



# Strategies for Leading Change

**ASQ New Orleans**


**February 6, 2007**

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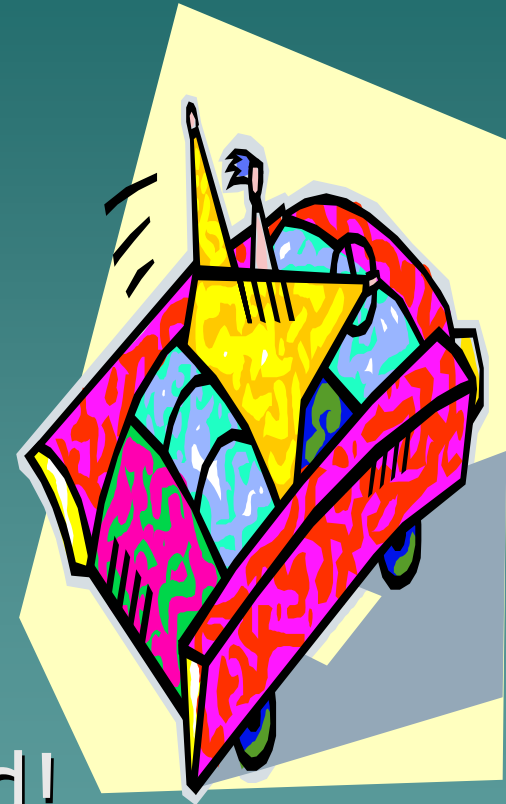
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# What We'll Discuss

- ◆ Conventional and unconventional approaches to change
  - ◆ Practical strategies for successful change
  - ◆ Lessons learned
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- A decorative silhouette of a mountain range in shades of teal, located at the bottom right of the slide.

# The Pace of Change

- ◆ Continually aligning the organization with the marketplace
- ◆ Restructuring, outsourcing
- ◆ Katrina: intensified, accelerated
- ◆ There is no rest period!



# Hard Facts about Constant Change

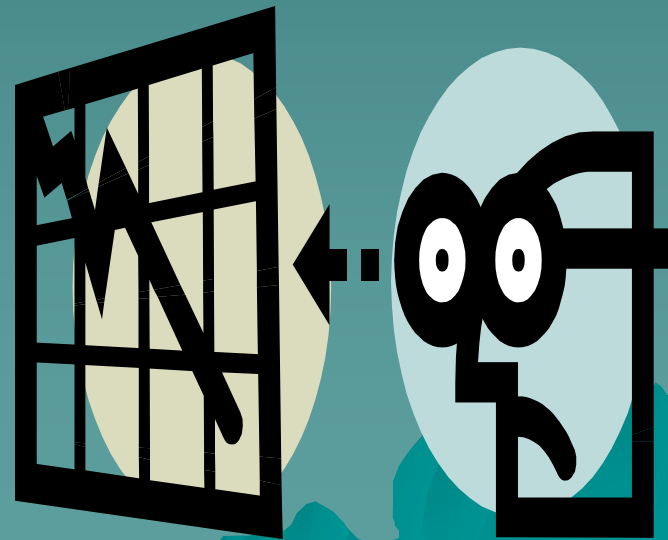


- ◆ Everyone is responsible to make change work
- ◆ There's never enough information
- ◆ Change requires communication
- ◆ Change is stressless only for the mindless
- ◆ Change challenges people in power

# Track Record

“If I stand back a considerable distance and ask, ‘What’s the score?’ I have to conclude that inertia is winning by a large margin.”

*Peter Senge, author  
The Fifth Discipline;  
The Dance of Change*



# Conventional Approach

## Beliefs

- ◆ Change is linear, rational, objective
- ◆ I can plan and control the change
- ◆ If it's my idea, it must be good

## Outcomes

- ◆ Uses power, manipulation
- ◆ Misses the message of resistance
- ◆ Strong likelihood the change will fail



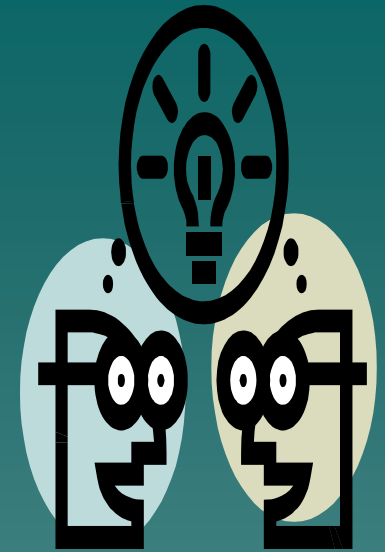
# Unconventional Approach

## Beliefs

- ◆ Resistance is natural
- ◆ Work with resistors
- ◆ Today's resistance = tomorrow's support

## Outcomes

- ◆ Learn from resistors
- ◆ Builds excitement, relationships, foundation for change
- ◆ Creative, informed decisions
- ◆ Given/Negotiable/Controllable




# Your Special Challenge



- ◆ Organizations are living systems comprised of people working in relationships
- ◆ Problem solvers want to fix things
- ◆ Changing a relationship  $\neq$  changing a flat tire
- ◆ Approach change as if you were growing something

# Strategies for Successful Change

- ◆ Begin small ... a pilot group
  - ◆ Focus on the innovators
  - ◆ Create atmosphere of openness, trust
  - ◆ Be a catalyst for positive problem solving
  - ◆ Let it develop and grow over time
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*Most people would rather have  
fun at work*



**Personal  
enthusiasm is the  
initial energizer of  
any change  
process**

--Senge