

# Winning the Managing Change Game to Move Your Organization from Good to Great



A Workshop for the  
National Head Start Association's  
32<sup>nd</sup> Annual Training Conference  
in Orlando, Florida

Presented by  
**The National Transportation Center for School Children**

A Division Of:



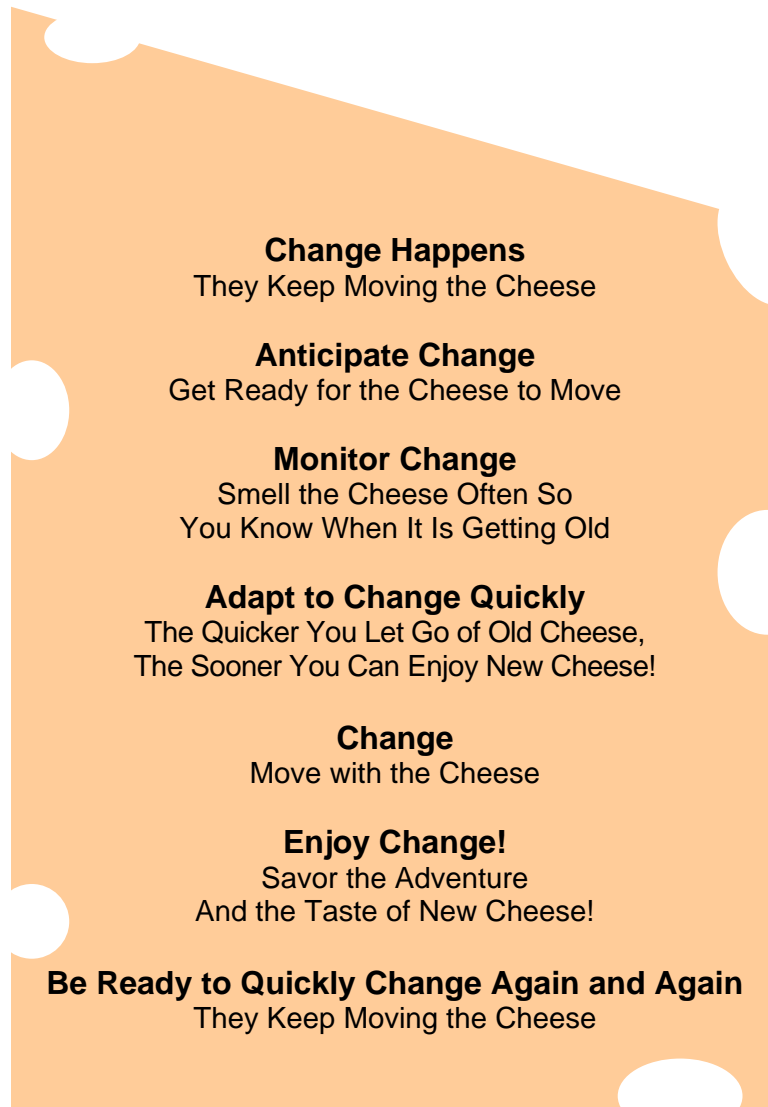
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# The Handwriting on the Wall



From the national bestseller  
**Who Moved My Cheese?**  
**An A-Mazing Way to Deal with Change in Your Work & in Your Life**  
© Spencer Johnson, M.D.

*For more information:  
call 1-800-851-9311 or visit [www.whomovedmycheese.com](http://www.whomovedmycheese.com)*

## **FACTS ABOUT CHANGE**

- Change can be accomplished but it is difficult.
- Imposed change is resisted.
- Change takes time.
- You might not get positive results at first.
- Change might go in directions you didn't intend.

## **SEVERAL WAYS TO IMPROVE THE ODDS ABOUT YOUR CHANGING**

- Have realistic expectations (there are no silver bullets)
- Start slowly with small projects  
(Don't jump in and try to change your entire life all at once)
- Set objectives and identify strategies for accomplishing them based upon what you know
- Understand your own strengths and weaknesses

## Flexing for Change\*

To develop flexibility, think of change in exciting, positive terms. Respond to change from your own reasons instead of letting external factors push you around.

- Allow yourself to feel negative and confused when you first encounter a change. It's what you do next that matters. Acknowledge your concerns. Work through them with realism and maturity.
- Define yourself broadly so you have lots of room to absorb changes. If you draw too narrow a picture of yourself—who you are, what you like, and what you do—it's harder to welcome changes. They come too close to destroying your self-image.
- Do something unfamiliar every day. Change a routine for a week. Note how you overcame your internal resistance. Could you apply those techniques to other changes you face? How else have you successfully handled change?
- Hunt for signs of coming change. Keep a notebook of information tidbits or gut feelings. (The boss rejected my idea again; or, orders for that product are way up.)
- Take the good aspects of a situation and look for what's bad in them. Reexamine the bad aspects to spot the good.
- Use humor to reduce the threat of change, foster cooperation, and restore perspective.
- Educate yourself about upcoming changes. Read. Talk to experienced people. You'll be more prepared and less likely to resist.
- Be proactive. When an unwelcome change approaches you, set off your own series of small changes that could correct the situation or bring it to a head in a more managed way. Address small problems promptly so they don't turn into one big, prickly issue.

\* Source: SuccessAbilities!™

*1003 Practical Ways to Keep Up, Stand Out and Move Ahead at Work*

© 1998 by Paula Ancona

# What's Involved with Transitioning for Change?

## Key Thoughts:

*Stimulate and relish change. Don't be frightened or paralyzed by it. See change as an opportunity, not just a threat.*

-John F. Welch, Jr

*Persistence is what makes the impossible possible, the possible likely and the likely definite.*

-Robert Half, Personnel Executive

*Courage* is not limited to the battlefield or the Indianapolis 500 or bravely catching a thief in your house. The real tests of courage are much quieter. They are the inner tests, like remaining faithful when nobody's looking, like enduring pain when the room is empty, like standing alone when you're misunderstood.

## ALL THINGS ARE DIFFICULT... BEFORE THEY ARE EASY (ASQ)

*I can't understand why people are frightened of new ideas. I am frightened of the old ones.*

-John Cage

*Life is change. Growth is optional. Choose wisely*

-Karen Kaiser Clark

*Everyone thinks of changing the world, but no one thinks of changing himself.*

-Tolstoy

*History teaches us that men and nations behave wisely once they have exhausted all other alternatives.*

- Abba Eban

*We usually see only the things we are looking for – so much that we sometimes see them where they are not.*

-Eric Hoffer, *A Passionate State of Mind*

*The word "**begin**" is full of energy. The best way to get something done is to begin. It's truly amazing what tasks we can accomplish if only we begin.*

-Clifford Warren

# *Highlights from Who Moved My Cheese?*

**If you do not change,  
you can become extinct.**

**Movement in a new direction  
helps you find new cheese.**

**The quicker you let go of old cheese,  
the sooner you find new cheese.**

# *Highlights from Who Moved My Cheese?*

**When you see that you can find and  
enjoy new cheese, you change course.**

**Noticing small changes early  
helps you adapt to the bigger changes  
that are to come.**

**Move with the cheese and enjoy it!**

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## **12 DISERABLE QUALITIES TO ACHIEVE THE “C” IN CHANGE MANAGEMENT**

- 1. Confidence**
- 2. Caring**
- 3. Compassionate**
- 4. Cordial**
- 5. Communicative**
- 6. Contributor**
- 7. Constant**
- 8. Cooperative**
- 9. Creative**
- 10. Considerate**
- 11. Credible**
- 12. Cultivate**



## About The National Transportation Center for School Children

The **National Transportation Center for School Children** (NTCSC) is a division of M. H. West & Co., Inc. and located in Richmond, Virginia. Marilyn H. West following three years of SBIR grant support to evaluate transportation systems of Head Start Programs nationwide created the NTCSC. The Center serves as a resource, consults with and offers technical assistance services to Head Start and other education and health and human services programs on a wide range of transportation issues. The Center publishes *The Transporter*, a FREE publication that contains guidance and tips on how to build and maintain transportation systems that promote the safe transport of children, youth and other passengers.

### The Mission of the NTCSC

To promote high standards and best practices on the transport of children and youth by serving as a nationwide resource and clearinghouse that creates strategies, models, plans, publications and other tools and makes these available to providers of transportation in the private and public sectors.

### How the NTCSC Can Help

The NTCSC can help promote excellence in the performance of transportation programs and solve issues and challenges such as laws, regulations, high driver turnover, vehicle age and high maintenance costs, long bus routes, negative passenger behavior, limited parental involvement, scarce financial resources, and operational efficiencies.

### About the Presenter

Marilyn H. West has over 35 years working with health, human service and education programs and agencies throughout the United States. She holds a graduate degree in health administration from the University of Pittsburgh (PA) and undergraduate degree in mathematics from Waynesburg College (PA). She is the founder and owner of her 14-year-old management consulting company of which the NTCSC is now a division. She serves on numerous boards in the public and private sectors in a leadership position. She is involved with the business community working on statewide and national issues involving healthcare, education and economic issues. Has participated in business process optimization and strategic and financial planning initiatives and has led the business process reengineering, organizational development and strategic planning initiatives for the firm. Has also substantial expertise in regulatory impact work, business counseling and development, community planning, workforce development, human resources, survey research, government relations and lobbying. Other areas of specialization are team building, continuous quality improvement, survey research, focus group and survey work, motivational speaking, customer service improvement, human relations, conflict management and retreat facilitation. Has assisted many organizations reverse poor financial performance, dysfunctional workforces and poor relationships between organizations and people. Serves as executive coach and mentor.

**For more information visit the NTCSC online at  
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