



## The Search for the Silver Bullet

Attempts to change organizations with the latest silver bullet ignore two powerful principles of organization:

- #1 **Organizations are perfectly designed for the results they get.**
- #2 **Success comes from individuals who take accountability for their actions.**

## HOW TO RIDE THE ROLLERCOASTER OF CHANGE™ SUCCESSFULLY

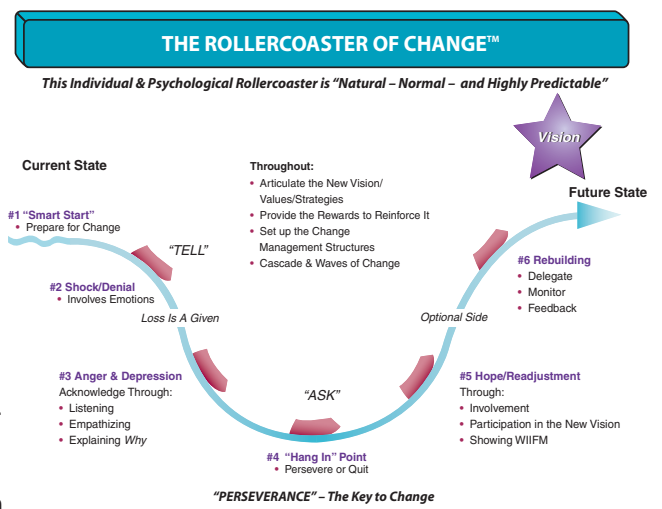
"It is Natural, Normal, and Highly Predictable"

PART ONE OF TWO

**Question: For any major change project, do you follow the Best Practices?**

**Instructions:** Indicate your current status for the change by marking **YES, NO** or **IP** (in process) for each statement.

- \_\_\_\_\_ 1. Form a Change Leadership Team that meets regularly to guide the change project overall and in detail
- \_\_\_\_\_ 2. Clarify which of three kinds of change are you undergoing (incremental, transitional or transformational) and plan the change process accordingly
- \_\_\_\_\_ 3. Formulate a specific "Game Plan" using the Rollercoaster—before announcing the change
- \_\_\_\_\_ 4. Teach the Rollercoaster to all employees to help them clarify how they personally can ride it successfully
- \_\_\_\_\_ 5. Have the leadership be available face to face to help each employee be led and listened to as they ride the Rollercoaster and define positively what's in it for me (WIIFM)
- \_\_\_\_\_ 6. Have each person involved in the change communicated with over and over (minimum 4 times) so they internalize the changes, the "why" and the new vision
- \_\_\_\_\_ 7. Have all managers skilled in coaching their employees through their losses and changes on an individual basis.
- \_\_\_\_\_ 8. Predict and manage all six phases of change in a positive manner and successfully deal with normal and predictable resistance to change
- \_\_\_\_\_ 9. Have definite plans in advance on how to "persevere" with the changes when they look the darkest (the "hang in" point)
- \_\_\_\_\_ 10. Help each workteam and/or task force involved in the change become a team ( vs. a group of individuals) through specific teambuilding events
- \_\_\_\_\_ 11. Create a critical mass to build the attunement with people's hearts and minds in support of the changes
- \_\_\_\_\_ 12. Have managers skilled in conflict resolution to clarify and resolve key issues and problems as they arise



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