values-Driven Consumer  
8. The Socially Responsible Investment Boom  
9. Understand the Rise of Conscious Capitalism

*Conscious Capitalism* by Patricia Aburdene

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**Future Skills For Leaders**

1. Think globally.  
2. Become familiar with cross-cultural diversity.  
4. Know how of building alliances and partnerships.  
5. Cultivate shared leadership: knowledge workers know more than the boss.  
6. Develop learning agility: increased learning ability, continuous learning.  
7. Be open to feedback and ideas.  
8. Create cultures that allow for influencing upward.  
Why do you think the caterpillar does not want to be a butterfly?

Risk avoidance is normal. Caterpillars don’t like wings.

Butterflies are a stage beyond caterpillars.

Caterpillars must hate flying once they don’t try.

Caterpillars can eat anything green and find food everywhere.

Metamorphosis is a dark, damp, confined place; so I’m scared!

It’s easier for butterflies to develop perspective than caterpillars.

There is a need for vision and perspective—we’re all on a journey.

Butterflies have to fly to get anywhere. Caterpillars can crawl and climb.

Butterflies get blown around by the wind, and caterpillars can drag their feet!

We go through stages of development, and butterflies are one stage closer to death.

Change is not always a conscious decision. Change will occur, inevitably.

Metamorphosis is an uncontrollable process with an unclear result.

You have to stop being a caterpillar in order to become a butterfly.

We can choose to be active participants in change. Or not, maybe.

We can attempt to resist and then suffer the stress and difficulties.

Caterpillars focus only on eating and survival.

Change is often actively resisted.

And my favorite answer: I’ll NEVER be a butterfly; my mother was a moth.