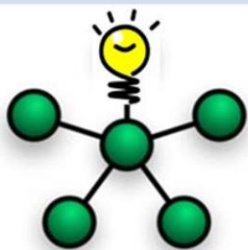


# Why Change?

An eBook on Foundation of Change,  
Adapting and Creating Value!

**Bob Forshay**

Business Process Consultant ~  
Supply Chain & Operations  
Management Expert



Mastermind Group  
Competitive Advantage Is A Choice

**Being Opportunity Minded, Optimistic Vs Pessimistic**

Change gets attention. How we react to it says a lot about our behavioral habits. When we examine ourselves as individuals, we find revealing insights. Optimism vs. pessimism is the difference between a focus on the positive vs. the negative. This seems a small difference in outlook, yet can have significantly different effects on performance. One style is to see the change as a problem, often with much hand wringing and worry while another style sees the change as possibly holding benefits.

To consider the negative or positive aspects we first must recognize that most people tend to fit a pattern of positive or negative tendencies. These patterns often include many traits of both, weighted towards one style or another. These habits tend to manifest as automatic reactions we exhibit without forethought or cognizance.

Where change is happening at an ever-accelerating pace, the mindset we operate from is paramount to our career success. We must be careful how we portray ourselves, applying our ability to move forward; focusing on solutions rather than live in the past, focused on problems.

From the negative perspective, this person's behavior tends to "see" the reasons why change is "doomed" to failure. A negative view of the problem or opportunity is a real energy drain, an obstacle to problem solving. The focus remains on the obstacle, obscuring the opportunity. You enjoy less your thoughts and work, exhibit less joy in your life, leaving people wanting to distance you. Ever felt like you were left out? If this has been your pattern you cannot be a very effective player and will not move forward in your career. The wonderful thing about this situation is that like all habits, you can choose a different approach, one that fits you and change with the changing times.

If You  
Change  
Nothing,  
Nothing  
Will  
Change.

From the positive perspective, this person chooses to "see" the power and energy of the possibilities new ideas expose. The opportunity takes on a life of its own, gathering momentum as a rolling snowball. The strength of this is a proven therapeutic force, the mindset of winners! We tend to be healthier, get paid more, win more elections, live longer, and adapt to change more readily and with much less stress overload.

The potential we embrace when we go after the positive perspective this creates in us is the attitude to succeed. We can ride a wave of expectancy that propels us far beyond neutral or negative. Shadows are less dark, delays are less a setback, change is less up-heaving, hope and possibility is order of the day. Our perspectives give us energy to move ahead and explore. Our thoughts give us vehicles to move ahead.

Thoughts are powerful indeed. As we "see" the positive side of the picture, we "find" what we expect to find. We enjoy this tendency and choose to cultivate it further. We practice this in our daily lives to focus it and to hone our thinking. When "things" don't go as well, we adapt more easily to the change, taking forward what we learned and moving ahead.

From our career perspective the bottom line is how peers and management see us. Are we seen as problem solvers or nay-Sayers? Or maybe we are known as the person vocalizing all the reasons why a suggestion won't work. Wouldn't it be great to be known as a contributor of solutions? The positive perspective person is protecting and investing in their career and their future. Go looking for change. Seek challenge and focus on potential. Find the upside!

*Some see the glass as half-empty; some see it as half-full. I see the glass as too big - George Carlin.*

The message may be to see the glass as an important challenge, decide how transparent it really is and look for ways to fill it up.

### **Owning Our Emotional Independence**

How much "management" is enough to effectively guide the "troops"? Today we may feel less management directed than we may have in the past. Tomorrow will be even less so. Control and close direction on every decision is a thing of the past. Largely from military in origin, this style is yielding to a 'less is better' approach moving towards "self-management" with more personal accountability. Results are what matters!

Along with this increasing aspect of self-direction comes a distancing of or a reduced emotional attachment. The level of direct supervision typically higher in the past also meant the boss maintained a large degree of ownership in our emotional happiness. As management styles have adjusted allowing for greater latitude and personal choices in work, the ownership for our emotional well-being has shifted back to us. We are now more in charge of our own choices and our own outcomes, and logically our own happiness and future. We must see to it that we pay heed to a self-sustaining focus. As we grow in our job freedom we also must learn to become more emotionally independent.

Although this trend toward emotional independence is a significant change in work place routines, managerial agendas and even hiring practices, this seems to go unnoticed. Very seldom is this talked about. Harvard Business Review in a 1999 article on Emotional Intelligence surveyed several groups of managers classified by peers into various degrees of "successful". Notably, more people were being allowed room to move within the scope of their work. Without fail those leaders able to apply a more open and people-friendly approach to their management goals generally enjoyed better results more often. The key was in coaching workers to take

advantage of the newfound freedoms and responsibilities. This trend has continued ever since with growing success. I recently read where Google actively encourages their folks to spend one day per week working on something totally off the agenda from work and then report back on what they learned. Gmail is apparently one of the results of this practice. This kind of creating independently must be very rewarding!

Higher management expects us to maintain a positive morale, without having to say this to us. Not spoken but a reality. Often we are faced with a need to bolster our mental position. We cannot let this need go unanswered. No one else is going to do this for us. Much like being a sales person out on our own, we each are faced with this challenge at times. As we participate on self-directed work teams, we are the people responsible for our own motivation and attitude. Self-motivation is more important than ever before. We cannot count on our bosses to get us going anymore. The best aspect of this is that each of us typically performs our best when we assume control over ourselves.

*Whatever you want too much of - you can't have, so when you REALLY want something, try to want it a little less. - Joel Rosenberg*

### **Continuing Series on Change Management**

In this segment, I share the story of a friend who had change thrust upon her and how she has chosen to deal with it.

As part of the on-going series on dealing with change I want to share something from a friend's experience. She suffered from a hit-and-run car crash. Although she is recovering and back to part of her work routine as an author and consultant, she had change thrust upon her in a way that is both uncomfortable and upsetting. As you may well imagine, this kind of change is what you might call involuntary. Still, she had to make choices about dealing with the changes she faced. Finding the opportunities within the change is challenging and rewarding to those that choose to look a bit closer. As with many areas of our lives, work and play, we are governed largely by the attitudes we possess. It comes down to the individual level as Amanda describes here. Please read on in this excerpt from her story.

*Change is a funny thing. The incident, instigating factor, or catalyst may have been hard-hitting and brief, but resultant changes can surface subtly, one by one, for a very long time. And, in many cases, they end up taking you on a journey you had not sought or planned.*

*With all of this talk about change around us, and hard-hitting technology "catalysts" surfacing daily, it's no wonder people are not paying attention [on the roads and elsewhere] today. Pithy statements surface constantly about the need for us all to be flexible and open to change. Professors of organizational development pontificate about the academic process and theories of change. Experts consult with companies worldwide to make sense of and facilitate change. But, when it comes down to it, it's*

*an individual thing. Like a fingerprint, our abilities and methods for dealing with change, are unique to us all.*

*In saying good-bye to my car of 15 years -- my only "dream car" -- I was also forced to say good-bye to the many dreams that I still clung to from the times when youthful visions filled my heart and soul.*

*So many of us have had to say good-bye to something that brings up bittersweet memories of times gone by -- a favorite shirt or dress that no longer fits or is in style, a set of vinyl LPs that can no longer be played, our slowly aging youthful reflection in the mirror, our original beating heart for a new one, the photos of a long lost love or much loved friend, parent or mentor whose passed on. These are good-byes that take us into new realms.*

*But, these times of internal change are not altogether different from those catalyzed by the continual shifts in our outside world. Here are just a few of the concerns pressing on executives and managers worldwide:*

When asked by Information Week (late 1980s) "what are the greatest challenges your company faces as it changes and evolves its business models?" executives said that;

- No. 1 "Rapid changes in technology,"
- No. 2, "The pace of change," and
- No. 3, "Promulgating knowledge and information."

Fortunately, Amanda is OK and moving forward. Are the rest of us able to say the same? Change is coming at a lightning fast pace. We are continuously faced with how we will react to change around us. Our most important asset is in staying open and ready to ride the wave when we see a one with promise heading our way.

## **Creating Value**

We hear regularly about increasing competition and the need to deliver. How do we know we are doing enough of the "right stuff" to be competitive? This can be measured many ways. Certainly profit at the bottom line is a key but this is not the measure that customers use and not the only measure shareholders use. What about ourselves as employees? What is our measure? Is it a regular paycheck? Is it job satisfaction? Is it having a job at all? What activities will we spend our work hours on that will bring us these outcomes? The value created by our activities keeps us competitive, as a person and as a company.

Customers who pay the bills see value of services or products as better, easier, faster, less costly which keeps us in the market. At the same time shareholders measure value of the organization's ability to continuously produce a return at an acceptable risk which keeps us employed. As employee stakeholders we can measure value of

the personal return we enjoy through our work. Advancement, longevity, pay, learning, recognition, job satisfaction are important to us. Customers and investors can choose to go elsewhere. If we do not create the desired value for these stakeholders, internal and external, our days are numbered and the choice no longer is our own. Value creation is a primary concern for all in business. It becomes a part of the corporate culture as it is a part of us. As we invest ourselves in our choice of employment we need to focus on this corporate priority. Creating value must become a personal concern included in our daily activity on the job. We come to understand exactly how we individually create value for the organization. We come to understand what the "value drivers" are, the factors most powerfully affecting the success of the business. Unfortunately, many people and therefore businesses do not clearly understand the difference between "value drivers" and "cost drivers", setting themselves on a less than optimal path. Cost containment is always about limiting action, a one-time savings. Value creation is always about increase, expansion, an on-going competitive advantage.

When you understand the nature of the "value drivers" important the firm, you are in a position to make a positive influence with a significant impact. You become more valuable as an individual contributor. You think not as an employee so much as an entrepreneur, as if you own the business. Your job becomes more satisfying and rewarding, even fun! Productivity, value and profits go up, costs go down. You and the organization become more competitive and successful. Value creating - from the grass roots level - is rewarded. This is a function of how we do our work on the daily basis. This is the measure of our personal success. If we cannot "see" that we are creating value with our immediate contribution, we are probably not focused as we could be and in fact may be investing time and energy on the wrong things. We need to "see" how we fit and how our contribution works. This is one good reason to build a better understanding companywide about the needs of external customers. When we can recognize the positive effects, we know we are creating value. And by the way - we get paid for this! It's largely up to us how much.

## **Managing Change**

Change has a lot to do with your personal energy level. Why you ask, is energy level important to change and job performance?

In physics, energy is the term for "having the capacity for doing work". Additionally we find ourselves with increased demands due to the nature of the quickening pace of the world around us. Few things in life naturally become less complex or demanding, often requiring continued focus and attention to maintain.

The message is always to do more, faster with less. Quicker to adapt to change, we are able to generate better results, with a faster pace. Speed however comes at a price. The fuel becomes costly as we speed up and try to maintain the rate of consumption. You've heard the phrase, "the hurrier I go, the behinder I get!" Sprinting uses more energy than a fast stride as does a stride more than a stroll. The

more we accelerate, the more quickly we tire. The laws of physics also apply to the business point of staying on top. "If you want to double your speed, you must invest four times as much energy."

Wow - doubling my speed (intensity) quadruples my energy demand! Put in another way, for every incremental increase in speed, the energy cost is squared.

Now, apply this to the work organization. Figure out how much more rapidly your organization might need to speed up. Now multiply that amount by itself. That is how much energy your organization will require. See the problem start to take on a new meaning of deficit?

If the first problem is one of adequate generation or supply, we need to build our supply with regular exercise and rest. Enough sleep and vitamins are good. Of course less junk TV/internet will also help to build our reserves. A wise person I once met called TV, a Net Income Reducer. Setting work goals that we can be excited about will take us a long way as will be operating in the fourth level of change where the job itself becomes a turn on. Concentrate on what works for you.

The second challenge is conservation. The main idea is to preserve the supply and not let it leak out to others inadvertently. Contain the energy with enthusiasm and do not let it be drained off by low-payoff activities. Abandon behaviors that do not contribute. Avoid waste! Detour around negative thinkers. Be sure not to spend energy on resisting change simply to resist change.

Third, channel your energy. By now you are wondering if you picked up the new age magazine on personal health and spiritual self-help guidance. This is where you gain real insight. Think of this as a process to focus the sun's rays. They become really powerful if properly focused, even enough to start a fire. Compress your energy by directing it narrowly for higher thrust, better velocity. One final thought on this topic. Remember that in order to accomplish more of what you do want; you have a limited number of hours to apply. It becomes critical to stop doing those things that do not directly impact the goal or value adding. One of the most overlooked aspects of work and energy are stopping the things we don't value. That report you spend time creating that no one reads anymore designed by someone who left the firm 4 years ago...

Managing your energy comes down to;

- 1) Generating more quality input,
- 2) Conserving better by applying it thoughtfully,
- 3) Channeling with greater focus, stop doing things not adding value.

This effectively increases our capacity for productive work (and our capacity to enjoy our work too).

*Jerry Seinfeld - You can measure distance by time. "How far away is that place? About 20 minutes." But it doesn't work the other way. "When do you get off work? Around 3 miles."*

## **Balancing Yourself**

Accelerating rate of change confronts us almost daily. The pace at which we are driven to new thinking and behaviors often becomes stifling. The clock seems to lose hours as our ability to maintain a balance is challenged daily in this "age of instantcy." Could it be that we add to our confusion by not clearly choosing our focus of options carefully? We can easily be overwhelmed by the sheer amount of "choice" coming at us. Technology brings more to us. More volume and choices, faster and with more kinds of material to pay attention to. This can lead to feeling burdened to respond, with our choice. Has your life become too full of options? How many people you know get more email than they can handle, most of it not valued? Maybe a system would be useful.

And then there is the blur growing between work and home. PDAs, smart phones, tablets, laptop computers, email, the office following us around constantly and in new ways tending to leave a person feeling pressured to respond to this frenzy of options. Information overload becomes the norm.

Also, we find that more of our work is in thinking activity. Most of us should now realize our roles are essentially information managers. Our knowledge work plays a larger role in dealing with this overload of options from the accelerating changes around us. As we "multi-task" more and more, we lose the separation between work and home. We carry our work with us. We fragment our activity into smaller pieces of time to respond faster and do more. Stress increases and our effectiveness decreases. We feel imbalance. That is called DIS-EASE. We become fragmented and scattered without even realizing it. The changes that are generally good in nature can become destructive if not managed.

You will want to be on the lookout for these and recognize the effects of this on your Self and therefore your work and your organization. Are you guilty of "thought shifting?" Do you bounce from one thing to another without having focused long enough to reach resolution? Do you sometimes feel like a pinball shooting off wildly in haphazard directions? It may be time to regain balance. Take time to single out efforts that give value back equal to or greater than what you put in. Take the time to focus, make the effort to choose where to spend your valuable time. Look for the simplicity again, to boil down the complexity to the level of basic needs and priorities. Time to get back to things you truly need and want to do.

I'm sure you've seen this and may recall time management 101 where we learned about the four segments or levels of urgency in time management. Figure out how you want to respond to each quadrant of importance and urgency.



	Urgent	Not Urgent
Important	Quadrant 1: Urgent Yes Important Yes	Quadrant 2: Urgent No Important Yes
Not Important	Quadrant 3: Urgent Yes Important No	Quadrant 4: Urgent No Important No

Too often we forget to focus on the most important and most valuable. First we must get serious about old habit breaking. No matter what else happens we'll be better off taking larger chunks of time to genuinely "deal" with our most valuable information or options within changes affecting us. Instead of over responding to information overload, glancing off the problem momentarily only to see the problem return, we need to choose our responses to change carefully, with ourselves in mind. Take periods to work with a singleness of focus. Keep your mental space clear and directed. Handle your challenge and move on. Accept the fact that you have limitations and are more effective while working within these bounds. Start less and finish more. Recognize that effectively dealing with change requires focus and direction. Imbalance will and does happen. Respect this, notice and take action. When we allow imbalance to take over becoming a way of life, we are no longer proactive. We become reactive and less effective. Take time to get back on track. Do set limits; say NO to your urge to respond to everything. Do things you want to do and see a return from. Refresh your mind and spirit. Leave yourself ready for the next day. Imbalance is a signal to regroup. Watch for the signals and take action. Then change is actually fun.

*He had decided to live forever or die in the attempt. - Joseph Heller*

*There's no such thing as work-life balance. There are work-life choices, and you make them, and they have consequences. - Jack Welch*

### **The Next Level of Change**

*Sparky Anderson, manager of the Detroit Tigers at one time once said, "I've got my faults, but living in the past isn't one of them. There's no future in it."*

So...Where do we live, time wise? Past, present or future? How do we get along with change? Do we cope, adapt or possibly even make use of change? Or do we embrace and live to create change with a purpose?

Some folks wait for changes to arrive, complaining sorely about how someone else screwed up their life. They hang on to the comfortable ways they know well and cope.



They tolerate change more or less, but never pass up the opportunity to point out the changes they do not like or understand. Do you know any "victims" of change? Symptoms include pessimism, blaming and fear. Resistance is common though not fun to be around. They often feel that if they can just outlast this set of changes they can get back to normal. We call these "Concrete Heads". Their spirit is lost and

their momentum is sapped. Focus is directed towards "me concerns" and they become protectionist. Productivity drops and the company and customers lose. This first level of change behavior damages both personal and organizational effectiveness.

There are others who move into change at a somewhat higher level of awareness with a clear attempt to adapt. These folks may be unhappy or uncertain about change but make an effort to become *accommodators* of the new ways. This is more an attitude of "if I have to - I'll follow orders" or "let's wait and see". This level of change is to accept the inevitable and resign to what is going on - but never really working to bring about success. Not fully engaging will drain a person's energy over time.

The third level of change begins to take on a new feel of seeking opportunity or *adaptability*. Change here is welcomed and embraced in productive and expectant ways. We realize the positive outcomes can help us move forward and upward. Although we see things from the bright side, we still are reacting to our catalysts. We take advantage of new opportunities and work to make the most of them and often reap satisfaction for ourselves and our employers/customers.

The fourth level of change stems from a *mentality of possibilities*. At this level of change behavior, we become proactive instead of reactive. Instead of waiting for things to happen, we plan to make them happen. We are not content with status quo. We must press on and explore. This gets us fired up. Others will naturally follow and join in with our excitement. This is often seen as having imagination and a sense of urgency as well as faith.

At this fourth level of change we partner with the future and become *change agents* on a mission. This is the success zone. To succeed in the next century, we need to migrate there and show others the way too.

So, where do you live? Which behavior feels most familiar or comfortable? Which behavior do you think is most often rewarded with raises or promotions or maybe the new job? Probably not the coping person.

Part of preparing ourselves for this level of change is to continue in a learning mode. To focus on learning is to stay equipped in our professional lives for the latest in

technology and markets around us. We can stay abreast of a professional body of knowledge, both its roots and how to apply it through certification. This broadens our perspective and also prepares us for driving change. We further learn how to apply that which we learn as we mentor with others. To be informed is to be prepared. To be prepared is to be qualified. To be qualified is to become valuable! Set a goal to drive change and become certified.

### **What Does It Mean to Change?**

Was it Shakespeare that once wrote, "to be or not to be, that is the question?" Put another way this might read, "To live to participate in change or not to live to participate in change?" Still another way might read, "Be part of the problem or part of the solution!"

The first thought might often be that life is good - so why change? I have heard it said, "If you continue to do what you've always done, you will continue to get what you've always gotten!" I think that was actually from Einstein albeit paraphrased a bit. Were the past outcomes good enough? Are they still good enough now?

You may be enjoying renown and success with your current efforts and if so, this may indicate you should continue on the same path. The basic underlying problem with maintaining the same continuum is that our world and our environments change - with or without us. What worked yesterday may not work today or for tomorrow. Our skills seldom keep up with technologies. Some of you may remember the old DOS commands before we had MS Windows; entering "slash, file, save" - your basic Lotus 123 DOS command for spreadsheets? OK, now I'm dating myself. Clearly computing technology has changed, generally for the better. Science also moves on as we use technology such as satellite tracking for trucks with in-transit inventory and warehouse management. Costs and budgeting plans change too. Has your training budget kept pace with the times? When was the last time you paid \$7.00 for a pair of Levi 501s button fly jeans and that was all you needed? Now we require more, at least a cursory knowledge of IT issues and know-how along with understanding of networks and Web based business too. And the competition keeps on going like the Eveready Bunny! Do you feel prepared for the coming changes? Will you keep up with the competition? They aren't resting for long.

As circumstances change, our old work habits lose their punch and yield weaker results. The faster change occurs, the sooner our methods fail us.

We do have a choice however. We have 2 risks to choose from. We can take an approach of wait and see, betting that our old habits will slowly grow out of practice and we'll last longer than this timeline, OR we can become adventurous pioneers with our career skills. We can be innovative and creative while we expand our horizons and longevity. Even though it may feel more risky to go this route, planning to be a pioneer affords us a greater margin of safety. Regardless of which approach we choose we cannot escape the act of risking. Which path allows us to be more in

control of our own destiny, the first plan of wait and see or the second plan of becoming the explorer? At least in this innovative approach, we tend to make our own decisions and enjoy some autonomy. It is often said that the best defense is a good offense. If we expect to remain in control of our lives and our work routines we must become proactive. The choice remains with us.

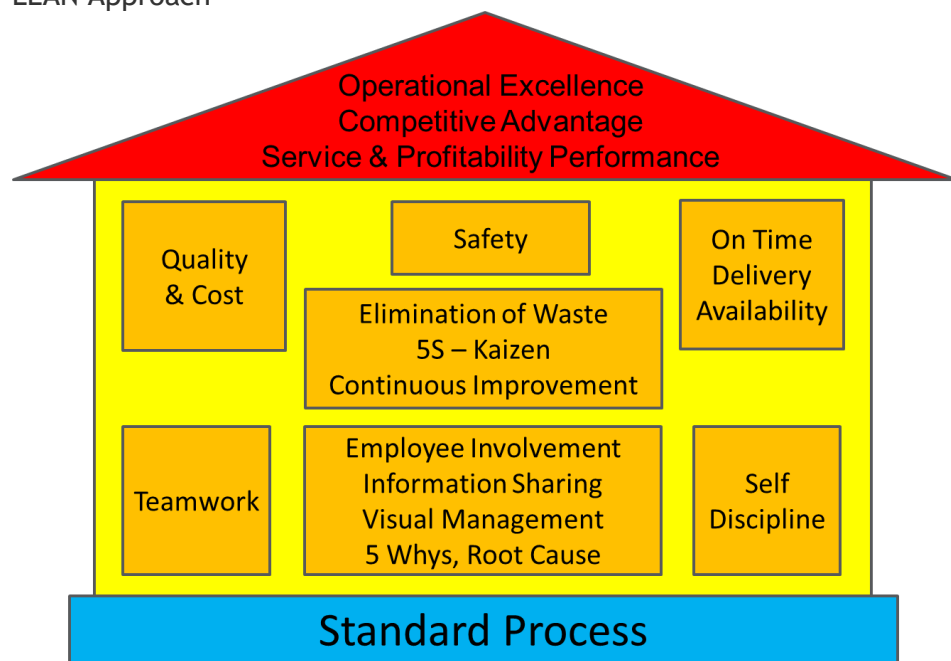
Innovative employers seek out people who will embrace the future rather than defend the past, people adept at learning. Winners will be folks who are curious yet thoughtful risk takers. Creative potential comes with imagination and experimentation. We need creative thinkers and pioneering doers. As you improve your discovery process, you also grow in value to your firm.

Winning ways are copied quickly in the business world. Just consider how many firms benchmark Wal-Mart. Recent advantages may have evaporated quickly, unless we drive ourselves to continually seek better ways of doing things. When was the last time you stepped “out of the box” to suggest operating differently from the everyday traditional approach? Let yourself be original. Explore the possibilities beyond standard procedure. Remember to apply the SCORE reasoning for simplification;

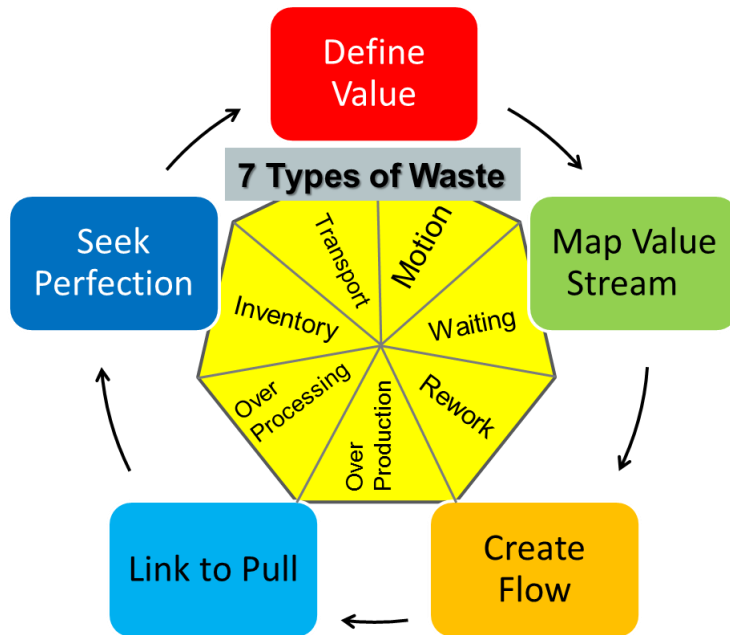
- Simplify
- Consolidate
- Organize
- Reduce
- Eliminate

Another way to see this is the standard LEAN Approach by applying the LEAN Journey;

LEAN Approach



## LEAN Journey



Be prepared to step outside the routine boundaries as you examine all the activities around you. Innovate! Do your own research and development, working from differing perspectives. Get out of your comfort zone and old habits as often as possible. Get everyone around you personally involved as often as you can. The rewards are immeasurable. Make this way of thinking a way of life for all in the business or factory. Part of everyone's job description now becomes - "to generate new ideas".

You will reap the benefits of your creativity by becoming a change-adaptive person, more solution-oriented. You become less problem focused which makes life more enjoyable for all of us. Work may even become FUN! You may not succeed every time, but if you don't stretch a bit to grow, you will not succeed at all. Rather you will find your job has dried up and gone to a competitor.

Change invites us to move ahead, to move into the unknown to learn and grow. Move ahead for the unseen opportunities and new possibilities. Become known as one who explores or looks for change. Become known as an innovator. Become a Change Agent!

## Bob Forshay, CPIM, CIRM, CSCP, CLM

Bob owns Mastermind Group, provider of education and training for operations and supply chain professionals and is a consultant, trainer and public speaker with Transformance Advisors. Bob is also a Master Instructor for APICS supporting business process improvement, supply chain and operations management. Contact Bob at [bob@supplychainpro2know.com](mailto:bob@supplychainpro2know.com)