



Unleash the magic within your organisation

Issue: 6

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In this issue:

- Article: Why the hare burns out. Pg 2.
- Article: Why people support the tortoise. P3.
- Article: The tortoise's secret. P 4.
- Article: Beliefs of the tortoise. Pg 5.
- Practical networking opportunities. Pg 6.
- The Change Master Series. Pg 7.

What's new from Change Designs

- The Change Leader. 8th and 9th October. Innovation. 12, 13 November. Jhb.
- www.changedesigns.co.za - articles, tools, and support for strategists, leaders and change managers.

THE STORY OF THE HARE AND THE TORTOISE. **A new approach to empowerment.**

The traditional methods of empowering people (training, mentoring, career development, change management, promotions and challenging job assignments) are not working.

Instead of empowering people, we are finding that the very people we are trying to empower are being disempowered.

A need for achieving at speed, is resulting in a generation of stressed, burned out, un-confident leaders whose power is determined by their position in the organisation rather than their own inner strength.

This article considers a 'new way' to empower yourself and others, based on Aesop's fable of the hare and the tortoise.

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

Kind regards
Ruth Tearle. <mailto:ruth@changedesigns.co.za>

Interim SETA accreditation for 'The Change Master Series.'

This is to confirm that **Change Designs (Decision No. 0499)** is currently in the process of achieving full institutional accreditation status as per the requirements of the ETQ Committee of the Services Seta.

Change Designs has interim accreditation status and companies utilising the education and training services of Change Designs may claim their grants back from their Seta. In this regard please include Change Designs decision number with your company's Workplace Skills Plan when submitting your report to the relevant Seta.

*"An empowered person is someone who has the self confidence, knowledge and networks of loyal supporters to achieve anything he/she desires."
Ruth Tearle*

THE HARE DOESN'T ALWAYS WIN THE RACE.

THE HARE BURNS OUT BEFORE THE RACE IS OVER.

Someone once said 'there is nothing new under the sun'. And that is true. But in the course of our lives we get trapped by habits, deadlines, crises, and other peoples' expectations. We forget the old wisdoms that our parents and grandparents used to share with us. Those principles that were part of an era when life and work seemed simpler and more pleasant.

Sometimes we struggle with an impossible task without success. Then something happens that causes us to take an unexpected break. Perhaps we get flu and can't do anything for a week. Perhaps we go and see a movie and escape the pressures of our lives for a few hours. When we come back to our work, we are surprised to discover that we are able to complete our previously impossible task effortlessly. Or we go on a creativity course, and find that while we are laughing and having fun, we are able to produce five times the amount of creative ideas, than we normally produce by 'working hard.'

"Ah yes, a break is good." We think for a few moments. Then we return to our roller coaster ride of deadlines and expectations.

We forget our insight because we've been told that in a world characterised by global competition, diminishing markets, cost containment, increasing government regulations, and demanding customers, ***the key to success is speed: to produce better, cheaper and faster than anyone else.*** This means we have to focus on performance and production. And we need to 'innovate faster than our competitors'.

So we set up systems to encourage, measure and control our ability to perform and produce under pressure. Project management. Performance management. Incentive schemes. Innovation programmes. Change Management programmes. People empowerment programmes.

All these programmes encourage us to continuously run like hares, in an attempt to beat the tortoise.

We work harder. We work longer hours. We neglect our families. We forget to exercise. We neglect ourselves. We tire. We lose energy. We lose interest. We fail. We wonder what went wrong. We feel less confident. We lose our power.

Surely there must be a simpler way?

AESOP'S FABLES:

The Hare and the Tortoise.
Original text.

"A HARE one day ridiculed the short feet and slow pace of the Tortoise. The latter, laughing, said: "Though you be swift as the wind, I will beat you in a race." The Hare, deeming her assertion to be simply impossible, assented to the proposal; and they agreed that the Fox should choose the course, and fix the goal. On the day appointed for the race they started together. The Tortoise never for a moment stopped, but went on with a slow but steady pace straight to the end of the course. The Hare, trusting to his native swiftness, cared little about the race, and lying down by the wayside, fell fast asleep. At last waking up, and moving as fast as he could, he saw the Tortoise had reached the goal, and was comfortably dozing after her fatigue."

<http://www.2020site.org/aesop/story5.html>

While we Berrocca enriched superheroes have been sprinting towards 'success', the tortoise has been carving out a simpler path. She has been quietly building up support networks to ensure she achieves success effortlessly in the future.

WHY THE TORTOISE IS SUCCESSFUL IN THE END.

THE TORTOISE'S SECRET WEAPON

Imagine the power we would have if anytime we faced a formidable challenge, we were able to call on an army of knowledgeable and skilled associates to support us.

Imagine if our customers, suppliers, staff members, and networks of professionals in other companies truly wanted to help us to be successful.

Imagine if this powerful army could be dispatched at will to help us to overcome any obstacles that confronted us. Imagine the power we would have if this army wanted to help us to achieve our dreams.

**While the hare dashes from one crisis to another,
The tortoise is building up an army of future supporters.**

WHY PEOPLE WANT TO SUPPORT THE TORTOISE.

The tortoise is one of those rare people who achieves quietly and effortlessly. When he makes a mistake, instead of being blamed, customers, staff, and suppliers rally around him. When faced with a problem, others volunteer to help out. When he shares his dreams with others, they are energised and want to contribute.

Why does the tortoise get special treatment?

- **He helps others to achieve their dreams.** So they, in return want to help him.
- **People trust him.** Because he doesn't pretend to be anything other than himself.
- **You always know where you stand with him.** Because he is always true to his values, and his beliefs.
- **You can always count on him.** If he says he'll do something, it will be done.
- **He keep his promises.** He is disciplined. He manages his time well. He acts rather than talks. He is responsible and doesn't believe in 'excuses.'
- **He is honest.** He says 'no' as well as 'yes'. He doesn't try to please. He doesn't pretend.
- **He is humble** – even though he's achieved a lot in his life.
- **He's calm.** He never seems under pressure. He has a balanced life. He works set hours. He rarely works overtime. It is known and accepted that his family and sports are also important to him.
- **He exudes positive energy.** People feel refreshed and energised after spending time with him.
- **He cares about others, so they care about him.**

**“The sage....watches the seasons rise and fall.
And if he knows how things grow, he knows they are fed by their roots.
And they return to their roots, to grow and flower and flow.
Everything must have its roots, and the tendrils work quietly underground.
This quiet feeding is the Way of Nature.”
Tao Te Ching. Translated by Nan-Ho Kwok.**

THE TORTOISE'S SECRET TO SUCCESS.

Typically, in organisations, the hares focus their energies on:

- Looking good in front of the bosses.
- Taking on high risk and high profile projects that could result in future promotions.
- Covering their backs in case they fail. Putting everything in writing.
- Making sure they are noticed by people they consider important.
- Showing off their superior knowledge to others in meetings.
- Bragging about their achievements.

This strategy often seems to work, as many hares seem to be winning the race in the beginning.

The tortoise, meanwhile is focusing his energies on building relationships and networks and creating databases of knowledge.

“Power increases exponentially through sharing.

Knowledge increases exponentially through sharing.

Trust increases exponentially through giving without expectations.”

Ruth Tearle

THE TORTOISE'S NETWORKS AND DATABASES.

Communities and networks.

- He develops relationships with communities of people in other companies doing similar jobs to himself.
- He knows what these people know, and what experience they have.
- Over time, he builds up relationships of trust, based on 'give and take' with these external networks.

Trusted and trusting customers.

- He has an intimate knowledge of his customers. What products and services they use. How they feel about them, and what keeps them awake at night.
- His customers trust him because of his habit of trying to give them more than they ask or pay for.
- He is seen as credible, professional and up to date. He finds ways to add value to his customers. For example, he may research new trends and share these with his customers.

Trusted suppliers.

- He has a database of suppliers who he trusts to provide quality products and services on time.
- When under pressure, the suppliers choose to work with him rather than their other clients, because he treats them with respect, pays them on time, and is easy to do business with.

Trusted staff.

- He has an intimate knowledge of the skills, strengths, hopes and dreams of his staff members.
- His team trusts him because they know he is actively helping them to achieve their dreams. He helps them to develop career plans that excite them. He introduces them to his networks, he shares his experience with them, he arranges for them to attend relevant training courses, and assigns them onto projects that will take them a step closer to their dreams.

Knowledge

- He keeps up to date on changing trends in the industry, and the economies he does business in.
- He understands how these trends could impact on his own business, that of his customers, his networks and his suppliers.
- He shares his knowledge of these trends with his networks, customers and suppliers.
- He suggests practical ways that his networks can help one another to take advantage of these trends – for the benefit of all.

Developing powerful communities of communities.

- He helps people in his various networks (staff members, communities of colleagues, customers, suppliers and the industry) to meet with one another - so that all benefit.

BELIEFS OF THE HARE VS. THE TORTOISE.

BELIEFS OF THE HARE AND THE TORTOISE.

Are you a hare or a tortoise? Use the table of beliefs to determine your business style.

	BELIEFS OF THE HARE	BELIEFS OF THE TORTOISE.
Trust	"Don't trust anyone. People will screw you if you let them."	"Trust people until you are proved wrong. Then give your energy only to people who deserve it."
Sharing	"Knowledge is power. Networks are power. Information is power. Keep power to yourself."	"The more you share your power, the more powerful you'll be. The more you share your knowledge, the more knowledge you have at your disposal. The more you share your networks, the more powerful the networks you'll be able to access."
Giving and taking.	"People will take you for all you have if you let them."	"There are people who give and people who take. Only by giving generously first can you meet and befriend the givers."
The tendency to over-capitalise.	"Don't give your customers more than they pay for."	"The more you help your customers, the more they will trust you. Trust, is the new competitive advantage."
Mistakes and failures	"Failure is not an option."	"If you keep doing the right things, success will follow – but in its time – not yours."
Impressions	"I must impress others. I can't afford to look stupid."	"I must simply be myself."
Control.	"I must be in control."	"I cannot be in control of anything but my choices."
Fixing.	"Don't fix it if it ain't broke."	"Fix a problem when it is a small irritation. Imagine future problems and take steps to prevent them now."

"What are the steps that you need to take, so your life will flow more simply and effortlessly."

"Express yourself honestly and directly and let the cards fall where they will."

Inneractions. Stephen C Paul and Gary Max Collins

PRACTICAL NETWORKING OPPORTUNITIES.

PRACTICAL NETWORKING OPPORTUNITIES FOR PEOPLE INTERESTED IN LEADERSHIP, STRATEGY, CHANGE AND EMPOWERMENT.

CHANGE DESIGNS invites you to join our change community. We offer you a number of easy ways to increase your personal power, by sharing in our knowledge bases and networks. E.g.

1. **Subscribe to the free newsletter** and receive free articles, hints and inspiration.
2. **Visit the change designs website** at www.changedesigns.co.za for articles, workshops, tools and support. Write your own practical 'how to' articles and submit them to the website.
3. **Join our online change community.** Make new friends online. Visit http://www.changedesigns.co.za/THE_CHANGE_COMMUNITY.htm Contact people with similar interests. Put your details online and allow people with similar dreams and challenges to contact you.
4. **Share your wisdom, knowledge and experiences with others on-line.** Visit http://www.changedesigns.co.za/Golden_nuggets.htm. In turn, use this page to motivate you.
5. **Get inspired.** Visit <http://www.changedesigns.co.za/Inspiration%20cafe.htm>. Learn from other people's experiences. Read inspirational quotations. Then share your own insights with others.
6. **Meet and befriend people from other companies facing similar challenges** at a *Change Masters Series training course*. Use the opportunity to share and learn about real life solutions to real life problems. Become part of a network of special change leaders who support and encourage one another. For more information see <http://www.changedesigns.co.za/Change%20master%20conferences.htm>

**“ Begin to see what is in front of you,
rather than what you learned is there.”**

Inneractions. Stephen C. Paul.

THE CHANGE MASTER SERIES OF COURSES.

COURSES FOR THE REMAINDER OF 2003.

Remember to include the Change Master Series in your workplace skills plan Change Designs (Decision No. 0499)

THE CHANGE LEADER PROGRAMME. 8th and 9th October 2003. Jhb.

Learn how to implement change successfully in your organisation. Learn how to:

- remove barriers to your change .
- select the right tools and approaches to make your change work.
- develop a comprehensive change strategy.
- avoid change fatigue.
- overcome resistance to change.
- handle political agendas and 'difficult people'
- manage change in an inspiring and exciting way.
- inject fun and creativity into your organisation through your change process.

INNOVATION AND IMPLEMENTATION. 12th and 13th November. Jhb.

Topics include:

INNOVATION:

- Requirements for innovative thinking
- Creating a climate that encourages creative thinking in our group.
- Brainstorming new creative paradigms for your organisation.
- New opportunities from strategic trends.
- New opportunities from future scenarios.
- New opportunities from mixing and matching strengths within a cluster.
- Evaluating and shaping opportunities.

IMPLEMENTATION.

- Why the implementation of good opportunities fail.
- The seven steps to implementing an opportunity successfully.

For more information visit www.changedesigns.co.za or contact Ruth Tearle at 021 712 2154 or Sandy Goldberg at 021 434 6313.

NETWORKING TIPS:

Ask and answer three questions:

1. What do you do?
2. What are your dreams?
3. How can we help one another?

If there are other topics you'd like to see addressed in future newsletters, email your ideas to newsletter@changedesigns.co.za

Feel free to forward this newsletter on to anyone else that you think would benefit from it.