



*Unleash the magic within your organisation*

**Issue: 10**

**Date: June 2004**

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**What's new from Change Designs**

- Strategic trends 2004. Up to date research on political, social, economic, technological and business trends. Pg 1.

The Change Designs newsletter is free to clients and members of the Change Designs Community.

The purpose of this newsletter is to provide topical articles, useful hints, new change tools, and news in the change management field.

I hope you find the information contained in this newsletter practical, inspirational and useful.

Please feel free to email me suggestions of topics you'd like to see in future issues. And forward this newsletter to friends who are interested in strategy or change.  
Kind regards

Ruth Tearle. ruth@changedesigns.co.za

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[http://www.changedesigns.co.za/  
Strategic Trends facilitators kit.htm](http://www.changedesigns.co.za/Strategic_Trends_facilitators_kit.htm).**

## THE CHANGE LEADER: TRAIL BLAZER OR TOUR GUIDE

One of the most popular articles on my website is the role of the change master [http://www.changedesigns.co.za/The\\_role\\_of\\_a\\_change%20master.htm](http://www.changedesigns.co.za/The_role_of_a_change%20master.htm). This article is very useful to change management or transformation departments in that it describes the various roles played by a change master from diagnostician, to project manager.

**But what is the role of a change leader, once he/she has been given a specific change to manage?**

**What is the difference between a brilliant change leader and a change leader from hell?**

**Does a change leader need to take on a different role for 'revolutionary type changes' rather than 'evolutionary changes'?**

**What does he/she actually need to do to develop an effective change strategy and implement it?**

**This article has been written to provide a useful framework to anyone involved in leading others through change.**

Imagine you are a change tourist. You are about to go on a change journey. It could be a life changing adventure as you visit places where no man has been before. As you confront and conquer the elements, you discover the power you have within you.

Or it could be a pleasant tour to different countries. You visit the landmarks, experience different cultures, and ways of doing things. And along the way, you learn about your self.

What type of tour guide would you like to have guiding you on your journey of change?

What would you expect from your tour guide?

Would you expect different skills and experience from a tour guide of known lands, to an adventure tour guide taking you to deserted places where no human has been before?

What are the attributes you would look for in a change guide?

This article attempts to answer these questions from the perspective of the people who are experiencing your change process. I will call them change tourists.

### **Change leader as guide.**

**Being a change leader means guiding others on a journey. The journey may be a trail blazing adventure full of risks for your participants. Or it may be a tour to previously explored territories.**

**Either way, the role of the change leader is to guide the participants safely to their final destination, whilst making the trip exciting and enjoyable for the participants.**

**Change is about having the courage  
to try something new  
and the discipline to practice  
until the new way becomes a habit.**

**Ruth Tearle**

## THE CHANGE GUIDE FROM HELL OR HEAVEN?

Imagine being invited to go on a tour. This tour is going to affect your entire future. Your career, and your future earnings will be determined by how you handle yourself on this tour. Will you be able to confront your fears? Will you be able to master the unknown challenges? Will you be introduced to interesting new places? Will you be exposed to risk? Will you discover new insights, or new strengths? How do you feel right now? Apprehensive? Excited? Angry? Hopeful?

As a change tourist, what type of change leader would you choose to guide you on this adventure to your future career?

### THE CHANGE GUIDE FROM HELL.

The change guide from hell:

- Focuses his attention on the tour (change process) and the end destination rather than on the change tourists.
- He has never done the trip before himself. So he can't tell you what to expect along the way.
- He doesn't bother to point out the interesting sites along the way. This is either because he doesn't know about them, or because his focus is on getting to the end destination.
- He's in such a hurry to get going that he doesn't take time to plan. He doesn't have a clear route (change strategy) to follow, or an itinerary for the tourists.
- Because he has no experience of the route, he often gets lost. This frustrates both him and the group.
- He tries to make up for lost time, by pushing the tourists. They must get up earlier. They must be prepared to travel in the evenings and sleep on the bus. They must move faster. There is no time to look at views. There is no time for tourists to have a personal life or personal interests until the tour is over.
- He shows his impatience easily. The slower, less fit tourists are holding up the tour and he lets them know that he has no respect for them.
- When confronted with challenges, he panics. He makes quick decisions and then finds he has made the wrong decision. He changes direction. He back tracks. He begins to blame the tourists.
- He hasn't brought the right equipment and tools with him. When a tyre bursts on the bus, the whole tour is held up because he failed to ensure he had a spare. When someone is bitten by a snake, in snake-infested territory, the tour is dismayed to find that he didn't know he should bring serum with him.
- He is surprised one day to find that the tourists refuse to continue the tour with him.

Would you entrust your working life  
And future career  
To a change leader like this?

**The more you prepare  
The more flexible you can be.  
Ruth Tearle**

## THE CHANGE GUIDE OF CHOICE

### THE CHANGE GUIDE OF CHOICE

Good change guides have trodden the path before. They are humble because they know what it takes to travel to new lands. They continue to learn themselves, so they understand what it takes to learn something new. They push you to achieve more than you believed possible – in an encouraging, supportive way. They show you how to grow stronger every day. They encourage you to walk alone, but will help you get back on track when you tire, or get lost – with a simple tool, insight or reminder.

#### Characteristics of a trail blazer

Someone who carves out new paths.

- He chooses adventures that excite him.
- He prepares well. He is clear about the end goal, the path to follow, potential obstacles and the preparation needed to survive.
- He follows the path he believes in.
- He loves the sense of adventure and not knowing.
- He knows there is no one single clear path to follow. So he carves his own trail.
- He knows that however well he prepares, he won't always have the tools he needs to overcome all obstacles. So he learns to create as he goes.
- He focuses his attention on the end goal, rather than the stones in his path.
- When obstacles are insurmountable, he will backtrack and find another route.
- He is not discouraged by others.
- It never occurs to him to blame others, or find excuses when obstacles impede his progress. Rather he knows that only he can clear the path.

Examples of trail blazers who have created new industries, or followed new paradigms: Discovery Health. Cellular phone companies in South Africa.

#### Characteristics of a tour guide.

Follows a path trodden before. Can learn from others experiences.

He focuses on making the trip valuable to the tourists. He provides tourists with:

- Glossy, exciting brochures, the sights to see and the experiences to be gained.
- Maps – showing the known best route.
- Guide books describing advice on how to prepare for the trip; precautions to take; what to expect; and how to get the most out of the adventure.
- Everything they need to make their journey comfortable, easy, safe and enjoyable.
- Inspiration. He tells stories about others who have been on the same trip before. The hardships they overcame. How they dealt with them. Their highlights. What they learned on the way.
- In strange lands, he encourages the tourists to try out new experiences. But he ensures no harm comes to them.
- He keeps them entertained with his vast knowledge of the destinations they are visiting.
- He fixes things when they go wrong.

Examples of common tour guide changes: Implementing SAP. Setting up call centres.

### THE FOUR GIFTS OF A CHANGE GUIDE

*Change guides bring four gifts with them when they lead others on a change journey:*

1. **Intellect and experience.**
2. **Compassion.**
3. **Inspiration.**
4. **Wisdom.**

### WHAT I WOULD EXPECT FROM A CHANGE GUIDE.

1. Tell me about the end destination.
2. Describe the route. Show me the path I need to follow.
3. Tell me what to expect on the way.
4. Take me on the path with you, the first time.
5. Encourage me; support me when it gets tough.
6. Help me to be a hero, and reach my goal.

**A powerful change guide**

**Uses his full powers: Head, heart and soul.**

**Through this, he creates achievers, champions, and heroes.**

Ruth Tearle

### INTELLECT AND EXPERIENCE

**As a change guide, use your intellect and experience to plan the change journey for your followers. I.e.**

**1. Create a clear focus.**

Ask yourself: What do we need to achieve? What is the end goal? What do we need to continue doing? What should we stop doing? What new things do we need to begin? How will our change impact on the rest of the organisation? E.g. its systems, processes, roles, structures, rewards, culture...

**2. Master the change yourself first.**

Learn from others who have trodden the path before you. At each stage, go ahead of the group. Experience the change yourself first, so you can remove barriers and make it easier for others to follow.

**3. Understand and document your own learning curve so you can learn compassion for others.** Keep a diary of:

- What you did.
- How you felt.
- What insights you gained.
- What frustrated you.
- Barriers you had to overcome and how you overcame them.
- Benefits you experienced as a result of the change. E.g. new skills you have learned, new insights you gained, saved time, extra convenience, and physical and emotional rewards

**4. Prepare to communicate your experiences to others.**

Keep notes on the end goal, the benefits you experienced, and the learning curve you went through yourself, so you can communicate this clearly to those who need to follow in your footsteps.

**5. Remove the obstacles that you can – so those following you can have it easier than you did.**

**6. Try to make each task or step easier for the next person.** Can you provide a big picture of the change process? Can you summarise the route into a map or itinerary? Can you develop tools to make the task easier? For example checklists, systems, procedures, databases, or summarised information on web pages? Can you simplify the task itself? Can you divide the path you walked on, into a number of small steps or specific tasks that others can accomplish easily? Are there any shortcuts you can share?

### CHANGE TOOLS FOR THE INTELLECT.

The Change Puzzle.  
An exciting way to develop a change strategy.



[http://www.changedesigns.co.za/The\\_change\\_puzzle.htm](http://www.changedesigns.co.za/The_change_puzzle.htm)

The change puzzle is a set of two colorful A1 charts. It is based on systems thinking, organizational development and group dynamics principles. Each piece of the puzzle contains a different OD element. Together the puzzle provides a holistic picture of the organization. The first puzzle, entitled "the organization today," helps a group to take a 'photograph' of their existing organization. The second puzzle, helps the group to take a photograph of their ideal future organization. By comparing the two systems photographs, the core changes that need to be made emerge on their own.

Use the change puzzle to get a group to:

1. Accept and get excited about the need for change.
2. Achieve a common understanding of what the implications of the future change will mean.
3. Agree on a few focused core changes that will help the organization to be successful in the future.
4. Develop a change strategy or itinerary.

### COMPASSION

Use your compassion to encourage people to visit new lands and try out new ways. This means you need to:

1. **Understand that people want to keep their self-esteem.** Being competent at a job enhances self-esteem. By trying something new, they risk exposing their vulnerabilities. Find a way to encourage people to learn new ways, without losing their self-confidence.
2. **Encourage people to 'make mistakes'.** Explain that that learning is about having the courage to try something out, and reflecting on what works and what doesn't, and refining what you do. That is how to achieve mastery.
3. **Make the change worth it for them.** Change often means more work and more risk. Find ways to make the extra stress worthwhile. Pretend you are the tour leader of an up market tour to self-discovery. What benefits would you introduce into your tour? Inject fun, warmth, humour, and excitement into the change.
4. **Be the one who reduces stress in their lives.** Often new changes simply mean extra work. Ensure that you help people to reduce their workload, before taking on extra challenges. Show them how to clarify expectations and priorities. Help them to spring-clean their working lives by deciding on what to stop doing, what to continue doing, and what to start doing.
5. **Understand that your change is simply one part of their lives.** While your change may be important to you, the people involved in your change have other work and home commitments. Treat them as adults by respecting their multiple obligations.
6. **Encourage people.** Know that for many people change is scary. Encourage those who need it to take the first step. And hold their hands until they build up confidence in themselves.
7. **Be there for them.** Check how they are doing. Tell them what they are doing well, and encourage them to recognise the new strength they have developed. Identify where they are struggling, and provide hints, tips and tools to make things easier for them.

### CHANGE TOOLS FOR THE HEART

#### MASTERING PERSONAL CHANGE



This book is a useful self-discovery guide for anyone involved in change. By working through the exercises readers will:

- Feel comforted that what they are going through is 'normal'.
- Understand why they are feeling the way they are.
- Understand the emotions they are likely to experience as they go through the change cycle.
- Use practical tools to help them to rediscover their own special magic.
- Develop new dreams.
- Feel inspired, hopeful and full of energy.

<http://www.changedesigns.co.za/products.htm> for more details and for other change products for the heart.

## THE INSPIRATION OF A CHANGE GUIDE

### INSPIRATION

Many people are motivated by a sense of purpose. They like to feel that they are making a difference to the world. As a change guide, you can encourage people to see your change process as a journey through which they can discover their special purpose.

- 1. Provide personal meaning.**  
Finds ways to show people that they are special. Each person on the journey with you has unique talents, strengths, passions and a life purpose. During the change journey, your role is to help them discover, and use what makes them unique. Use inspirational quotes, books, cards and gifts as a way to remind them that they are special and powerful.
- 2. Encourage people to make a difference.**  
Most people want to feel that they are contributing to a worthy goal. Allow them to come up with creative ways of making their experience of the change worthy, meaningful and powerful.
- 3. Encourage people to bring their full, creative, and inspirational selves along on the journey of change.**  
Purpose, and personal meaning are often lost in mountains of responsibilities, procedures, and rules. Encourage people to be creative on your journey. Encourage them to keep a journal of how they are feeling during the change process. Get them to share their insights. Ask them for new ways of enhancing the process. Encourage them to find creative ways of inspiring others, on the journey.

### CHANGE TOOLS TO INSPIRE YOU

#### Ride the Wild Tiger book and inspirational cards



Review. Philip van Zyl. Leadership magazine.

"It is a story of the triumph of the human spirit. For anyone who hasn't realized that there is more to life than the daily grind or who hasn't embarked on a journey of self-discovery and transformation, then this book may serve as a useful introduction. Certain cards with short messages or phrases are great to provoke thought or, as this story suggests, to warrant international adventure, theft and intrigue. And who knows, you too may ride the wild tiger."

#### Unleash the magic within you Personal energy cards.



These cards contain short inspirational messages that will remind you of your own personal magic.

For more information about these and other Change Designs products visit:

<http://www.changedesigns.co.za/products.htm>

**"The end destination of any change process is a sense of achievement, self confidence, creativity, energy, and inspiration."**

Ruth Tearle

## WISDOM

### Wisdom from a change guide.

- Change is about making space first before introducing the new.
- Change is not about controlling others. It is about inspiring people to use what makes them special, in a way that helps the company to achieve its goals.
- The end result of change is a new skill, habit, or insight.
- A journey of change is traveled one small step at a time.
- Every so often, look back and recognise the distance you have traveled. Celebrate your achievements.
- Be gentle on yourself. Recognise that some days you will be able to travel far. On other days a single step will seem impossible.
- Never punish yourself for going off track. Know that at any moment you can choose to resume your journey.
- Stepping forward is an exercise. The more steps you take, the fitter you become, the quicker you begin to walk and the more you enjoy the exercise.
- Learn from others along the way – especially those who have trodden the same path before you. They may know of short cuts, or may simply show you how to have a more enjoyable ramble.

## SHARE YOUR OWN CHANGE WISDOM.

Have you developed special insights about change?

Do you have any wisdom you'd like to share with the change community?

Do you have inspirational quotations that keep you inspired?

Have you discovered any 'truths' about the nature of change that you'd like to share with others?

Email your wisdom to:  
[changecommunity@changedesigns.co.za](mailto:changecommunity@changedesigns.co.za)

**"In a world of appearances,  
be sure to weigh the underlying substance".**

**Stephen C Paul. Inneractions.**

**"The place in which you find yourself  
isn't nearly as important  
as where you place your attention  
while you are there.**

**Stephen C Paul. Inneractions**

A powerful change guide visits the following lands on any change adventure:

### **1. The land of research**

He understand what the change involves, how to do it. He experiences the change himself, or hires a guide who has been on that route before. He researches the theories and the practices of other companies involved in similar changes.

### **2. The land of strategy and experience**

He understands how his change will impact on the entire organisation. He uses systems thinking to determine what needs to be in place to ensure his change works. He pilots his change in one area of the company and learns from experience. He keeps a personal journal of his actions, the results he does and doesn't achieve, barriers, successes, frustrations, achievements, benefits and insights. From his experience he tries to simplify and improve the change process and the learning curve.

### **3. The land of change tools and methods.**

He prepares a presentation that explains the benefits of the change to the company and to the individuals. What the outcome is. What is expected of them. The easiest way to achieve. The tools that they can use to support them along the way. He then develops a set of simple steps that will lead them to the end destination. For each step he defines exactly what is expected. He then develops training courses and tools to help people to learn and do the task quickly, easily and successfully.

### **4. The land of communication and marketing**

He launches the new change by explaining:

- The benefits of the change. The implications of being successful in the change, vs. the implications of not changing.
- The end results of the change. What is expected from each individual.
- The route to be followed.
- His own, or other role models experiences in a similar change. What worked. What didn't work. How to overcome barriers. What benefits to expect. How to get the most out of the change process.

### **5. The land of doing and action.**

He provides a safe environment for people to experiment with the change, and what it means to them. He helps them to:

- Develop a vision of the new change being implemented successfully in their division.
- Develop values for ensuring that the change process is rewarding to them  
Helps people to understand how the new change is going to impact on everything they do.
- Helps teams to identify potential barriers and develop strategies to over come them.
- Helps teams to identify the tools and support they will need to be successful.
- Provides them with an opportunity to 'try out the new way' in a safe environment. Provides support in the form of training, tools, and mentoring.
- Provides forums for people to share their experiences: what works and what doesn't work.
- Develops strategies for recognising those who master the change. He helps them to create heroes and role models.
- Helps them to inject fun and excitement into the process – through themes, competitions, prizes, awards, and inspirational quotations.
- Communicate progress via websites, newsletters, and awards...
- Get powerful leaders to play a symbolic role such as presenting awards to heroes, checking on what is working and not working.