



Unleash the magic within your organisation

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What's new from Change Designs

- Book now for the last Change Leader workshop for 2003.
- www.changedesigns.co.za - articles, tools, and support for strategists, leaders and change managers.

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

THE CHANGE DESIGNS WEBSITE.

www.changedesigns.co.za

- Visit www.changedesigns.co.za for articles, networking, support, books and tools for strategic planning, change management and leadership. Visit the consultants corner.
- Join the free change community and network with other change and strategy professionals online.
- Remember to press the **refresh** button on your web browser to ensure you are accessing the latest, hottest information.

THE CHANGE LEADER PROGRAMME.

22nd & 23rd May. Cape Town.

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.

Bookings close on 7th May.

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

Benefits gained by delegates on the previous course: "self insight, understanding, networking, practical tools, real life solutions, new ideas, energy and a new focus."

ENERGY: THE KEY TO SUCCESS IN A COMPETITIVE WORLD.

Most organisations today are suffering from burnout. Ask anyone when they last had 'fun' at work, or felt excited about something, and they will stare you blankly. Ask them how they are feeling, and most people will say, "We just don't understand why we're so tired." Or "We simply don't have the energy to get excited about things anymore."

We have paid a high price for our strategies of the last few years: the downsizing, right sizing, restructuring, transformation, and 'reapply for your job' strategies. The price is organisational fatigue.

And yet, to be successful in the highly competitive business environment we are operating in, we need people who are:

- Passionate about 'delighting their customers'
- Enthusiastic about what they do.
- Excited about the values and vision of the company
- Risk takers who are filled with courage.
- Innovative and creative.

None of this can be achieved without energy!

OUR ROLE AS LEADERS IS TO UNLEASH THE ENERGY THAT IS TRAPPED WITHIN OUR ORGANISATIONS.

If we are to create an organisation filled with energetic, enthusiastic, passionate people, we as leaders need to focus our efforts on organisational energy. We need to:

- **Help individuals and teams to become full of energy again.**
- **Direct their energy** so that it supports our organisations vision and values.

WHEN WE NEED TO INJECT POSITIVE ENERGY INTO OUR ORGANISATION.

As leaders, we need to focus on the energy within our organisations whenever we are:

- **Communicating a new vision or a new strategic plan.**
- **Merging companies or divisions.**
- **Changing a paradigm or belief system. Changing attitudes.**
- **Changing systems or processes.**
- **Rebuilding trust, or morale after a difficult change (e.g. a restructuring or retrenchment exercise.)**
- **Or whenever we wish to creating a high energy culture – a culture of innovation, enthusiasm, courage, and action.**

*"Positive energy, is our most important asset."
Ruth Tearle*

*"When a team is filled with positive energy, achievement simply happens".
Ruth Tearle*

10 WAYS TO DESTROY ENERGY.

10 WAYS TO DESTROY ENERGY IN INDIVIDUALS AND TEAMS

Energy tends to be destroyed when people are:

1. Focused on the **past** or on **present problems**.
2. Tired of 'talk shops' where nothing ever gets implemented.
3. Told to think within constraints. (e.g. "it must be realistic'.)
4. Told that "We have a policy of '**you're allowed to make a mistake – but you must learn from it.**'"
5. Asked to listen to a 'PowerPoint presentation. They are encouraged to 'ask questions' or 'debate issues' in a large group environment. When they do, the presenter responds in a defensive, authoritarian way. Or a **debate** between two individuals occurs, leaving out the rest the group – who quickly become bored.
6. Told what to do – rather than being allowed to create their own way.
7. Bullied into doing something they don't want to do.
8. Told that they should be motivated by a new vision or strategic plan –that focuses on issues such as 'the importance of profitability,' or 'the need to cut costs, or retrench people.' Employees often wonder how management can believe that that will be motivated by working harder for less.

Remember no one ever got inspired by making their directors rich!

9. Reminded of their weaknesses.
10. Concerned that the leader doesn't 'walk the talk. Consider for example the leader who plays it safe with a PowerPoint presentation when he tells his people he is looking for 'courage' and 'innovation'.

***"Trust that still, small voice that says,
'This might work and I'll try it."
Diane Mariechild.***

***"Do not fear mistakes – there are none.
Miles Davis***

***"When we try to control others,
we experience a world of frustration and disappointment"
Ruth Tearle***

10 WAYS TO CREATE POSITIVE ENERGY

Increase team energy by encouraging people to:

1. Create something new.
2. Play (like children) rather than feel that they 'have to prove themselves.'
3. Act in the present moment – without worrying about any consequences.
4. Have fun.
5. Be free. They can simply create. They will not be judged.
6. Use right brain activities – music, pictures, songs, or plays.
7. Recognise that they are special.
8. Re-discover their unique values and life purpose.
9. Re-discover their own unique strengths, and create new ways to use these.
10. See that they are contributing to creating something great – something that will give them a sense of purpose.

Characteristics of leaders who give out energy.

He or she:

1. Seeks the best in people' and therefore brings out something special in each individual.
2. Believes in the greatness of others.
3. Shares inspirational quotations to remind people that they already have all the wisdom they need to tackle any challenge life can throw at them.
4. Shares stories of other heroes who have achieved in spite of difficulties. (e.g. adventurers who have climbed mountains, or crossed oceans.)
5. Provides opportunities so that each individual can become his/her own hero.

*“There is a vitality, a life force, an energy, a quickening,
that is translated through you into action,
and because there is only one of you in all time,
this expression is unique.
And if you block it , it will never exist through any other medium and be lost.”
Martha Graham.*

*“The words that enlighten the soul are more precious than jewels.”
Hazrat Inayat Khan.*

USING YIN AND YANG ENERGY IN YOUR ORGANISATION.



THE YANG AND YIN OF ORGANISATIONAL ENERGY

The Chinese talk of two types of energy. Yang and Yin. The Yang energy is the more masculine, outward focused, active type of energy. While the Yin energy is softer, more inward focused and passive.

Within our organisations we usually focus more either the 'Yang' or the 'Yin' energy. However, by mixing both types of energy, you can unleash more enthusiasm, passion, motivation and creativity than you ever imagined.

YANG (OUTWARD FOCUSED) ENERGY.

This is displayed in behaviours such as:

- Achieving
- Competing.
- Doing.
- Meeting expectations and standards.
- Judging.
- Thinking.
- Controlling.
- Proving.
- Measuring.
- Recognising.

The focus is on the future or the past.

YIN. (INWARD FOCUSED) ENERGY.

This is displayed in behaviours such as:

- Creating.
- Becoming.
- Being.
- Letting go.
- Meditating.
- Listening to music.
- Looking at art. Being aware of the beauty in things.
- Being 'aware'.
- Feeling.
- Trusting.
- Risking.

The focus is on the present moment.

"According to traditional Chinese philosophy, yin and yang are the two primal cosmic principles of the universe. Yin is the passive, female principle. Yang is the active, masculine principle. According to legend, the Chinese emperor Fu Hsi claimed that the best state for everything in the universe is a state of harmony represented by a balance of yin and yang."

Source: <http://skepdic.com/yinyang.html>

HOW TO USE THE POWER OF YANG ENERGY IN AN ORGANISATION.

HOW TO USE YANG (OUTWARD FOCUSED) ENERGY.

1. *Don't talk - Do.*

No change ever occurs by 'listening to PowerPoint presentations', or 'reading minutes of meetings. **If you want people to do things differently, you have to get them to do something.** Create an activity which encourages them to explore what the new way will mean to them. For example if you want to communicate a new vision, ask a group to draw a picture or present a play which shows what their division would be doing, if it were successfully living out our new vision.

2. Encourage a sense of achievement.

- Create activities that allow people to try out new behaviours in a safe environment.
- Provide them with practical tools that will allow them to be successful.
- Let them experience the 'taste of success'. Find creative ways to recognise and reward them. (e.g. prizes, awards...)

3. Create a spirit of competition.

- In a workshop, divide the larger group into smaller subgroups. Create competition between the different groups by awarding prizes to the team that demonstrates that they are living the new way. (For example to encourage creativity you could ask the groups to brainstorm 5 things they can do, to help one another to be more innovative and risk taking. Get them to present their feedback to the larger group in a way that 'practices what they preach'. I.e. the most risk taking, creative presentation wins a prize.)
- On a monthly basis, create awards for divisions, departments and individuals who live out the new vision/values or paradigms. Base these awards on inspiring themes such as 'An Everest award for the person who...."

4. Create heroes.

- Find people who are behaving in ways that support your new vision/values. For example, people who are courageous, enthusiastic and full of positive energy. Tell their stories in every medium available – on websites, in company magazines, at meetings and at conferences. **Recognise people who do, rather than who say.** Recognise people who are filled with positive energy – since they are those who inspire others.

5. Create standards.

- Don't tell a group what to do. Rather create an exciting challenge that will motivate the group to achieve a certain standard. For example, use one of my clients wanted to get across the concept of team work. At their annual conference, teams were asked to provide the evening entertainment. They had to prepare a skit which was performed on stage, showing what teamwork meant to them.

HOW TO RELEASE ENERGY WITHIN YOUR ORGANISATION.



HOW TO USE YIN OR INWARD FOCUSED ENERGY.

- 1. Create inspirational themes for each project that remind people of their ability to be heroes.**
Some companies use themes of winning, or adventure such as 'going for gold at the Olympics,' or 'team work in winning an Eco-challenge.'
- 2. Create a spirit of an adventure. – where people can experience, learn and grow. Encourage people to share their hard won lessons.**
- 3. Inject fun, music and poetry into whatever you are doing. (One company I know gets everyone out of their chairs to dance to kwaito music, whenever they hear their divisional results.)**
- 4. Encourage people to be themselves. And recognise the beauty within each person.**
- 5. Encourage people to share their positive energy – though stories of how they overcame difficulties, through inspirational quotations, through encouraging and supporting others who are behind them on their journey.**

MIX ACTIVITIES WITH INSPIRATION TO UNLEASH POSITIVE ENERGY AND CREATIVITY WITHIN YOUR ORGANISATION.

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.