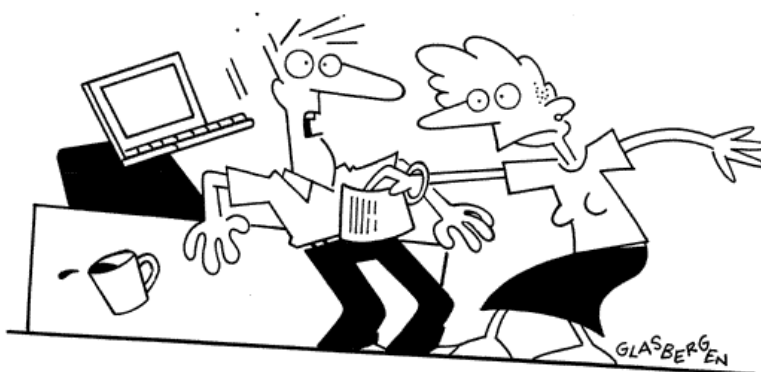


Leading in Times of Change



"Did you feel that? I think the blame just shifted to our office!"

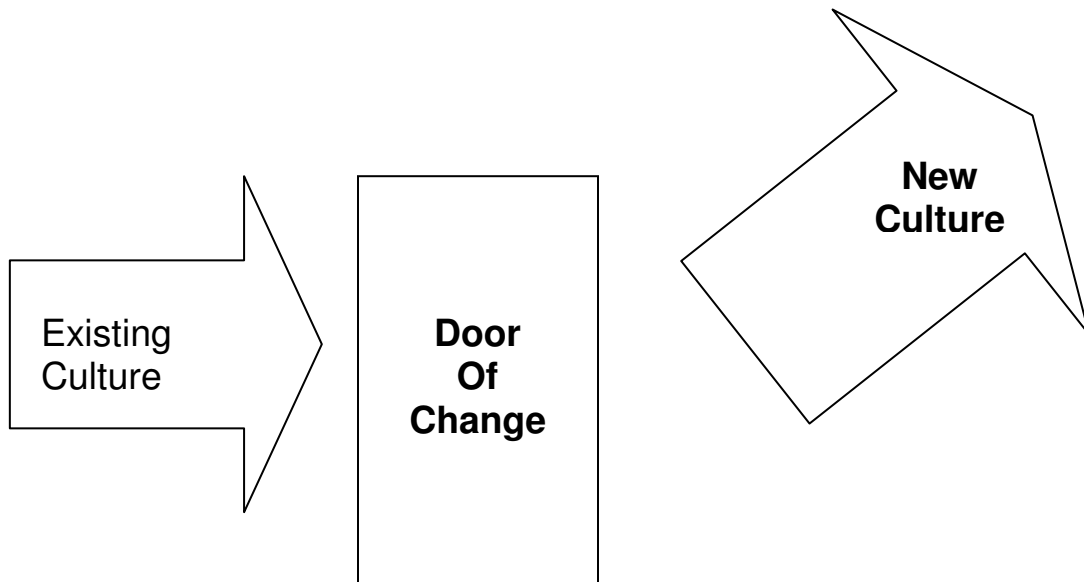
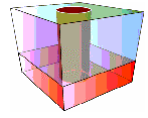
How to Bring Change And Live to Tell About It!

"The real world is a world of chaos. Culture is changing so quickly, with so much diversity, in so many simultaneous directions, and using so many learning methods, that church groups organized around traditional principles can't keep up. They find themselves spending more and more energy lamenting change, resisting change, struggling with change, expressing anger about change, desperately trying to 'manage' change, or just plain 'surviving' change. Change, however, will not go away. It is relentless – and accelerating."

Thomas G. Bandy. *Christian Chaos*. Page 11



"Great message on the church needing to change with the times. For a minute I thought you were talking about our church."



It takes change to have growth! But not all change results in growth.

Uncontrolled change = _____

Managed change = _____

I. Why Do People Resist Change?

A.

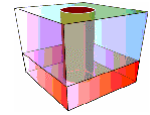
B.

C.

D.

E.





One example of resistance to change

During a service at an old synagogue in Eastern Europe, when the Shema prayer was said, half the congregants stood up and half remained sitting. The half that was seated started yelling at those standing to sit down, and the ones standing yelled at the ones sitting to stand up.

The rabbi, learned as he was in the Law and commentaries, didn't know what to do. His congregation suggested that he consult a housebound 98 year old man, who was one of the original founders of their temple. The rabbi hoped the elderly man would be able to tell him what the actual temple tradition was, so he went to the nursing home with a representative of each faction of the congregation.

The one whose followers stood during Shema said to the old man, "Isn't the tradition to stand during this prayer?" The old man answered, "No, that is not the tradition."

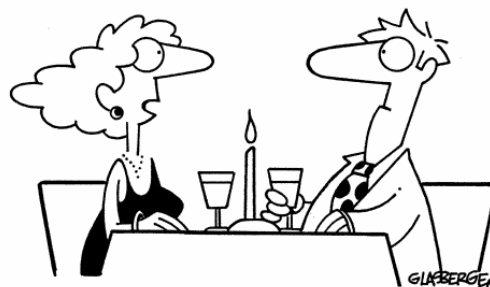
The one whose followers sat said, "Then the tradition is to sit during Shema!" The old man answered, "No, that is not the tradition."

Then the rabbi said to the old man, "But the congregants fight all the time, yelling at each other about whether they should sit or stand..." The old man interrupted, exclaiming, "THAT is the tradition!"

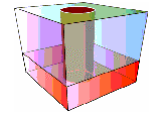
II. Response to Change

Innovators	_____ %
Early adopters	_____ %
"Show me"-s	_____ %
Tag-alongs	_____ %
Non-adopters	_____ %

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www.glasbergen.com



**"I don't want to change you, David.
I just want to install a fine-tuning knob."**



III. Speed of Adoption

The definitive book on innovation and the response of people to new ideas is The Diffusion of Innovation (4th edition) by Everett Rogers, published by The Free Press. This information comes from pages 262-266.

He defines innovation as “an idea, practice, or object that is perceived as new by an individual or organization.”

Individuals in an organization do not adopt an innovation at the same time. Rather they adopt over a time sequence.

Innovators _____%

These people love new ideas and can be characterized as “venturesome”.

Early adopters _____%

These people are selective in the innovations they promote and can be characterized with the word “respect.”

Early majority _____%

These are deliberate people who wait until they are sure the innovation has a pretty good chance of succeeding and can be characterized as “deliberate.”

Late majority _____%

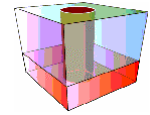
For these people security is knowing they are in the majority and they can be characterized as “skeptical.”

Laggards _____%

For these people the point of reference is the past. This group usually contains no real opinion leaders and can be characterized as “traditional.”

IV. Reactions to Resistance

- Feel the opposition is a personal threat and resign with hurt (abdicate).
- Forcibly impose the change in spite of resistance (control and manipulate).
- Keep positive response to resistance and provide leadership.

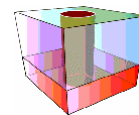


V. Hints:

1. All resistance is not _____.
2. Express _____ for opposite viewpoint.
3. Admit _____ in the other position.
4. _____ your objections with the individual.
5. When opposition is intense, shift into _____.

VI. Eight Errors Made By Organizations That Fail according to Kotter

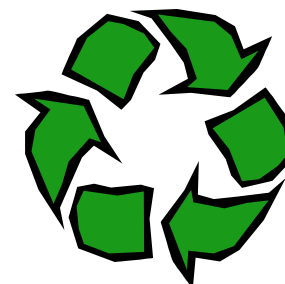
- Error #1 Allowing too much complacency
- Error #2 Failing to create a **sufficiently powerful guiding coalition**
- Error #3 Underestimating the power of **vision**
- Error #4 Under-communicating the **vision** by a factor of 10 (or 100 or 1,000)
- Error #5 Permitting obstacles to block the **vision**
- Error #6 Failing to create short term wins
- Error #7 Declaring victory too soon
- Error #8 Neglecting to anchor changes firmly in the corporate culture



VII. Growing Organizations Will Embrace The Change Process

Eight Stage Process for Leading Change from John Kotter

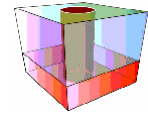
1. Establishing A Sense Of Urgency
2. Creating A Guiding Coalition
3. Developing A Vision And Strategy
4. Communicating The Change Vision
5. Empowering Employees For Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains And Producing More Change
8. Anchoring New Approaches In The Culture



VIII. Presenting New Ideas and Changes that are Accepted

Key questions:

1. What can you do to help people feel the need for change and accept it more readily?
2. What personality characteristics should be displayed by the leader in order to encourage people to accept and adjust to change?
3. What principles could you suggest to help someone who is making the initial presentation of a new idea?
4. What spiritual resources are at the disposal of a Christian leader to initiate needed changes?



IX. “Components of Positive Change” matrix

1. Vision
2. Values
3. Communication
4. Skills
5. Resources
6. Action Plans

What happens in the organization when one of the primary components of healthy change is missing?

<i>Vision</i>	<i>Values</i>	<i>Communi- cation</i>	<i>Skills</i>	<i>Resources</i>	<i>Action plans</i>	<i>Successful change</i>
	Values	Communi- cation	Skills	Resources	Action plans	<i>Confusion Chaos</i>
Vision		Communi- cation	Skills	Resources	Action plans	<i>Conflict Apathy</i>
Vision	Values		Skills	Resources	Action plans	<i>Misunder- standing</i>
Vision	Values	Communi- cation		Resources	Action plans	<i>Anxiety Insecurity</i>
Vision	Values	Communi- cation	Skills		Action plans	<i>Frustration</i>
Vision	Values	Communi- cation	Skills	Resources		<i>False Starts Erratic change</i>