

“The implementation was flawless; we fell down in the *execution*.”

“No one stopped to consider the level of *disruption* this change would inflict on our people and operations.”

“There was no contingency in the schedule for course correction or *performance management*.”

“*I didn’t know how* to help my team through this change.”

In my speaking and coaching practice, I hear these comments all the time; and always after the fact. Too often when we embark on re-organizations, mergers / acquisitions, system implementations or even just changing the office lay-out, we forget to plan for the inevitable disruption to the way we do our day-to-day work.

It’s been said that “there is no constant but change.” If change is inevitable, why do we resist it so strongly? Peter Senge said, “People don’t resist change. They resist *being* changed.” There’s the difference! Change involves people – it impacts their lives and the way they work. It represents distraction and commotion when we’d rather just leave things the way they are.

It stands to reason that success depends on:

- Effective and clear two-way communication
- Managing expectations; sharing what we can without making promises we can’t keep
- Preparing for the wide range of emotions and behaviors that accompany change

The hope is that change will lead to transition but that is not a given – transition is optional. Change represents an *external* event, viewed as something that’s been thrust upon us, where transition is an *internal* process, a re-orienting of our perspective. Without transition, change initiatives can go on and on and on, or fail completely.

Many leaders are ill-equipped for guiding their teams through change. Their focus, and rightly so, is on the strategy at play – achieving the end game. When confronted with the rumors, chaos and bad behavior that illustrate the fear of instability among the rank and file, it’s natural to feel frustration at their inability to “get it.”

That’s where I come in. I coach managers and individuals through the twists and turns of change, helping them gain personal perspective and self-management so they can, in turn, better equip their teams for what lies ahead. *Never underestimate the impact of an anxious and apprehensive workforce to completely derail your critical project.* Let me focus on coaching your managers and leaders, and you focus on the business at hand. Together we can ensure the success of your change effort and build a better workforce with stronger leaders at the same time.

Plan now to move your teams from change to transition to ultimate *transformation* and increase your chances of project success!



“*Look where you’re going, not where you’ve been.*”