
Preface

Challenges are what make life interesting; overcoming them is what makes life meaningful.

Joshua J. Marine

The news about change efforts is usually grim. Reports indicate up to 75 percent of organizational change efforts fail, meaning only about 25 percent are successful! According to Julia Ross (2000) in her book *The Diet Cure*, there is only a 2 percent long-term success rate of dieting. It has become common knowledge that change is hard; no one likes change and people will resist it. It has even become acceptable to think this way. Whether you are reading this book as a leader responsible for guiding your organization to a thriving future, or an individual hoping to make a personal change, these data bits can be downright depressing.

Every leader must be competent to lead every individual to change. Leaders at all levels in the organization need specific skills and a deep understanding of how to guide people and groups toward the needed changes so the organization survives and thrives. Every leader dreaming, wishing, and hoping to make a lasting change needs a new mind-set and a concrete set of skills that foster successful change.

We can no longer accept the rate of failure of change efforts. It is too costly. I know of no organization that has 75 percent of their time and financial resources to waste in change efforts that result in a great plan sitting on a shelf creating little to no change. I know of no person who doesn't have the best intention for his or her goal to finally happen. The future and success of your organization and your career,

depends on having the know-how, confidence, competence, and courage to lead others to transform their thoughts, beliefs, behaviors, and actions to achieve their desired change.

When I searched Amazon.com for books on “change” I found 116,275. When I refined the search to “change management” I found 13,446 books. The key words *leading change* highlighted 703 books and *personal change*—3,736 books, with some overlap among categories. Professional and personal development are big and booming industries. According to a 2009 Marketdata Enterprises report, the self-improvement market in the United States was worth \$10.5 billion. Professional coaching was growing at a rate of 6.2 percent per year. Leaders and individuals are hungry for the best advice and how-to tips to overcome the challenges of creating change in their professional and personal lives. Coaching is considered a must-have skill for today’s leaders.

When people start out on a change path, it often feels like they are fighting an uphill battle, going against the grain and swimming upstream. With so much going against them it can be easy to give up before beginning—or soon afterward. That’s what usually happens.

You don’t have to join in the chorus and sing that same old song that “change is hard; no one likes change.” Change does not have to be seen that way, nor does it have to be feared.

I would like every reader to adopt a new mind-set that change can be easy. OK, maybe not easy as pie but certainly easier, achievable, and surely within your reach. In this book, I will show you how you can easily implement twelve specific strategies and become a CHANGEMASTER!

If you have ever been frustrated by leading a change effort, people who resist it, or making a personal change in your life, I hope you will find salvation and hope by delving into the twelve strategies to achieve lasting change. You can become a CHANGEMASTER by studying, learning, and thinking about how each of them are crucial to making successful change.

Purpose

In this book, I offer you the gift of fresh thinking about change to ease your work and ease the process of creating lasting change—at last! If you are a leader of people and responsible for organizational change, it is my wish and hope that this book equips you with practical strategies for managing resistance to change.

I have a long-held belief in the importance of leaders adopting a “coaching style” of leadership and internalize the coaching process to reach more people in more cost-effective ways. You do not have to become a fully certified and credentialed coach, which can be a lengthy and costly process. You can develop the insight and knowledge to learn and apply the strategies that professionally trained coaches use.

This book is intended to be a practical resource for helping organizational leaders and individuals rethink the challenge of change and develop positive strategies to achieve it. Too many change initiatives fail because we don’t often know how to lead successful change. Failed efforts are very costly to the goals and momentum of the organization, costly in terms of wasted energy, dollars, and intention. We might know how to create change in theory, however, change is an individual process for each person and it is important for leaders to finally know how to master change.

Readers will discover how to partner with people to overcome resistance to change. I hope this book inspires leaders to consider how coaching should be considered and adopted as a systemic change strategy. It is different from other books about change, which are typically theoretical. This book provides practical strategies and tips that will enable you to banish old, ineffective thinking about change and adopt a “change can be easy” mind-set. It is an “encyclopedia of change.”

The content and CHANGEMASTER strategies in the chapters that follow are based on professional coaching strategies versus change management theory common to other books about change. This book differs in that it will help leaders adopt a coaching style of leadership without specific coach training. While this is not a book filled with descriptions of various research projects, it is based on research about how we can achieve successful change that is incorporated into the work of professional coaches. It will provide specific hands-on, easily doable strategies and tools you can implement immediately with staff, teams, and your entire organization.

The body of knowledge this book is based on is derived from the field of professional coaching, and from research on brain function, not from years of formal research into the change process. I will share with you what I have learned about people and change from the world and work of professional coaching. For coaching is how we support people to create change, one person at a time. Coaching is a proven process for creating change in individuals and entire organizations.

Who Should Read This Book

If you are one of the people who has bought into the concept that change is hard, this book is for you. This book will serve many audiences. It is designed to be useful for both individuals who wish to make personal change in their lives, and organizational leaders who are responsible for managing a change effort. If you are a superintendent, CEO, executive director, department manager, team leader, or any leader of people who are responsible for achieving challenging goals, you will find this book practical and useful. University professors and teachers of courses that focus on leadership, organizational development coaching programs can use this book as a unique and helpful text.

Background

I don't know about you, but I became tired of listening to people moan and groan about how hard change is. Individuals who want to change something in their life and never quite achieve their goal often give up. Leaders who claim staff won't change, no one likes change, change is impossible, or people will resist often do not know what to do when resistance arises.

Allow me to shake up your thinking about change. I decided to write this book to change your mind-set about change. Change can be easy and in the chapters following are a dozen specific things you can do to discover just how easy it can be.

The twelve strategies described in this book came to me late one night while stranded overnight in an airport. There were no hotels available, and I had no choice but to stay awake all night and wait for my early morning flight. I had just come from a speaking engagement at a high school. Many high school staff members are said to be very traditional and resisting change. As I left this event, I thought about ways to help them adopt new ways to think about change in a positive "I can do it" way.

So there I was at midnight in the Chicago airport with my need to stay awake and my thoughts about how to help people consider new ways to think about change. That is when the idea for this book hit me in the form of an acronym: CHANGEMASTER—created to help leaders and individuals remember what is needed to create change and to communicate how easy change can be. I was energized by the idea. It helped me stay awake all night as I feverishly created the

beginning of what is now this book. I hope it serves to support you in making important changes, work with people who resist change, and help your challenging goals become reality. Most of all, I hope it helps you rethink change; discover that change can be easy and become a master of change!

How to Use This Book

This book is organized into twelve strategies that evolved from my work with school leaders and individuals over the past ten years as a professional coach. All twelve strategies are derived from the coaching field, and represent what coaches do with individual clients, groups or entire organizations, to cultivate successful change. The acronym CHANGEMASTER is meant to assist readers with a simple-to-remember format that change can be easy. This is a flexible book. The twelve strategies can be applied to any or all change efforts—changes for the organization, teams, individuals, or the leader. They can be applied to personal changes or professional ones. I recommend before you implement the ideas in this chapter that you read the entire book so you can grasp all twelve strategies for change. Get to know what is meant by each one, and practice with people. You can easily apply the same strategies in this book to groups that you apply to individuals.

Once you become familiar with the strategies in the following chapters, feel free to try any or all of them. Although each one is important to achieving your desired change, there is no particular order you must follow. Choose one and get going. Choose the one that either resonates with you the most, or the one where you think people are stuck.

Each chapter contains success stories that demonstrate how the strategies described in this book have led to transformational change. Readers will also find one or more useful tools to help them implement the strategies today and tips for success. You can try the strategies and the tools yourself before introducing them to your staff, if you wish, or you can jump right in and be a CHANGEMASTER.

Each contributor who shared a success story using these strategies is a professional coach with no less than sixty hours of training. To respect the confidential nature of coaching, their names, locations and organizations have been changed, unless otherwise indicated.

Universal Application

The strategies in this book are different from those you would typically find in a leadership book. They encompass the whole person. They include mental (thoughts), physical (action), emotional (feelings), and spiritual (meaningful purpose) attributes. While this book has a bias toward leadership and organizational change, every strategy is equally useful for you as an individual in achieving any change. Want to launch a business, achieve your ideal goal weight, retire to Tahiti, or change careers? Feel free to use the tools and strategies to stop thinking you can't and start getting your plan in motion.

Many of the examples used in the chapters that follow are about school systems. As a former educator, I am passionate about fostering change in such challenging organizations. The concepts, tools, and strategies are practical and useful for nonprofit organizations, government agencies, and businesses of any size, too. You can easily apply them in any setting.

Three Main Reasons to Buy This Book

- To provide leaders and individuals with practical, doable coaching strategies they can apply today to create successful change
- To adopt a new, positive mind-set that change can be easy and within your reach
- To provide insight, skills, and understanding of a coaching style of leadership

Special Features

- Useful tools you can use for planning and professional development
- Inspiring quotes
- Tips for success

You can start adopting a coaching style of leadership today. Doing so will offer understanding about how change is truly and finally made. You will learn how to foster change in others by using the twelve strategies in this book. They are all coaching strategies. Coaching is very much an inside-out process. Internally changing how we think, what we believe, and what we do leads to external change in behavior, action, and results.

Enjoy the (easier) journey . . .