



Change Process Presentation

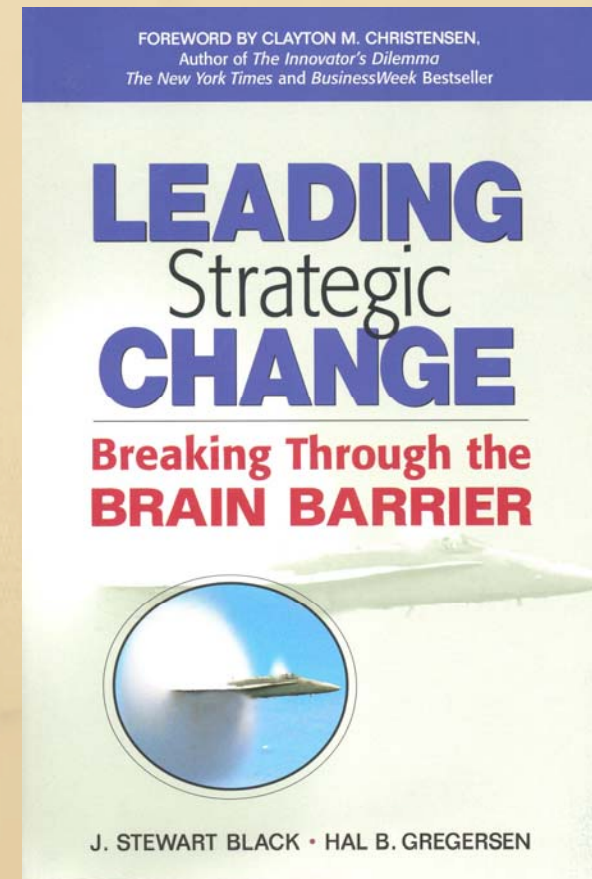
September 14, 2006

Administrator Meeting

Donna Peterson, Ed.D.
Superintendent of Schools

Adapted from tenets found in
*Leading Strategic Change:
Breaking Through the Brain
Barrier*

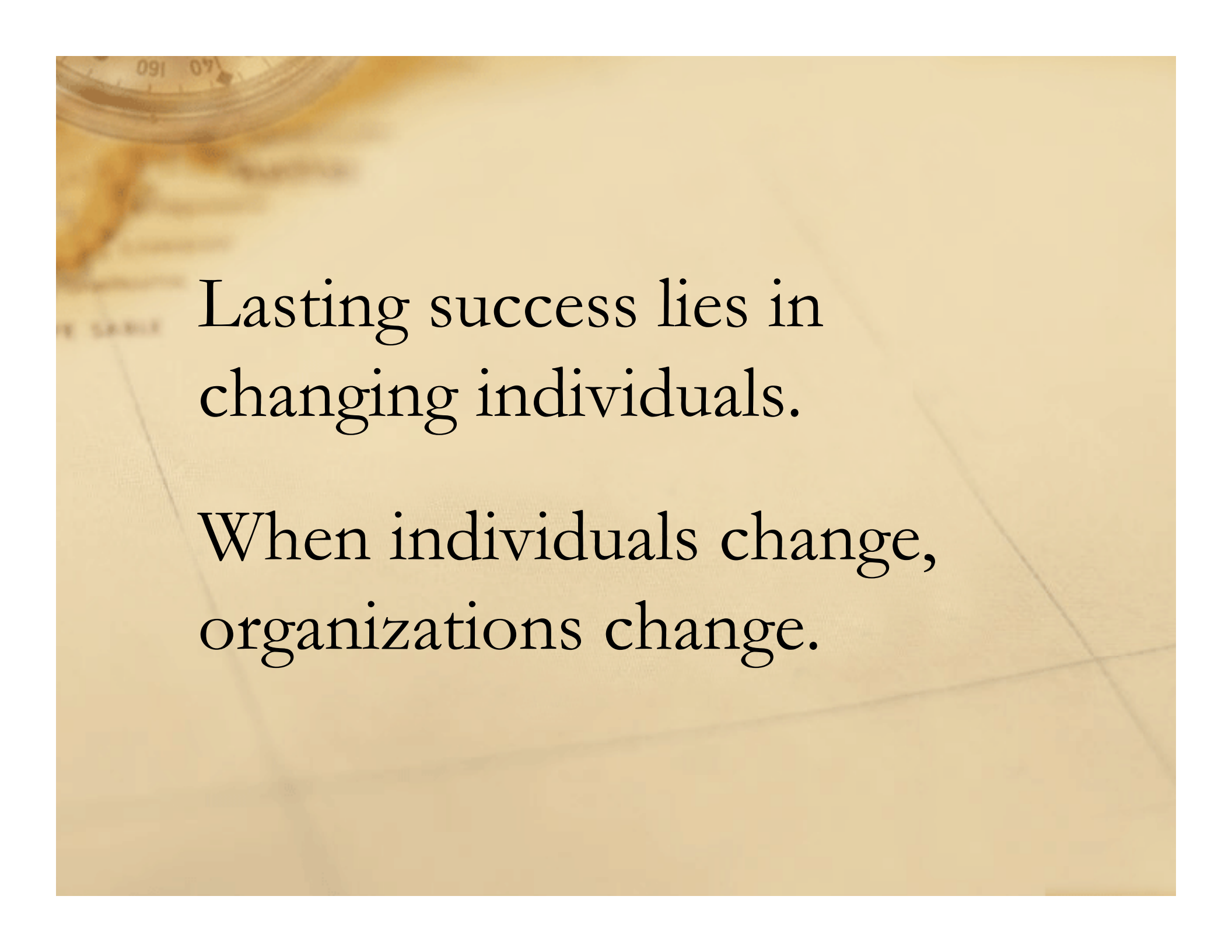
by J. Stewart Black and Hal B. Gregersen



Your Goal:

Becoming a Master Map Maker in a world full of change.



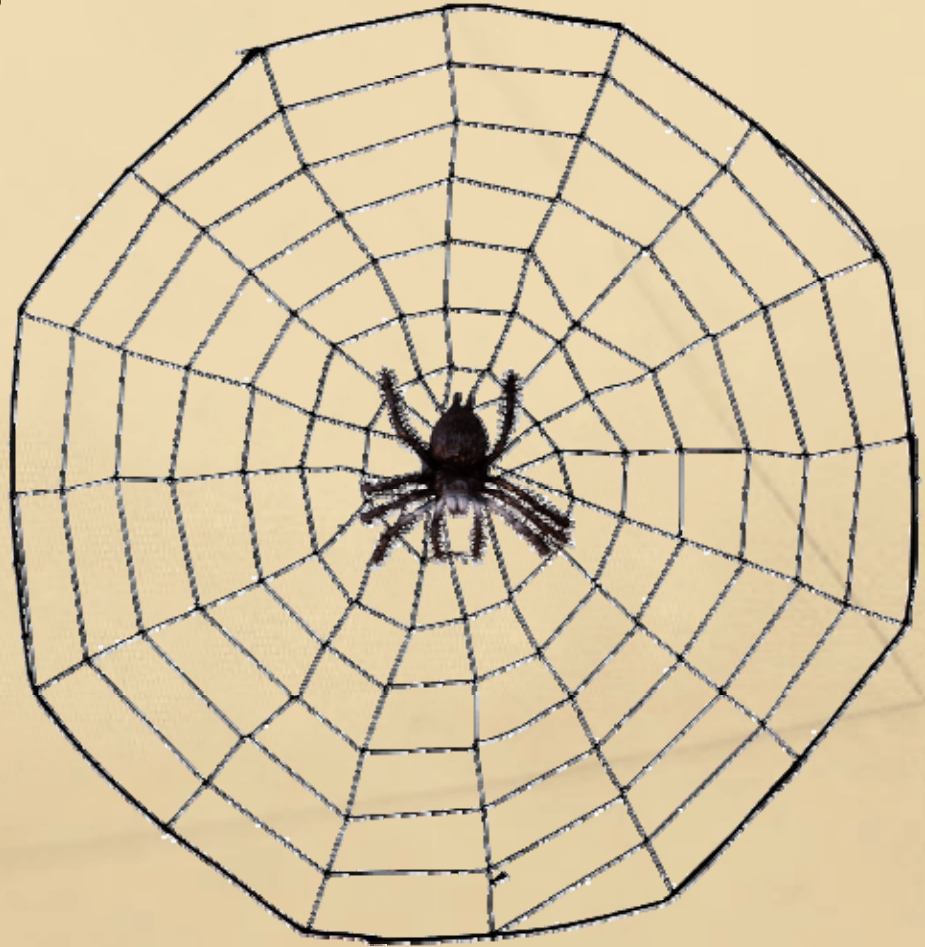
The background of the slide is a light beige color with a faint, textured pattern. In the top-left corner, there is a partial view of a compass rose with numbers like '091' and '07' visible. The rest of the background is a subtle, light-colored map or grid pattern.

Lasting success lies in
changing individuals.

When individuals change,
organizations change.

BUT we are programmed mentally
NOT to change.

- Organized Culture
- Mental Maps



“Brain Barrier”

The faster a leader tries to force change, the more shock waves or resistance compact together, forming a massive barrier to success.





This looks like:

Failing to see need to change when opportunities and threats stare you in the face.

Failing to move even when you see the need.

Failing to finish one you start moving by not going far enough or fast enough

Why don't people see the need to change?

- Blinded by mental maps of the past
- Mental maps are distorted by successful (the longer they work, the more difficult they are to change)

How can you help people see?

- Identify the core issues
- Create picture stories or vignettes to describe
- Repeat new vision over and over



Why don't people move?

- Have to go from doing wrong thing well to right thing poorly
- Lack of belief in a path to do new right thing

How can you help people move?

- Clear target or destination
- Skills, resources and tools to reach target
- Valuable rewards along the journey



Why don't people finish?

- Get tired or lost

How can you help people finish?

- Committed leader and champions at action level
- Needs thought, planning and priority.

The background of the slide is a light beige color with a faint, technical drawing or blueprint. In the top left corner, there is a circular object, possibly a compass or a gauge, with some numbers like '091' and '07' visible. The drawing consists of various lines and shapes, typical of an engineering or architectural plan.

Breakthrough change require mastery of the fundamentals

Stage 1: Do the right thing and do it well

State 2: Discover the right thing is now the wrong thing

Stage 3: Do the right thing but do it poorly at first

Stage 4: Eventually do the new right thing well

The background of the slide features a warm, sepia-toned image of an old map with a compass rose in the upper left corner. The map shows faint lines and text, suggesting a historical or navigational theme. The title 'Toolkit for change' is prominently displayed in a large, black, serif font in the upper left quadrant.

Toolkit for change

- See the need (Conceiving)
 - Celebrate
 - Inquisitiveness
 - Create
 - Contrast and confrontation
- Move (Believing)
 - Translate the vision into concrete behaviors
 - Motivate and reward key informal leaders and trend setters
- Finish (Achieve)
 - Identify what must be different for behavior to have impact
 - Think about undesired consequences along journey
 - Measure and chart growth

Motivators

Achievement

- **Accomplishment:** The need to meet or beat goals, to do better in the future than one has done in the past.
- **Competition:** The need to compare one's performance with that of others and do better than others do.

Relations

- **Approval:** The need to be appreciated and recognized by others.
- **Belonging:** The need to feel a part of and accepted by the group.

Conceptual/Thinking.

- **Problem Solving:** The need to confront problems and create answers.
- **Coordination:** The need to relate pieces and integrate them into a whole.

Improvement.

- **Growth:** The need to feel continued improvement and growth as a person, not just improved results.
- **Exploration:** The need to move into unknown territory for discovery.

Control

- **Competence:** The need to feel personally capable and competent.
- **Influence:** The need to influence others' opinions and actions.

Timing Change

- Anticipatory
- Reactive
- Crisis



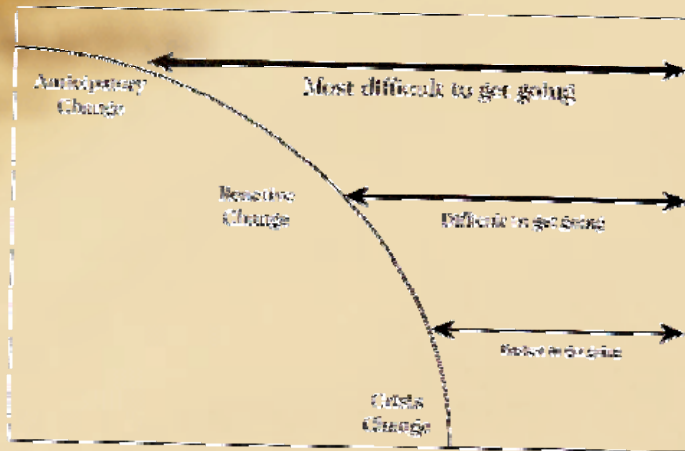


EXHIBIT 12-1
Difficulty of Change

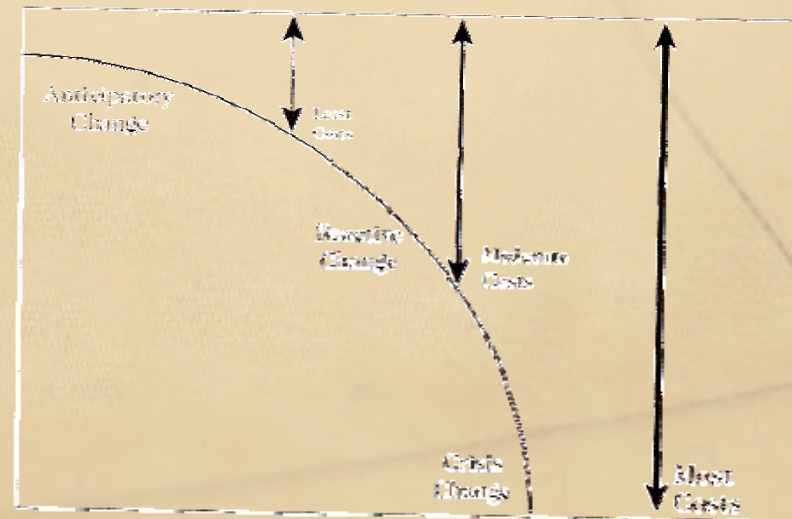


EXHIBIT 12-2
Cost of Change

As leaders in today's highly unpredictable world, you now have some more tools to help you navigate the future.

