

Nothing is permanent but...



IFI 2005

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inGiNuity is a resource development company known for its inspirational, creative approach. inGiNuity helps organizations and communities identify and solve problems, anticipate and overcome challenges, and improve operations. Through strategic planning, board training, curriculum design, team development, and a variety of other learning strategies, inGiNuity helps people and groups to recognize, acquire, and use organizational wisdom to illuminate the possibilities.

I Am Only One Person

I am only one person
What can one person do?

Rosa Parks,
Was just one person.
She said one word.
She said it on December 1, 1955.

One person
Said one word.
She said it on a bus.
She said it to the driver
On the Cleveland Street Bus in
Montgomery.

The bus driver said,
"Stand up, Nigger woman,
And give your seat to that white man!"

Rosa Parks
One Person,
Said one word.
That word was "no."

One person
Said one word
And a nation blushed!

One person
Said one word
And a world talked!

One woman
Said one word
And the Supreme Court acted!

One woman
Said one word
And the buses were desegregated!

I am only one person
What can one person do?

They put her in jail,
Because she didn't know her place,
Because she didn't stay in her place,
Because she was an "uppity Nigger."

It was Thursday
When she said
That one word.

On Monday morning
The buses ran.
The Negroes walked.

Each white man had two seats.
Empty seats.
Symbols of people,
Moved to walk,
Moved to march,
Moved to act,
By the sound of
One woman's
One word,
"No!"

One woman
Said one word
And 17,000 people walked.

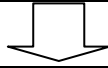
--Jefferson L. Humphrey and Frank L. Nasca

The Change Process

Establish a Sense of Urgency

Examine competitive realities

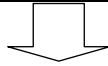
Identify and discuss crises, potential crisis and major opportunities



Create the Guiding Coalition

Assemble a group with enough power to lead the change effort

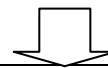
Encourage the group to work together as a team



Develop a Vision and Strategy

Create a vision to help direct the change effort

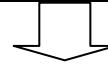
Develop strategies for achieving that vision



Communicate the Vision

Use every vehicle possible to constantly communicate the new vision and strategies

Have the guiding coalition role model the behavior expected

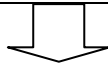


Empower Others to Act

Get rid of obstacles

Change systems or structures that undermine the vision

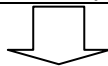
Encourage risk taking and nontraditional ideas, activities, and actions



Generate Short-Term Wins

Plan for and create visible improvements in performance, or "wins"

Recognize and reward people who made the wins possible

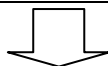


Consolidate Gains and Produce More Change

Use increased credibility to change all systems, structures, and policies that don't fit the vision

Continue to recruit, train, and develop people who can implement the change vision

Reinvigorate the process with new projects, themes, and change agents



Institutionalize New Approaches

Articulate the connections between new behaviors and organizational success

Develop the means to ensure leadership development and succession

(Based on Leading Change, J. P. Kotter, 1995)

Ways to Raise the Urgency Level

- Create a crisis by allowing a financial loss, exposing leaders to major weaknesses vis a vis competitors, or allowing errors to blow up instead of being corrected at the last minute.
- Eliminate obvious examples of excess (e.g. out of town parties).
- Set recruitment, service hours, GPA increases and attendance requirements so high that they can't be reached by conducting business as usual.
- Stop measuring performance of committees only on narrow goals. Insist that more members be held accountable for broader measures of performance.
- Send more data about member satisfaction and numbers (financial, grades, recruitment) to more people, especially information that demonstrates weaknesses in the community.
- Insist that leaders talk often with unsatisfied members, non members and community members.
- Use consultants and other means to force more relevant data and honest discussion into council meetings.
- Put more honest discussions of the community's problems in the newspaper and conversations with decision makers. Stop leadership "happy talk."
- Bombard people with information on future opportunities, on the wonderful rewards for capitalizing on those opportunities, and on the communities' current inability to pursue those opportunities.

Putting Together the Guiding Coalition

Position Power: are enough key players on board, especially the main line leaders, so that those left out cannot easily block progress?

Expertise: Are the various points of view—in terms of experience, expertise, exposure—relevant to the task at hand adequately represented so that informed, intelligent decisions will be made?

Credibility: Does the group have enough people with good reputations in the community so that its pronouncements will be taken seriously by others?

Leadership: Does the group include enough proven leaders to be able to drive the change process?

Effectively Communicating the Vision

Simplicity

All jargon and “technobabble” must be eliminated

Metaphor, analogy, and example

A verbal picture is worth a thousand words

Multiple forums

Big meetings and small, memos and newspapers, formal and informal interaction—all are effective for spreading the word

Repetition

Ideas sink in deeply only after they have been heard many times

Leadership by example

Behavior from important people that is inconsistent with the vision overwhelms other forms of communication

Explanation of seeming inconsistencies

Unaddressed inconsistencies undermine the credibility of all communication

Give-and-take

Two-way communication is always more powerful than one-way communication

What Does Consolidating Gains Look Like?

More change, not less

The guiding coalition uses the credibility afforded by short-term wins to tackle additional and bigger change projects

More help

Additional people are brought in, promoted, and developed to help with the changes

Leadership from elected leaders

Elected leaders focus on maintaining clarity of shared purpose for the overall effort and keeping urgency levels up

Project management and leadership from below

Rank and file members both provide leadership for specific projects and manage those projects.

Reduction of unnecessary interdependencies

To make change easier in both the short and long term, leaders identify unnecessary interdependencies and eliminate them

Reducing Resistance to Change

- ❖ Acknowledge Insecurities
- ❖ Keep People Focused
- ❖ Promote Opportunity
- ❖ Involve Everyone Effected
- ❖ Be Bold but Realistic
- ❖ Understand Readiness
- ❖ Show Support is Available
- ❖ Maintain Momentum

**The pessimist sees difficulty in every opportunity.
The optimist sees the opportunity in every difficulty.**

--Winston Churchill

Strategic Areas of Focus

Based on your vision statement, what are 3-5 strategic areas of focus (strategies for success).

1.

2.

3.

4.

5.

What one change initiative will have a significant impact in the next 12-18 months?

How Will You...

Establish a Sense of Urgency

Create the Guiding Coalition

Communicate the Vision

Generate Short-Term Wins

We must be the changes we wish to see in the world.