

# Managing *Change* from the Sidelines

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*A Playbook for Success*

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## ARE YOU RIGHT FOR THIS JOB? ARE YOU A CATALYST OF CHANGE?

### Personality Traits of Catalysts for Change

**Catalysts make things happen and aren't afraid to initiate actions.** They are focused and determined, know what they want, where they're going and generally what needs to be done to get there. They are not afraid to put themselves in the forefront.

**Catalysts actively promote new directions or ideas understanding change is difficult.**

Catalysts recognize that not everyone appreciates or welcomes change. They know some people are dead set against change and will oppose any program regardless of its merits. They are not dissuaded by opposition and absorb complaints by seeing them as constructive criticisms or suggestions for improvement.

**Catalysts are agile by nature.** They can quickly change direction, refocus and get back on track when necessary. They understand not every idea is a good idea nor can every idea be accomplished.

**Catalysts have some understanding of the psychology of change on staff and organizations.**

**Catalysts seek excellence--not perfection--and understand the goal is more important than the path taken.**

### How You can Become a Catalyst for Change

If you're not currently a catalyst for change but can see the value of being a catalyst, here are suggestions on things you can do to get you on your way.

- **Analyze:** Identify what you want to change is the first step.
- **Take initiative:** Make it happen and keep going. Don't wait for someone else to take over or to offer to help you out. Once you have identified what you want to accomplish write down several possible "next steps" to realize that change.
- **Get feedback:** Seek out and be open and receptive to feedback but realize that others' opinions are not the final word nor necessarily applicable to your circumstances.
- **Create an environment** for change. You need certain things in place to make attaining any change possible.
- **Be realistic** in all things.
- **Accept** that you will not be loved by all or many.

## SYNOPSIS

Participants of this presentation will learn how to successfully confront the status quo and proactively engage in change management in an environment of fiscal austerity and dispersed responsibility for technology improvements that will impact effectiveness and efficiency of court operations with a diverse group of responsible officials at the county and state level.

Participants will learn techniques for implementing change in a de-centralized system using an informal management model including:

1. Realistic Goal Development
2. Recognizing and Creating Opportunity for Change
3. Profiling Justice System Participants to Elicit Change
4. Motivating Others for Change
5. Strategy Development for Successfully Implementing Change
6. Recognizing Success

1. **Realistic Goal Development:** Regardless of where the idea was authored, you must first embrace a goal and make it yours--body and mind. After creating your basic vision of the perfect outcome, apply these well founded techniques for success.

a. Know your environment and the playground rules.

b. Create **YOUR** Goal Using “S.M.A.R.T.S.”

Specific: What do I want to accomplish?  
Who are the key stakeholders?  
Who should be involved?  
Why would they support your goal?  
What is your role and position within the project leadership team?  
What is an appropriate timeframe?  
What are the requirements and constraints necessary to reach the goal?

Measurable: What are the criteria for knowing when you get there?

Attainable: What is necessary to get there?

Realistic: Can you get there? What are the barriers (\$\$, staff, expertise, technology)?

Timely: Are operational conditions favorable for success? Establish a timeline for completion?

Simple: Would your child understand the purpose of the goal?

2. **Recognizing and Creating Opportunity for Change:** Identify the past and current dynamics within the organization and be creative in using these as the foundation for justifying change. Change needs to be fact based and stand all tests for soundness and reasonableness. Change promotes change and organizations, once stopped, remain always stopped.

3. **Profiling and Persuading Justice System Participants to Elicit Change:** Although extremely important in all levels of management, profiling is rarely discussed because of the unpalatable and politically sensitive nature of the concept. By their very nature, court leaders and court organizations believe and support the status quo. To elicit change, human behavior and values must be dealt with. Profiling gives in-depth information invaluable in identifying techniques that maybe used in persuading persons to a desired end.

a. **Profiling** begins with identifying basic personalities types based on several major factors- age, gender, education, and life and career experiences. Each personality type has established characteristics that are important in understanding why an individual behaves in a particular manner (see attachment).

**b. Understanding the elements of a person's internal composition:**

- Decisions are based on:
  - Core beliefs and rules
  - One's values
  - One's reference system
  - One's habits
  - One's emotional state
- Beliefs create a sense of certainty and are rarely questioned. They are usually based on a large number of emotionally charged experiences.
- Motivations are short term in nature. **WARNING!** People naturally seek out comfort zones created by routine.
- Words can reflect or change a person's state of mind.
- Emotions can be triggered by words or actions. Most people deal with emotions by avoiding and dissociating themselves from negative situations and accepting positive situations.
- Values are things important to ME. Although people tend to think of values as part of their personality, they are learned. Organizations have recognizable value systems.

**c. Understanding the Change Psyche of the Mind -- the "ME" problem. We tend to take it as a personal affront and insult when others disagree with us. To pursue outcomes involving staff it is essential to understand the psychology of change on individuals. They include:**

- People fear loss
  - Loss of job
  - Loss of status
  - Loss of control
  - Loss of quality of life
  - They don't understand.
  - They don't trust you
- They are impacted by peer & social pressures
- You are not one of us
- They don't have a say or control over their future
- They feel disrespected
- They must deal with politics- internal and external
- They fear failure
- They fear the unknown
- The timing is wrong

- d. Overcoming the internal traits:
- Loss is the one least amenable to removing- show support, compassion and understanding
  - Communicate clearly, simply and to the audience
  - Communicate to remove surprises
  - Get leadership support at all levels or the organization
  - Practice less rhetoric and more action
  - Support them in manner they can see
  - Pay attention to skeptics and what they are saying
  - Be open with information and communications
  - Do not react unduly to provocations
  - Be solution orientated
  - Point out how change will improve (reward) ME
  - Not all resistance is bad, some ideas may help. Listen.
- e. Conducting the One-on-One- understand before your talk
- Find a comfortable and safe climate for the meeting
  - Open your eyes and ears
  - Create rapport or common ground
  - What's on the wall/desk
  - Adapt to person you are talking to- mirror
  - Make them feel comfortable
  - What's their body language--eyes, arms, legs, breathing
  - Look them in the eye
  - Listen
  - Connect before coaching
  - Focus on their way
  - Consequences if they don't take action
  - Action speaks louder than words
  - Try to remove physical barriers
  - Ask questions
  - Zero in on essentials
  - Be credible related to experience and knowledge
  - Focus on outcomes not path to success
  - Answer the questions that aren't asked
  - Stay simple not too much at one time
  - Theirs- not ours
  - Stress is real
  - Where are they standing
  - You are the other people
  - You are not a customer- what is the real purpose
  - You must understand them
  - People are sincere in their beliefs- regardless of accuracy or facts
  - What do we really care about
  - Use small words and sentences
  - Backward--innovative... Defensive--bold—scary words
  - Remember the 3 Rs -- Respect, Responsibility, Reality

- Local problems, require local solutions
- Women don't like negative ads
- No such thing as failure, just results
- Pay attention to physical and verbal cues:
  - Physical: eyes, arms, legs, breathing, facial expressions
  - Verbal: words, tonality

4. **Motivating Others for Change**

- a. Rewards are essential for instilling change and must impact individuals and organizations.
- b. Mental
- c. Physical
- d. Material

5. **Strategy Development**

- a. We play the game from the sidelines and become coaches.
- b. Game plans are essential.
  - 1) The Game Plan: The coach is primarily responsible for developing the game plan and that must include elements that establish a path to short and long-term victories using offensive (proactive), defensive (reactive) and special purpose players and teams.
  - 2) Scout and identify key players who are essential to the effort
    - Select those whose participation will establish confidence
    - Select leaders for each dimension of the game
    - Recruit everyone into a team mind-set
    - Develop on-field leaders
    - Develop commitment
    - Develop passion and zeal
    - Develop a can do environment
    - Provide guidance and support
    - Solicit as much support as possible
  - 3) Scout and identify known barriers.
    - Do you have the money?
    - Do you have the appropriate resources?
    - Do you have the subject matter expertise?
    - Do you have locations?
    - Do you have the support of the booster club?
  - 4) What are your real chances- is it timely?
    - What is the history of success?
    - Why think about victory now?
    - What circumstances currently exist for victory?
  - 5) Create a playbook
    - Communicate for alignment to outcomes
    - Communicate consistent with your goals and actions

- Establish criteria for using offensive (proactive), defensive (reactive) and special teams
- Stay flexible and adjust-circumstances dictate your play. You do not control the dynamics
- Remain focused on the outcome

6) Understand You Can't Win Them All--the Traits of Failure:

- Not establishing a sense of urgency
- Not establishing a powerful enough leadership team
- Goal not clear
- Not communicating the goal
- Not removing obstacles
- Not creating enough short-term wins
- Not anchoring changes in the organization
- Not having or keeping to a game plan

6. **Recognizing Success:** Success has to be visible to organization and membership to anchor a new status quo.

### Summary of Generational Differences

	<b>Traditionalists</b> 1925-1945	<b>Baby Boomers</b> 1946-1964	<b>Gen Xers</b> 1965-1977	<b>Millennials</b> 1978-2000
<b>Core Values</b>	Respect authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
<b>Family</b>	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
<b>Education</b>	A Dream	A Birthright	A way to get there	An incredible expense
<b>Communication Media</b>	Rotary Phone one-on-one write a memo	touch-tone phone call me anytime	cell phones call me only at work	internet picture phones email
<b>Dealing with Money</b>	put it away pay cash	buy now, pay later	cautious conservative save, save, save	earn to spend
<b>Work Ethic and Values</b>	Hard work Respect authority Sacrifice Duty before fun Adhere to rules Homogeneity	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-Reliance Want structure & direction Skeptical Risk	What's Next? Multi-tasking Tenacity Entrepreneurial Tolerance/Diversity Change Goal oriented
<b>Work is...</b>	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
<b>Leadership style</b>	Directive Command-Control	Consensus Collegial	Everyone's the same Challenging others Ask why	TBD*
<b>Interactive style</b>	Individual	Team player Loves meetings	Entrepreneur	Participative
<b>Communications</b>	Formal Memo	In person	Direct Immediate	E-mail Voice mail
<b>Feedback and Rewards</b>	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title, recognition	Sorry to interrupt but how am I doing? Freedom is the best reward.	Whenever I want it, at the push of a button. Meaningful work.
<b>Messages that Motivate</b>	Your experience is respected.	You are valued. You are needed.	Do it your way. Forget the rules.	You will work with other bright, creative people.
<b>Work &amp; Family Life</b>	Ne'er the twain shall meet.	No balance Live to work	Balance Work to live	Balance Work to live

Taken from "Mixing and Managing Four Generations of Employees" by Greg Hammill  
FDU Magazine Online, Winter/Spring 2005;  
[www.fdu.edu/newspubs/magazine/05ws/generations.htm](http://www.fdu.edu/newspubs/magazine/05ws/generations.htm)

\*This group has not spent much time in the workforce. Characteristic has yet to be determined.