

# THE PROCESS OF SUCCESSFUL CHANGE

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FOR ATTENDEES AT NTI 2019 – “C” GROUP  
UNIVERSITY OF MICHIGAN  
BASED ON “OUR ICEBERG IS MELTING”, BY JOHN KOTTER

## SET THE STAGE

*Change is inevitable, but  
transformation is by choice.*

*HELP OTHERS SEE THE NEED FOR CHANGE  
AND THE IMPORTANCE OF ACTING  
IMMEDIATELY...*

CREATE A SENSE OF URGENCY

*DEVELOP MORE AND MORE ENERGY  
DEDICATED TO ACTION.*

CREATE A SENSE OF URGENCY



**"Of course we'll make a decision ...  
once we have considered the 5243 factors."**

## PULL TOGETHER THE GUIDING TEAM

*The strength of the team is  
each individual member.  
The strength of each member  
is the team. (Phil Jackson)*

*THE GROUP GUIDING THE CHANGE MUST BE POWERFUL --- LEADERSHIP SKILLS, CREDIBILITY, COMMUNICATIONS SKILLS, AUTHORITY, ANALYTICAL SKILLS, POSSESSING A SENSE OF URGENCY.*

PULL TOGETHER THE GUIDING TEAM

## DECIDE WHAT TO DO

- Develop your Change Vision and Strategy
- Clarify how the future will differ from the past
- And, clearly communicate how you/this Change Vision can make the future a reality

WHAT WOULD BE THE EQUIVALENT OF “BEING FREE” OR BECOMING EXPLORERS, FOUNDERS, OR CREATORS OF SOMETHING NEW, SOMETHING BETTER, A “NEW LEGACY” ATTRACTING NEW AND FUTURE LEADERSHIP – GROWING EXPONENTIALLY

DECIDE WHAT TO DO

DO YOU HAVE A CREDIBLE PATH TO ACHIEVE THE NEW CHANGE/GOAL

IS THERE A “GUIDE” OR A “ROLE MODEL” FROM WHICH TO LEARN OR PATTERN YOUR ACTION

DECIDE WHAT TO DO

## MAKE IT HAPPEN

- Communicate for Understanding and Buy-In
- Make sure as many others as possible understand and accept the vision and strategy
- Get beyond “stopping the resistance” to creating more and more people who want to help you

## 50 Reasons Not To Change



*DO WE HAVE COMMUNICATION TACTICS LIKE “TOWN HALLS”?*

*ARE THERE ENOUGH PARTICIPANTS FROM EVERY RANK OF THE ORGANIZATION HELPING COMMUNICATE THE MESSAGE?*

**MAKE IT HAPPEN**

**MAKE IT HAPPEN**

- **Empower others to act**
- **Remove barriers so those who want to make the vision a reality can do so**
- **Encourage others to remove barriers and make true innovation happen**

*FIND THE “PLANNERS” & “SCOUTS” WHO BELIEVE IN THE  
VISION & WANT TO MAKE IT REALITY*

*IS CLEAR WHERE WE WANT AND NEED THEIR HELP*

*DO WE HAVE A PLAN TO DEAL WITH “CRYING  
KINDERGARTENERS” AND “NEGATIVE NIELS/NELLIES”*

**MAKE IT HAPPEN**

**MAKE IT HAPPEN**

- **Produce “short-term” wins**
- **Create visible, unambiguous successes as soon as possible – something that makes today better than yesterday and tomorrow better than today**
- **When feasible, communicate and celebrate these “wins”**

HAVE WE GIVEN THE PLANNERS AND SCOUTS A "FIRST GOAL" THEY CAN REACH FAST ENOUGH TO "WIN" THE SKEPTICS

CAN WE ORGANIZE A "CELEBRATION" TO RECOGNIZE CONTRIBUTIONS OF "HEROES" - CELEBRATING PROGRESS

MAKE IT HAPPEN



## MAKE IT HAPPEN

- **Don't let up**
- **Press harder and faster after the first successes**
- **Be *relentless* with initiating change after change until the vision is a reality**

*HAVE WE RAISED THE BAR FOR THE NEXT WAVE OF  
PLANNERS AND SCOUTS?*

*WHICH MEETINGS/PROGRAMS ARE NO LONGER NEEDED  
AND CAN BE CANCELLED, SO WE DON'T EXHAUST  
OURSELVES OR "BURN-OUT" ?*

*WHAT ELSE CAN WE DO TO KEEP MOMENTUM GOING?*

**MAKE IT HAPPEN**

## MAKE IT STICK

- **Create a NEW Culture**
- **Hold on to the new ways of conducting business**
- **Make sure they succeed until they are strong enough to replace old, “dysfunctional” traditions**
- **Always adapting to a faster changing world**

*ARE WE PUTTING THOSE WHO HELPED MAKE CHANGE HAPPEN IN LEADERSHIP ROLES?*

*HAVE THE PLANNERS AND SCOUTS BEEN REWARDED?*

*HOW DO WE “INSTITUTIONALIZE” CHANGE (LIKE ADDING “PLANNING” & “SCOUTING” TO OUR TRAINING)*

**MAKE IT STICK**

