



*Unleash the magic within your organisation*

**Issue: 13**

**Date: February 2005**

### In this issue:

Article: The busy person's guide to change.

- Principles of change for busy people.
- Changes that save time and energy.
- Changes that take you towards a vision.
- How to manage change and achieve your goals.

### What's new from Change Designs

- Spiritual intelligence made simple: See *Blackboards, Bubbles and Cappuccinos*.
- Planning your change – in a game format.
- Strategic Trends 2005.

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

The purpose of this newsletter is to provide thought provoking articles, practical change tools, motivational quotations, and ideas to help you in your job as leader, consultant, or strategist.

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

### NEW PRODUCTS FROM CHANGE DESIGNS IN 2005.

#### BLACKBOARDS, BUBBLES & CAPPUCCINOS.

An inspirational novel, rather than a business book. For anyone interested in emotional and spiritual intelligence, life/work balance, purpose or inspiration.

Watch out for pre-printing special offers at the end of February. Printing due in April.

#### WORLD CUP 2010 – A GAME OF CHANGE. Due April 2005

Get your team to develop its change strategy while playing a game. Get educated and achieve at the same time. The game consists of cards that help you to:

- Choose a team.
- Develop a game plan & train your team.
- Provide activities to give them experience.
- Measure progress & remove barriers.
- Create heroes.

#### STRATEGIC TRENDS 2005. Due April 2005

Up to date research on political, social, economic and technological trends in a game format.

### THE CHANGE MASTER SERIES

A series of change and strategy courses.  
Packed full of practical intellectual, emotional, and spiritual tools  
for consultants, leaders and strategists.

**SETA accredited.**

**The Change Leader. 16,17 March CT) & 13,14 April (Jhb)**  
**The Successful Change Facilitator. 11, 12 May.**  
**Innovation & Implementation. 8,9 June**

For more information visit [www.changedesigns.co.za](http://www.changedesigns.co.za) or contact Ruth Tearle at 021 712 2154.

**N.B. Bookings close 2 weeks before the event.**

## THE BUSY PERSON'S GUIDE TO CHANGE

### CHANGE WITHOUT CHANGING

It is human nature that we often want what change will bring us, but we don't want to go through the experience of changing.

At the end of an exciting corporate strategy session a single question can deflate the group. "*What do we have to do, to make our strategy work?*" Suddenly there is doubt, conflict and resistance. Some people want to 'revisit the strategy.' Ask for volunteers to work on projects to implement their new strategy and everyone waits for someone else to volunteer. When I ask the stars of the group why they are not volunteering to lead a project on an idea that excited *them* during the workshop, they slump in their chairs. They talk about the workload they are already struggling with. "It's just too much. We're just too busy."

This same dynamic repeats itself in our personal lives. We want to lose weight but we're too busy to exercise, to see a nutritionist or to eat healthy food. We want to be fit, but we don't have time to squeeze a daily exercise routine into our busy lives. We've always had a dream in our lives; art, music, photography, sailing - but we don't have the time to follow it.

As individuals, we seek the elusive secret of living a balanced life - one where we can achieve and yet have time to follow our dreams.

As change leaders we try to help our teams achieve a balance between operational work (the job they are already doing), and working on projects that will help the organisation to achieve its mission, values, and visions.

This article shows how to achieve that balance on an individual and organisational level.

### THE DILEMMA OF CHOICE

We live in a world of unlimited choice but limited time and energy.

The hour that we spend on one activity could alternatively have been spent on a myriad of other chores, tasks or choices that are constantly vying for our attention.

The key dilemma is choosing how to spend your time and energy.

The secret to success is *action rather than words* as reflected in Nike's slogan of 'just do it'. Steven King in his book *On Writing* suggests that the role of writers is simply to write. They don't allow anything to distract them. Not writers block. Not laundry. Not chores. No excuses!

The first step to achieving a dream, a strategy, a mission or a goal is to allocate time to it. The second step is to focus energy on those actions that will take us step by step towards our goal - without allowing distractions to become excuses. This is the essence of managing change.

This sounds simple, but for any busy person, finding the time to do what we know is important for our future, has to be balanced with doing the work, and chores that are important to our present.

*We live in a world of unlimited choice,  
yet most of us feel trapped by daily chores.  
Ruth Tearle*

## CHANGE INVOLVES SHORT TERM SACRIFICES.

***Your life today is the result of choices you have made in the past.***

***Your life tomorrow will be a reflection of the choices you make today.***

Change involves an investment of time and energy. Any change requires us to change our habits, adopt new ways of thinking and acting, and learn new skills.

One of the characteristics of real change is that we don't see the results of our efforts immediately. Thus writers slog away every evening only to see their books in print two years later. New runners feel the pain of running for many weeks, before they feel the highs associated with being fit. Entrepreneurs sacrifice their time, money and energy for up to two years, before their businesses start being successful. Students know that only after a few years of self-sacrifice, will they receive their degrees.

Companies wanting to achieve their visions or missions allocate budgets and their best people to work on strategic projects that will only provide benefits to the company in months or years to come.

Thus change often involves short-term sacrifice for a longer-term benefit.

However, when we are already struggling to find the time to complete our daily tasks, it is often difficult to motivate ourselves to find additional time and energy for projects that will only provide benefits in the future.

Balancing the need to be successful both now and in the future can result in stress and burnout.

### THE CHANGE LEADER

**16<sup>th</sup> & 17<sup>th</sup> March. Cape Town.  
13<sup>th</sup> & 14<sup>th</sup> April. Johannesburg.**

**A practical SETA ACCREDITED workshop for anyone involved in leading organizational change.**

**\*Learn how to identify the few critical changes that will make a major difference in your organization.**

**Help your organisation to focus on changes that are worth doing.**

**\*Select the tools and techniques you will need to manage your changes. Help your people to master the change quickly and easily.**

**\*Integrate these into a change strategy for your organization. Develop a single, integrated master plan for change in your organisation. Or understand how your change fits into a larger plan.**

**\*Then learn how to handle resistance, anticipate obstacles, and deal with difficult people. Help your team to implement change successfully.**

**\*Go a step further and learn how to make your change process exciting and rewarding for everyone.**

**For more information click the links below.**

**[The change leader](#)**

**[The change master series](#)**

**Obtain a registration form from the website or email [conferences@changedesigns.co.za](mailto:conferences@changedesigns.co.za)**

**Bookings close on 1 March 2005 for the Cape Town course and 28<sup>th</sup> March for the Jhb course.**

**If you pour water into a jug that is already full, it will overflow.  
Let some water out first.  
Ruth Tearle**

## PRINCIPLES OF CHANGE FOR BUSY PEOPLE

1. Focus on changes that are worth the effort.
2. Invest time to free up time - so as to have more time to spend on what is really important to yourself and to your company.
3. Invest your energy. Take action to reduce the sources of negative energy in your life. Do things that bring you positive energy.
4. Create a balance between short-term chores or operations, and long-term dreams or strategies.
5. Create space in your life to reward yourself and your team. Take time out to recharge your energy.

Rediscover your serenity at

## SEASCAPE



Sea, mountains, wetlands, this house has it all.

Set against a nature reserve, with views from every room and window, this is the perfect place to get your energy back.

[Click here](#) for more information on how to book this self-catering house in Cape Town.

Or contact Shirley Doig [shirley@capeescapes.com](mailto:shirley@capeescapes.com)  
Phone +27-21 782 2076 or Yvonne Youens  
[yvonne@capeescapes.com](mailto:yvonne@capeescapes.com) +27-21 782 1092

Remember to ask for your 10% discount as a member of the Change Designs Community.

## HOW TO CHOOSE CHANGES THAT ARE WORTH THE EFFORT.

There are 2 reasons to invest time and energy in change:

1. To save time and energy in the future.
2. To take action to achieve a dream.

This will be discussed from both a personal and organisational perspective.

Energy is like the petrol in your tank.  
If you use it,  
you need to replenish it.

Ruth Tearle

## 1. CHANGES THAT SAVE TIME AND ENERGY.

### PERSONAL PERSPECTIVE

#### Eliminate frustrations

Frustrations and irritations consume time and energy and may even affect your self-confidence.

Have you ever noticed yourself complaining like a broken record about the same issues year after year? Perhaps there is someone in your working life or home life that doesn't behave towards you in the way you'd like him or her to. They may take advantage of your good nature, abuse your time, or act in a disrespectful way.

Or there are victims in your life who drain your energy with their continual moaning about the injustices of the world around them, but always have a thousand excuses why your proposed solution will never work for them.

Perhaps there is a health issue you've never had the time to attend to. Maybe something in your house needs to be fixed but it's easier to live with the irritation than to make the time to have it attended to? Perhaps there is something wrong in your life that is affecting your self-esteem and causing you to feel guilty every time you don't address it.

Have you ever calculated how much time and energy you devote to repetitive frustrations? If you could get rid of these frustrations how much time and emotional energy would this save you on an annual or monthly basis?

Imagine if you could direct the time you spend on negative frustrations to positive activities that would make you more successful and happier in the future. Would this not be a good investment in time?

**Choose your three biggest frustrations in your life and take action on each - now!**

### ORGANISATIONAL PERSPECTIVE

#### Eliminate frustrations

Someone once told me. "It's not the work - it's the people at work that are impossible."

In organisations, a good deal of time is wasted in frustration. Meetings go on far longer than they need to because 'attention seekers' talk at length about nothing. Projects become too complex because someone likes to create extra work for others to satisfy his/her need to feel important. Some people take on the responsibility for a job and then simply don't perform. Many leaders talk wearily about 'difficult people' in their areas who drain their time and energy.

As a leader, how much attention do you give to your 'problem children' compared to your 'star performers'? Which is the better investment?

Imagine if you only had star performers in your team, how much extra time would you have to spend on strategic matters?

Would it be worth investing some time now in dealing with difficult people in your team for once and for all? Often all that 'difficult people' need are clear boundaries regarding what behaviours are and aren't acceptable to you, and a clear choice.

In addition to people issues, each team can identify other frustrations that affect their performance.

Ask your team the question: "*What barriers exist that prevent us from performing at our peak?*" Their answers will surprise you. They could include poor systems, broken promises, conflict with other divisions, no budget for a critical task, or simply a lack of role clarity.

Remove these barriers and multiply the time available to your team.

**Choose the three biggest barriers to your team performing at its peak, and take action to deal with each.**

## 1. CHANGES THAT SAVE TIME AND ENERGY

**When you keep hitting a brick wall -  
it's time to change direction -  
not to increase the speed.**

### **PERSONAL PERSPECTIVE**

#### **Back out of a dead end.**

Is your life at a dead end?

- You've been on a diet for years, and still not achieved your goal weight.
- You've been seeing the same psychologist for years, but you still feel unhappy.
- You've been passed over for promotion again.
- The relationship you've been in for 2 years is still not going anywhere.
- Something in your life is stuck.

**It is time to let go of a habit,  
and discover a dream.**

**Turn your back on your past  
to see the new path in front of you.**

**Follow that path and find a new  
direction.**

### **ORGANISATIONAL PERSPECTIVE**

#### **Back out of a dead end.**

Is your business at a dead end?

- Your profits are down.
- You're losing market share year by year.
- You're no longer getting the complaints that you used to get from customers, but nor are you getting the sales.
- Your sales people are complaining about how tough the market and the economy are, but other companies and industries are reporting excellent profits.
- Your star performers are leaving the company.

This is not a time for cutting costs, or restructuring the business. This is the time for changing direction.

**Let go of your old strategy and  
paradigms,  
and allocate time and budgets to  
ensuring your company has a  
future.**

## 1. CHANGES THAT SAVE TIME AND ENERGY.

### PERSONAL PERSPECTIVE

#### Get organised.

Where can you save time by being more organised?

- Spending too much time on washing dishes? Get a dishwasher.
- Spending too much time on the Internet? Invest in a faster ADSL line.
- Spending time on watering your garden? Invest in a system that automatically pumps your used bath water into your garden.
- Spending too much time on housework? Hire someone to help you.
- Spending time on shopping? Shop via the Internet.
- Spending too much time hunting for lost documents? Get a filing system.
- Finding it hard to keep track of your life? Get a Palm V or an iPAQ.
- Spending too much time on the cell phone? Switch it off.

***Get organised. Get disciplined. Get productive and free up time to do the things you really want to.***

### ORGANISATIONAL PERSPECTIVE

#### Get organised.

As a customer, I had the interesting experience of dealing with 4 different people over a period of 6 months to solve a simple billing problem, that should have taken 5 minutes and one phone call to resolve.

As a supplier, I have been asked to complete 5 separate forms from the finance, purchasing and HR departments to get one invoice paid.

A technical problem with a telecoms company took 5 months, 9 callouts and 4 technicians to resolve. Could a single highly skilled technician have resolved it in a single visit?

How much time and energy could your team save by thinking of more efficient ways to do their tasks?

How much time could they free up for strategic activities if they eliminated duplication and time wasters?

Ask you team:

- Where are we duplicating effort?
- How can we create a system that will save us and our customers' time?
- What prevents us from doing our jobs 'right the first time'?
- What is the next obvious step we can take on this task, so as to save ourselves and our customers time in the future?

**Complexity or simplicity?  
Your choice!**

**Choose simplicity for yourself, your team and your customers  
and save everyone's time.**

## 2. CHANGES TO ACHIEVE A DREAM.

### PERSONAL PERSPECTIVE

#### Create a dream

There is nothing that empowers and energises us more than creating an exciting dream for our future. And then tasting the sweet success that comes from achieving that dream. There is nothing that demoralises us more than failing to achieve a dream/goal.

[Click here](#) for a past newsletter on how to create your dream.

### 10 REASONS WHY WE DON'T ACHIEVE OUR DREAMS.

1. It isn't our dream. It's someone else's dream. We're not excited about working towards it.
2. We don't commit the time.
3. We do commit time to work on our dream, but we're overcommitted. By trying to do too much at once, we do nothing well.
4. We don't believe in ourselves. We don't believe we will be successful.
5. We wait for others to help us.
6. We follow the 'advice' of others' rather than listening to them, and then making our own decisions.
7. We allow ourselves to be distracted. We collect excuses.
8. Too much work makes us dull and uncreative. We don't allocate time in our diaries to recharge our batteries.
9. We give up too soon because we expect instant success.
10. We sabotage ourselves. We fear success.

### ORGANISATIONAL PERSPECTIVE

#### Create an inspiring strategy

The latest trend is towards empowering others. This means we:

- Help a team to develop a dream (strategy/vision/mission) of themselves being successful within the future.
- Encourage them to take action to successfully achieve that dream. (Implementation. Action planning. Project management. Change management.)

It all begins with developing a strategy that is worth working towards. [Click here](#) to see how to develop an inspiring strategy.

#### Why strategies don't get implemented.

1. The strategies aren't powerful. They are words rather than a call to action. People don't see why they should change to make the strategies work.
2. People don't want the strategies to work. The implications of successful implementation may harm their status or future careers.
3. The change leaders fail to analyse the implications of the new strategy on other systems and processes within the organisation.
4. The leaders send mixed messages from the old strategy and the new strategy. Staff don't know what is expected of them.
5. The company tries to change too much at once without prioritising their changes. People become confused and stressed.
6. The roles, responsibilities and deadlines for strategic projects are not clear.
7. There is a lack of action. Leaders focus on knowing rather than doing.
8. Leaders are put off by resistance to change.
9. People stop at barriers rather than removing them.
10. Implementation is seen as negative and stressful rather than creative and exciting.

**NOTHING WORKS UNTIL YOU MAKE IT WORK.**

Anon.

### PERSONAL PERSPECTIVE

#### How to achieve your dreams

#### 1. Simplify your life and work. Invest time now to create time and energy for your dreams.

- Take action to finally get rid of frustrations that dominate your life.
- Spring clean your life – get rid of people, chores and habits that waste your time or energy.
- Get organised. Find ways to automate, delegate or outsource tasks that don't add value to your life.

#### 2. Dream. Invest in your self. Sow the seeds for future success today.

- Take time to dream. Think of projects, hobbies, activities or jobs that excite and inspire you.
- Go to places that nurture your creative side. Go into nature. Take holidays...
- Spend time with people who inspire you.

#### 3. Live a balanced life.

- Plan your day and week around energy, achievement and balance.
- Begin your day with a gift to yourself. Read an inspiring card, go for a walk, start your day with music.
- At work tackle the tasks that are hardest to do first, and get them over with.
- Schedule work that requires less effort in the afternoon.
- Don't have an open door policy. Allocate a certain time each afternoon for tasks such as seeing people, answering emails, and attending meetings.
- Take time to recharge your emotional batteries. Take time to do things that energise and inspire you.
- Every week, look back at what you have achieved. Acknowledge your achievements and reward yourself.

### ORGANISATIONAL PERSPECTIVE

#### How to help your team achieve their goals.

#### 1. Simplify your team's work. Help them create the space for change.

- Review the roles played in your department. Decide which are crucial to success today and which are important for the future. Eliminate roles/tasks that are simply a hangover from the past.
- Help your team to become more efficient in what they do. Invest in new systems, processes, and training.
- Get your team to identify barriers to excellent performance or goals. Show them how to step over these barriers. Deal with difficult people. Eliminate duplication of work.

#### 2. Dream. Invest in your team. Sow seeds for future success.

- Analyse your company's strategy. Create projects that will not only help the company to achieve its strategy, but will also help your team to develop experience and skills in areas that will help them achieve their career goals.
- Provide your team with training to help them with both today's challenges and the challenges of the future.
- Find ways to pamper your team. Consider giving them time off for saving time. Encourage them to nurture their creative side. Inspire them with books, cards, speakers, training, and quotations that help them to recognise that they are special and important.

#### 3. Live a balanced life

- As a leader you are a role model. A leader, who takes on too much, teaches staff that it's okay to be stressed, impatient and unfocused.
- Plan your day and week to lead a balanced life.
  - Help your team to plan their diaries too.
  - Each week as a team, look back on what you have achieved.
  - Celebrate your successes.