

WALL STREET JOURNAL
bestselling author

Success Factors

FUD MONEYBALL

Comes
With a **7-DAY**
**CHANGE
CHALLENGE**

WES BERRY

keynote speaker | wordsmith

***Business
Quick
Reads***
Series Volume 8

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WesBerryGroup.com
for more information.

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FUD MONEYBALL CHANGE

By: Wes Berry

Part 1

What Is Change?

*“There is nothing permanent except
change.”*

— Heraclitus

Chapter 1

Understanding the Dynamics of Change

In 2003's box office hit *Moneyball*, general manager Billy Beane (played by Brad Pitt) faced many challenges as he tried to find ways to help the small-market Oakland Athletics, with a payroll around \$44 million, compete with the big-market teams, like the New York Yankees and their \$125 million payroll.

In order to succeed, Beane knew he had to change the traditional approach to building a baseball team. Unlike traditional baseball wisdom, which judged players by statistics like RBIs and stolen bases, Beane embraced what is known as

sabermetrics, or statistical analysis based on in-game performance that goes much deeper.

While sabermetrics first arose in the 1970s, it took someone like Beane to embrace this approach to player evaluation, which gave him a leg up on his better-funded competitors. Beane went against the baseball purists that made up his scouting office, preferring slugging and on-base percentages for selecting players. This led to his preference for Kevin Youkilis, who Beane nicknamed “The Greek God of Walks.”

Beane extended his counterintuitive approach to the MLB draft, as well. While most scouts drooled over the performance ceiling of high school players, Beane preferred college players. Not only did they have a better track record in the big leagues, but they also had a larger body of work, making statistical analysis more accurate.

Beane, who is currently VP of baseball operations, never won a championship. However, his unconventional approach to baseball, perhaps the most conventional of sports, started a revolution, one that has been adopted not only by other baseball teams, but by teams in other leagues as well. In fact, his analytics-driven approach now appears frequently throughout the business world, too.

In order to lead, Beane needed to create an environment in which change was not just allowed but was essentially required. And not just once, either—Beane changed his strategy throughout his time as GM, always trying to stay one step ahead of his competitors.

“Change is the law of life. And those who look only to the past or the present are certain to miss the future.”

President John F. Kennedy uttered these words nearly 60 years ago, and they still ring true today. Change is inevitable. Those who resist change and fail to recognize that the future relies on our willingness and ability to enact change, are doomed, stuck in the past, and relegated to the background as the rest of the world moves on.

But change is scary. Those old enemies Fear, Uncertainty, and Doubt (FUD) can creep up on us and hold us back, if we're not careful. FUD is one of the main reasons entrepreneurs don't take the leap, businesses fail, and new ideas are stifled.

When people think of success, they tend to envision the end results: increased profits, sustained growth, and individual accolades, all piled up neatly at the end of the road. They tend to overlook the difficulties that they need to overcome. There is a natural resistance to change, and a real fear of both success and failure. People

are naturally afraid of success. They worry that they may no longer be relevant to the continued success and cast aside. Of course, there is also a fear of failed change, in which case the enterprise itself might die, and again are cast aside. It takes a brave soul to embrace change, but because change is inevitable, the only logical approach is to embrace it and be a part of the change; own it, and you make yourself indispensable.

Envisioning the end results is easy. What we tend to miss is the road that got those results there in the first place. It is the twisted, convoluted paths we must travel to achieve success that is the challenge. A lot of that road can be paved with a bit of hard work, and some luck. But without a plan, or even with one that isn't willing to change, we could end up building a route that does not lead to success, driving us into a brick wall instead.

So, what does all of this have to do with change? Change is what allows us to break out of old paths, to abandon the well-worn roads that have become rutted with overuse and the ones that no longer lead to places we want to go. Old roads may be made of dirt or cobblestone, while others take us on circuitous routes that might seem nice, but ultimately take far longer to bring us to our destination.

Ultimately, we need change to find new routes to succeed, to efficiently bring us to new levels of achievement that cannot be reached solely by working hard, by chance, or by old ways of thinking.

What Is Change?

The answer seems obvious, doesn't it? Change is difference. It's doing something different or approaching an established idea in a

different way. If you get tired of eating the same burrito for lunch, you can change it up and have a roast beef sandwich instead. If you start slicing all your tee shots, you probably need to change your stance or the way you address the ball.

Change can be defined as any alteration or modification to a person's environment or circumstances.

Change can come in many forms, including changes in the workplace or in our personal lives. While some changes may be perceived as positive, others may be seen as negative, depending on how they are viewed and approached. Change can have a significant impact in both our work and personal life and our perceptions of change can influence its outcome.

In personal life, change can be a result of major life events, such as marriage, divorce, illness, or relocation.

What about in business? In the workplace, change can take the form of restructuring, new management, or changes in technology or procedures. You have a successful product, but you want to increase sales, so you change your product lineup and add a new flavor or feature. Maybe a component of your product has dramatically increased in price, so you change those components out to ones at a lower cost. Or perhaps you notice you're spending extra money on unnecessary positions, so you change the structure of your organization and make your workforce more efficient.

One example of the impact of change that can effect work or personal life can be seen in the context of a company undergoing restructuring. In this scenario, employees may experience changes in their job responsibilities, reporting lines, or work locations.

For some employees, these changes may be perceived as negative, leading to feelings of uncertainty and anxiety. However, for others, the same changes may be seen as positive, offering new opportunities for growth and development.

A study conducted by the Society for Human Resource Management (SHRM) found that employees' perceptions of change can have a significant impact on their job satisfaction and performance. Those who viewed change as positive reported higher levels of job satisfaction and were more likely to embrace new opportunities and challenges.

On the other hand, employees who viewed change as negative were more likely to experience stress and dissatisfaction, leading to decreased productivity and morale.

But I want to go deeper than just a simple answer. Yes, change is difference. But there are

different kinds of change, and each one can have a distinct effect. Let's take a look:

Types of Change

Organizations may encounter various types of changes throughout their lifespan. These changes can be categorized into three broad categories: strategic change, operational change, and cultural change.

Strategic change refers to changes in an organization's overall direction, goals, or business model. It involves making significant shifts in strategies, such as entering new markets, diversifying product offerings, or adopting new technologies. Strategic change is often driven by external factors such as changes in market conditions, customer preferences, or regulatory requirements. Organizations must be able to

identify and respond to these changes in order to remain competitive.

Operational change focuses on improving the efficiency and effectiveness of an organization's processes and systems. It involves changes in workflows, technologies, and organizational structures to streamline operations and enhance productivity. Operational change can be driven by factors such as new technologies, process inefficiencies, or changing customer demands. By continuously improving their operations, organizations can adapt to changing market conditions, reduce costs, and deliver better products or services to customers.

Cultural change involves transforming an organization's values, beliefs, and behaviors. It aims to create a more innovative, collaborative, and

adaptive culture that embraces change and supports the organization's goals. Cultural change is often the most challenging type of change, as it requires shifting deeply ingrained mindsets and behaviors. It requires strong leadership, clear communication, and the involvement of employees at all levels of the organization. By fostering a culture that values learning, experimentation, and continuous improvement, organizations can create a competitive advantage and drive innovation.

Change can take various forms. Here are some more types of change you can expect:

- *Small, incremental change:* The small changes, like taking a different route to work or adding macros into your spreadsheets, happen all the time. These almost might be tiny adjustments or tweaks to existing practices.

- *Big change*: Big changes—getting married, opening new business locations—are less frequent, but tend to have much more significant impact—and usually require more planning.
- Voluntary or involuntary change: We usually prefer the voluntary ones, of course, because we can direct those changes. But sometimes, change is foisted upon us, and we have to react quickly to try and mitigate the fallout. Laws may change and affect the way that you do business. An important supplier may go bankrupt, forcing you to adjust on the fly.
- *Positive and negative change*: In the language of innovation, change is always seen as a good thing, and for the most part, they're right. If you don't change, you're

bound to get left behind. But the important part is making sure the change is for the better. If you make the wrong choice, then you can seriously damage your business.

Regardless of its form, change is a constant in the business world, and organizations must be prepared to adapt and evolve to stay competitive.

According to a study by the American Psychological Association (APA), individuals who viewed change as a challenge were more likely to experience positive outcomes, such as increased resilience and adaptability. In contrast, those who viewed change as a threat were more likely to experience negative outcomes, such as anxiety and depression.

Furthermore, the way in which change is managed can also impact its outcome. Research has shown that when employees are involved in the

change process and provided with clear communication and support, they are more likely to view the change as positive and experience better outcomes.

So to sum it up, change can be defined as the process of moving from one state to another. In the business context, change refers to the transformation of an organization's strategies, processes, structures, or culture in response to internal or external factors. It is a complex and multifaceted concept that encompasses various aspects such as technological advancements, market shifts, organizational restructuring, and cultural changes.

The Inevitability of Change

It is crucial to recognize that change is not a one-time event but an ongoing process. It involves a series of interconnected activities, decisions, and

adaptations aimed at achieving organizational goals and staying relevant in a rapidly evolving business environment.

In today's globalized and interconnected world, organizations must constantly adapt to keep up with evolving customer expectations, technological advancements, and market trends. The pace of change is accelerating, driven by factors such as globalization, technological disruptions, and changing consumer preferences. Failure to embrace change can lead to stagnation, irrelevance, or even failure. I have mentioned in other books that one of the factors that helped me with the success of my business was being open to change. When the internet first became available, my company was quick to establish ourselves as a place to order online. This willingness to change helped us, and I noticed that other businesses not so willing to adapt were left behind.

The business landscape is littered with examples of once-dominant companies that failed to adapt to change and lost their market position. Blockbuster, once a leader in the video rental industry, failed to embrace the shift to digital streaming and ultimately filed for bankruptcy. Kodak, a pioneer in the photography industry, failed to adapt to the rise of digital cameras and suffered a similar fate.

To survive and thrive in a rapidly changing business environment, organizations must anticipate and proactively respond to changes. They must develop a culture that embraces change as an opportunity rather than a threat. By recognizing the inevitability of change, you and your organization can develop a mindset that is open to new ideas, flexible in the face of uncertainty, and willing to take calculated risks.

Increasing Buy-In at All Levels

Most articles about change spend a lot of time focusing on getting the mass of your workforce onboard with your decisions. It's a fair point: if your employees don't buy in en masse, it's unlikely that your changes are going to be successful.

But real change needs to be able to happen from all levels. On the executive level, you need to be plugged into the entire change process, even if you're not familiar with all aspects of the process at the beginning. This is especially common for tech CEOs, who may not have the level of expertise as others in the company. Because there are decisions that need to be made constantly, executives have to be fully engaged in enacting change from beginning to end.

Middle management may be at the most critical level for enacting change. These managers

are the conduit for ideas, both up the chain and back down. This means that getting their buy-in is absolutely critical. According to Susan J. Ashford and James R. Detert, these are the people who connect the marketplace to the executives, connecting direct customer and supplier engagement with the executive level.⁷

The problem, though, is that middle management is often stuck in a difficult position, especially in organizations that have a strict top-down approach. When these managers are empowered by their superiors, however, they can be powerful drivers of change within an organization, both for generating ideas and for building employee buy-in.

Of course, the final piece of the puzzle is your workforce. Getting them to buy into change is critical to keeping your organization running at peak efficiency. The best way to make this process

as easy as possible is to ensure that your managerial teams have a good relationship with their teams.

This is especially valuable when managers can identify employees who serve as informal influencers. These employees are usually popular with the rest of the team and are often looked to as models for behavior. Recruiting these individuals as part of your efforts to create an agile company can go a long, long way in allowing you to reach your goals.

Train, Train, Train

Let's take a second and go back to that ideal world we talked about earlier, the one where we have all the time we need to plan for changes. In that world, we would have a roadmap for every new skill that your employees would need to develop, as well as enough time to ensure that

everyone had the time to receive the necessary training.

Okay, that's enough dreaming. Here in the real world, there's no road map, and you'll never have enough time to develop new skills in your workforce to make the changes you'll need.

That is, you'll never have enough time if you wait to start training. You can't wait until you have a final plan to start your employee development programs. If you do, you're sure to get passed by other organizations with a larger, broader skill base.

But how do you know which skills are going to be most important? As with many things in this life, there's always a level of uncertainty, and you have to be somewhat comfortable with that. At the same time, there are a number of ways you can decide how you can make employee training work best for you—and your workforce.

First and foremost, you should be looking to keep abreast with your competitors. This means keeping your ear to the ground to know where other companies are directing their efforts. You should also keep an eye out for developing trends in technology, even if they don't seem to be immediately relevant to your industry. You never know—innovation in one field can quickly become standard across many industries.

Another tack is to partner with your employees to see what types of training and development they're most interested in. Not only does this raise employee engagement, but it can also point out areas that you may not have considered. It can even help you to identify employees with the interest and potential for further advancement.

When it comes to training, you need to be creative and proactive. Reskilling and upskilling

are buzzwords for a reason. Building an agile company means relying on an agile workforce, and the more broadly skilled your employees are, the more likely they are to succeed.

Alignment

Clarity, clarity, clarity. When you're embarking on a change, no matter what size, it's critical that you ensure the messaging of that change is coming through crystal clear. That means not just the end results, but the process for change, as well.

Fear and uncertainty are two of the most common obstacles to change, and they both result from a lack of clarity and communication. But when you ensure that organizational changes are transparent and that every person understands what you're trying to accomplish and how you're going

about accomplishing it, then alignment has a tendency to take care of itself.

Alignment doesn't necessarily mean blind acceptance. People will continue to ask questions throughout the process of change and that almost always makes the end result stronger. But with a clear, singular goal, it's much easier for everyone to find a way to contribute towards reaching that achievement.

Go All-In

Nothing is more detrimental to establishing a culture of change than failing to commit to the process. When you make a decision to enact a change, it's all too easy to hold something back, to be conservative on both time and money, in case change turns out to be too risky. That way, you've still got something in reserve, and you haven't put yourself totally on the line.

But I'll tell you this: not going all-in on a decision is the biggest reason changes don't succeed.

Not all poker players are good at the game. I've seen players go all-in on terrible hands and lose their shirts. But I've also seen that same hand win, with players holding great hands throwing in their cards after tossing hundreds into the pot, just because they got scared.

Now, which of those players do you think has more regrets?

I realize that business isn't poker. But as I've said again and again, there is no change without risk, and when you decide to make a change, the worst thing you can do is only go halfway. When you decide to embrace change, you can't do it by half-measures. You either believe you've made the right decision, or you don't. And

if you don't, then it's better to go back to the drawing board than take any half-measures.

Look, I'm not saying that you have to throw good money after bad. Sometimes, decisions don't work out how you think they should, and eventually, you'll need to find a new solution. But the surest way for change to fail is to not fully commit to the project. If you're not on board, how can you expect your organization to follow your lead?

Conclusion

Like everything in the great game, there's no such thing as standing still. You're either moving forward or falling behind, and change is an integral part of determining which way you're going. Think of Billy Bean, the GM of the Oakland A's in Moneyball: that kind of commitment to change—not just as an event but as a process—

should be the same commitment that drives you and your organization in an increasingly digitized world.

In our digital world, the rates of change are faster than ever. With an agile organization, you'll be better positioned to respond to any challenge, whether it's from outside your company or within it. Don't let FUD slow you down.

It is important for individuals and organizations to understand the impact of change and to approach it in a way that fosters positive outcomes. By providing support and resources for employees experiencing change and promoting a positive attitude towards change, organizations can help ensure that change is viewed as an opportunity rather than a threat. Additionally, involving employees in the change process and providing clear communication and support can also lead to more positive outcomes.

Progress and growth are two of the most important words in business—but both of them are synonyms for change.

Chapter 2

The Psychology of Change

Fear. Uncertainty. Doubt. FUD.

It's a normal part of our humanness to be afraid of the unknown, and with change, comes the unknown. Think about all of the changes that people have faced throughout the years, and the mixed emotions of resistance—and joy—that each of these brought. We went from horse and carriage to the car. Then from gasoline powered cars to electric cars.

From thinking about the space race to actually walking on the moon. Then later, to private companies shooting rockets into space.

Each of these changes were (and sometimes still are!) scary. Each brought with them hopes and dreams, as well as valid fears.

Change can evoke a range of emotions and reactions in individuals and organizations. While some people may resist change due to fear of the unknown, others fear loss of control, or perceived threats to job security.

Some, fortunately, may embrace change as an opportunity for growth, learning, and innovation. This is what we want to shoot for. That's why the "happily ever after" is what really matters.

Understanding the psychology of change is crucial for effective change management. Instead of instilling fear, you want to present a positive outcome, a dream, for your people to cling to. Hope is a powerful substance and should be used widely when addressing change.

We are wired to resist change. Change requires us to take a leap of faith, and often do something we have never done before. We have to move into the future, a bit of the unknown, and see where it takes us.

Optimists will often thrive on this. Pessimists will be fearful. Those in between may cycle through different feelings, You, as a leader, must be able to anticipate and address the emotional and psychological challenges that individuals and teams may face during times of change. By providing support, clear communication, and opportunities for involvement, leaders can help navigate the psychological landscape of change and foster a positive change culture.

Change management is a learned framework that helps others work through change its handling the people-side of change.

How do we do that effectively?

First, let's look at the big three obstacles.

Fear

It's been a while since fear was in the mainstream as a motivational tool. These days, popular depictions of people who use fear to motivate their underlings usually cast them as monsters, as comedic, over-the-top tyrants, or as frightening oppressors only looking out for number one.

I'd argue that this is because we've all come to the realization that fear, quite simply, doesn't work.

Of course, there's still plenty of fear in the workplace, thanks to misguided managers, many of whom are acting more out of insecurity than anything. But the fact is, fear has a tendency to paralyze rather than motivate, and paralysis is the exact opposite of change.

Fear comes from any number of sources, any of which can get in the way of embracing change. Employees faced with adopting a greater number of digital components may feel their jobs are being threatened, especially when tech initiatives involve AI. “If I teach the computer how to do my job,” the thinking goes, “why would they keep me around afterwards?”

It’s a well-founded fear, of course, and it reflects a realistic concern that has to be addressed as part of the process of change. But whether fears are rational or not, they can make it difficult to rationally analyze change.

Instead, fear leads us to focus on short-term solutions, to take control of what is immediately present. We hold on tighter to familiar patterns, habitual ways of doing things, clinging to what we know well in order to ward off the fear that change can inspire. In order to break out of that mindset,

people need to feel that their fears are being heard and that there is some effort being made to alleviate them.

Uncertainty

It's helpful to think of uncertainty as a first cousin to fear. In some ways, uncertainty is simply a specific kind of fear, one that accompanies a loss of control. You could say that most change is defined by moving from the known into the unknown and that move always carries with it some degree of risk. That risk can inspire more than a little dread—which is unresolved uncertainty.

One of the biggest triggers for uncertainty is a lack of clarity. Whether that clarity refers to the end goals or the process of change itself, being unsure of where you're going or how you're going

to get there can make even the most solidly grounded person uncomfortable.

I've heard more than one executive talk disparagingly about their resistant employees—usually managers—saying that the employee was having trouble giving up control in their “little domain.” To these execs, resistant employees were being troublesome because they were clinging too tightly to something that really didn't matter.

Except it really does matter. From the executive's perspective, that employee's feeling of control over their little fiefdom doesn't mean much. But to that employee, the “little domain” is their entire world, and losing control of it is a serious blow to their identity. Without that role, who are they?

Of course, I'm not saying we should avoid change in order to spare someone's feelings. But it's important to recognize that feelings of

uncertainty usually aren't superficial. When they start to affect us, it's because that uncertainty runs deeply into our very identities. It's no wonder that uncertainty can make change difficult.

Doubt

John Hittler, (not related to the notorious) writing for *Forbes*, is a big fan of the “what if” question. In his view, “what if” is where change starts. Instead of asking straightforward questions with easily structured answers, like, “How should I get in shape?” he encourages his readers to reframe the question as a more open-ended “what if” . . . “What if I transformed my body?”

In his view, this reframing can “force us to imagine or create, often calling forth strong emotions.”⁶ From transforming how you plan your family vacation to declaring your intention to attain a previously impossible goal, Hittler argues

that “what ifs” can transform your thinking in powerful ways.

While I think the author is right that these questions can be powerful avenues to change, I think it’s also worth looking at how the “what ifs” can just as easily make change difficult, if not impossible—and it’s all because of doubt.

When you’re developing new ideas, asking yourself “what if” questions is a powerful tool for imagining a different future. But for those tasked with enacting change—from management downward—the “what ifs” can quickly take over, becoming the voice for every anxiety they might be feeling.

What if I can’t adapt to the new way of doing business? What if I don’t have the skills or knowledge I need? What if I can’t learn these new skills? What if it all goes wrong?

You can imagine how quickly these questions can spiral. One moment, you're worried about how this is going to change the way you work. The next moment, you may be asking yourself how you're going to feed your kids if you get squeezed out by AI. It doesn't matter how far-fetched some of these scenarios are; as soon as they hit, they can send you down a rabbit hole of worry.

For the most part, these "what if" questions are a matter of confidence. When change happens, it can make you start to question things, and if you doubt that you can not only abide by the changes but also use them as an opportunity to improve yourself, then it's easy to let change completely derail you.

Fear. Uncertainty. Doubt. Those three obstacles are so big that FUD has become an acronym widely used and recognized on the

internet. There are other obstacles to change, however. Let's look at those next:

More Obstacles to Change

The following list doesn't include all of the obstacles you might encounter in your efforts to enact change. And I'll bet you dollars to donuts that you'll rarely encounter each one on its own. But it does help to look at some of the most common obstacles that get in the way of change, so we can better understand how they keep us from effectively embracing change.

Timing

In an ideal world, change only happens when you have the time to fully plan out how that change will occur, giving everyone time to adapt to the ways the changes will affect them. You'll be able to lay out a clear strategy, understanding any

potential pitfalls and every opportunity to leverage your advantages to their full benefit. And your team, champions that they are, will be able to totally engage with these changes, having had the time and training to take off the moment you say go.

But the only people who live in an ideal world are fairy tale characters. Instead, we're left with a much messier world, one in which time and circumstances are constantly shifting, and we need to be able to make changes as we go in order to keep up—or anticipate—those shifts.

This is especially true in an increasingly digitized world. Not only does technology advance by explosive leaps and bounds, but the sheer speed at which information comes to us and at which commerce is commenced means that we need to be ready to turn on a dime, either to take advantage of opportunities or to avoid problems as they develop.

Even in the most agile organizations, making quick changes can be stressful. Without time for preparation, employees will probably feel even higher levels of fear and uncertainty, while leaders may not have had time to look for all of the potential outcomes of these rapid shifts. This raises the chances of some unforeseen complication creating a business catastrophe, one that may not be easily fixed.

Ultimately, you are going to have to make some quick decisions. In order to mitigate the risks, there are a few things you should do. It's essential that you establish an agile workplace culture, which we'll get to shortly. More importantly, though, you need to come to an understanding with your workforce over your expectations when it comes to change.

In any workplace, there are going to be times in which pressure builds. This is never truer

than when you have to make a change without much lead time. Your employees need to understand that you're making decisions in the best interest of the organization, and they need to trust you.

By the same token, you have to be understanding when difficulties arise. Any change takes time to process, and while there's nothing wrong with pressure, you won't be doing anyone any favors if you impose punishments on those who you feel are taking too long to get it.

Remember, fear isn't a motivator. Instead, recognize that it takes time to assimilate changes. Assimilation tends to move faster in a supportive environment.

Habit

Perhaps the biggest obstacle to change is habit. I'm sure you've heard it before: It's how

we've always done it, so why should we change? It goes back to that old chestnut: if it isn't broken, don't fix it.

It can be hard to fight this attitude. We humans tend to be creatures of habit. We have our way of doing things, whether it's how we take our morning coffee or the route we use to drive home. Changing that routine is an act of disruption, and depending on your mood, it can wreck your whole day.

It's the same with asking people to change how they do their work. Any time you make a change at the workplace, there's a chance that some people will resist, based on nothing more than inertia. Your new way may seem more complicated, or it might take them longer. Disrupting the workflow usually means more work, at least in the short term, and some employees will have a hard time with that.

So how do you deal with those ingrained habits? Again, it comes down to building a culture in which change isn't the exception, but rather an expectation. You need to find a way to bake agility into the everyday mindset of your workforce, so that change is not seen as a hardship, but rather as a way of doing business. If an employee can't adjust to this mindset, then it may be time to move on.

Idea vs. Execution

One of the most common mistakes that organizations make is to treat ideas as changes. Ideas, like talk, are cheap. They're a dime a dozen. Coming up with ideas can be the easiest thing in the world. But without execution, an idea basically lives in your imagination.

Don't get me wrong. Having ideas is a critical part of any business that is looking to

innovate. You need creative ideas to avoid being passed by other companies. And while ideas may be easy to come by, good ideas are a little rarer. Still, an idea means nothing without the means and the will to put it into practice. You need the ability to translate those ideas into reality.

That's where your company culture comes in.

The most successful companies tend to be built as agile organizations, able to quickly take in and analyze large volumes of data. Then, they need to formulate plans based on the outcomes of that analysis. With the right company culture, you can instill a forward-looking attitude that embraces the analytics process with the willingness to make changes based on the results.

Every other step in managing change in your organization starts from this basic understanding that change isn't planning—it's

action. In essence, real change is the combination of ideas and execution.

Honesty

Many times, companies treat change as a secret. This can be for many reasons, from corporate security to uncertainty over how the workforce will react. They tiptoe around change, making requests of employees without giving them a sense of the bigger picture.

While many of these concerns are understandable (who wants to help train their potential replacement?), keeping changes secret can only hurt your organization in the long run. Keeping secrets from your workforce can damage the trust between you and your employees, which can be demoralizing, hurting employee engagement. If you don't trust them to act

responsibly as part of the company, then why should they commit to you?

On a more practical level, secrecy slows down change. If you're trying to avoid spilling the beans during a transition process, your workforce has to wait for each individual step. Without knowing what's coming next, it's difficult for them to be efficient.

Instead of keeping changes secret, you should do whatever you can to be open with your workforce from the very beginning. Sure, you can hold some things close to the vest, but bringing your staff onboard early inspires further trust and helps to align goals. You may have some employees who decide to leave rather than change, but that can be a good thing too, since holdouts can drag down the pace of change.

Managing Fear Through Honesty

Honesty with your employees is a big part of managing the fear that's associated with change. Whether big or small, making changes necessarily involves risk, and it's important to acknowledge any fears that employees may feel as a result of those changes. Being open and honest helps people to deal with those fears, and it can bring your team onboard.

While honesty is the best policy, you should also be positive in your discussions. Your attitude goes a long way in modeling behavior for your workforce. You can discuss how things are going to change, but phrase it in a way that emphasizes why these changes are positive. This will go a long way towards reassuring them and thus quieting their fears, uncertainties, and doubts.

You can also point out how remaining static is a risk itself. No matter what, make sure your

workforce understands that changes are for a good reason—the overall strength of the company.

The Impact of Change and How to Handle It

In addition to understanding individual reactions to change, organizations must also consider the impact of change on teams and the wider organizational culture. Change can disrupt established routines and relationships, leading to anxiety, stress, and resistance. It is crucial for organizations to provide support and resources to help individuals and teams navigate the challenges of change. This can include training, coaching, and mentoring programs, as well as opportunities for feedback and dialogue.

What else can you do to find and alleviate some of these FUD issues?

- *The Kubler-Ross Change Curve*: One psychological model often used to

understand reactions to change is the Kubler-Ross Change Curve. This model suggests that individuals go through various stages when confronted with change, including denial, resistance, exploration, and commitment. By understanding these stages and addressing the needs and concerns of individuals at each stage, leaders can facilitate the transition to a new state more effectively.

- *Clear Communication:* Effective change management also requires clear communication. Leaders must communicate the reasons for change, the vision for the future, and the benefits that change will bring. By providing a clear and compelling narrative, leaders can create a sense of purpose and direction that helps individuals and teams embrace change.

- *Motivational stories and inspirational talks:* These can go a long way to offering your team or individuals peace about forthcoming change. Many leaders bring in motivational speakers to inspire their teams. A good motivational talk, can turn your organization's change from a fearful event into promise. Why is this? Oxytocin!

In 1906, Sir Henry Dale discovered oxytocin, the “feel good” amino acid peptide in our bodies. In a series of tests using videos, his lab discovered that compelling narratives cause oxytocin release and have the power to affect our attitudes, beliefs, and behaviors.

Think of how you feel when you watch a romantic comedy or read an inspiring story of a bullied kid who becomes an NBA star. You feel a little

lighter, maybe hopeful, right? That, versus a psychological thriller, where you might be cringing in your seat and leap off the couch at the jump scares.

Conclusion

Fear, Uncertainty and Doubt can lead to resistance to change, but leaders who offer motivational stories, who are sensitive to the feelings and needs of their employees, and who lead by example, walking into change with hope, can turn those FUD feelings into the catalyst that will propel your organization into the future. In the words of Jim Rohn, “Your life does not get better by chance, it gets better by change.”

Chapter 3

The Importance of Change Management

In order to not be left behind, organizations will want to change before they have to. While slow change is easier and less scary, sometimes that isn't an option.

No matter how much or how little change you must do, or how quickly, leaders must effectively manage change in order for it to be a success.

So, if Change Management is so important, how do we do it?

Let's look at several key areas of change management and a few suggestions for each.

Strategic Change Planning

Strategic change planning involves developing a clear roadmap for navigating organizational change. It helps organizations identify their goals, assess the current situation, and define the steps needed to achieve the desired outcomes. By taking a strategic approach to change, organizations can effectively allocate resources, manage risks, and ensure the change aligns with their overall business strategy.

Strategic change planning also involves analyzing the impact of change on various stakeholders, including employees, customers, and partners. This analysis helps organizations anticipate potential challenges and develop strategies to mitigate them. Additionally, organizations must communicate the planned changes effectively to ensure everyone understands the purpose, benefits, and expected outcomes.

One example might be that a top car company notices that a competing car company is now selling electric models and outselling them. They might reorganization their company to also begin making electric cars, which will involve change all the way down the ladder.

Strategic changes might be in technology, marketing channels, market definition, or market evolution.

Change Leadership

Change leadership plays a crucial role in guiding teams through periods of significant change. Effective change leaders inspire and motivate employees, provide clear direction, and communicate the vision for change. They must possess strong communication and interpersonal skills to foster trust and build relationships with employees at all levels of the organization.

Change leaders should lead by example and demonstrate their commitment to the change initiative. They should be accessible to employees, address concerns, and provide support throughout the process. By establishing a strong leadership presence, change leaders can help alleviate fears, build confidence, and create a positive change culture within the organization.

Employee Involvement

Involving employees in the change process is essential for fostering ownership and commitment. When employees are actively engaged and have a voice in decision-making, they are more likely to embrace the change and contribute to its success. Employee involvement can take various forms, such as soliciting feedback, encouraging suggestions, and involving employees in cross-functional teams or task forces.

Organizations can implement mechanisms for open and transparent communication, such as town hall meetings, focus groups, or online platforms for discussions and idea sharing. By creating opportunities for employee involvement, you can tap into the collective intelligence and creativity of their workforce, leading to more innovative and sustainable change outcomes.

Measuring Change Success

Measuring the success of change initiatives is essential to assess their effectiveness and make data-driven decisions. Key performance indicators (KPIs) and metrics can help organizations evaluate the impact of change and monitor progress towards desired outcomes. These metrics may include financial indicators, such as revenue growth or cost savings, as well as employee engagement and satisfaction metrics.

Organizations should establish clear goals and objectives for the change initiative and regularly monitor and evaluate progress. This allows them to identify areas for improvement, celebrate successes, and make necessary adjustments to their change strategies. Measuring change success provides valuable insights for future change initiatives and helps organizations learn and adapt from their experiences.

Conclusion

Change management is a critical aspect of organizational success. Done effectively, you and your leaders can facilitate changes necessary to propel your organization forward, improve its business processes and meet the needs of a growing and challenging marketplace. A leader who focuses on the impact of change on both individuals and the entire organization as a whole, can foresee

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problems and eliminate or reduce them before they arise, or turn into a bigger problem.

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Part 2

How Do We Change?

*“To improve is to change; to be perfect is
to change often.”*

— Winston Churchill

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Chapter 4

Driving Forces Behind Change

Everything changes so quickly that it's often hard to keep up. When running a business, there's a lot you need to look at in order to be successful, retain employees, and keep sales steady or growing. Whatever your organization's goals are, here are some driving forces behind change that you should be aware of:

Market Trends and Dynamics

In today's rapidly changing business landscape, market trends and dynamics are something you need to watch close in order to remain competitive. Market trends, such as shifting consumer preferences, emerging technologies, and

economic fluctuations, can significantly impact the demand for products and services. For example, the rise of e-commerce has transformed the retail industry, forcing traditional brick-and-mortar stores to adapt their business models to stay relevant.

Organizations must analyze market trends and shifts to understand the implications for their operations. This involves conducting market research, monitoring customer behavior, and staying informed about industry developments. By proactively responding to market trends, organizations can identify new opportunities, develop innovative solutions, and position themselves ahead of the competition.

Technological Advancements

Rapid technological advancements have become a driving force behind organizational

change. Technologies such as artificial intelligence, automation, and the Internet of Things have disrupted traditional business models and revolutionized industries. Organizations that fail to embrace and adapt to these technological changes risk becoming obsolete.

To navigate technological advancements, organizations must adopt adaptive strategies. This includes investing in research and development, fostering a culture of innovation, and leveraging technology to streamline operations and enhance customer experiences. By embracing technological advancements, organizations can gain a competitive edge, improve efficiency, and deliver innovative products and services to meet evolving customer needs. I've dedicated an entire chapter to this later in the book.

Competitive Pressures

Competition is a constant reality in the business world. Organizations face intense pressure to evolve and innovate to stay ahead of their rivals. Competitors may introduce new products or services, offer better pricing, or provide superior customer experiences. These competitive pressures create a need for organizations to adapt and change to maintain their market position.

To effectively respond to competitive pressures, organizations must continuously assess the competitive landscape, monitor competitor strategies, and identify areas for improvement. This involves conducting competitive analysis, benchmarking against industry leaders, and fostering a culture of continuous improvement. By embracing change in response to competitive pressures, organizations can differentiate

themselves in the market and sustain long-term success.

Regulatory Changes

Regulatory changes, whether driven by governments or industry bodies, have a profound impact on business operations and strategies. Changes in laws, regulations, and compliance requirements can necessitate significant organizational adjustments. For example, new data protection regulations may require organizations to enhance their data security measures and privacy practices.

It's essential that you stay informed about regulatory changes relevant to your industry and proactively adapt your processes and strategies to comply with new requirements. This may involve conducting compliance audits, updating policies and procedures, and providing training to

employees. By effectively managing regulatory changes, organizations can mitigate compliance risks, ensure ethical practices, and maintain trust with stakeholders.

Customer Expectations

Customer expectations are constantly evolving, driven by factors such as changing demographics, cultural shifts, and advancements in technology. Organizations must understand and anticipate these evolving customer expectations to remain relevant and meet customer needs effectively. Failure to adapt to changing customer expectations can lead to a decline in customer satisfaction and loyalty.

To respond to evolving customer expectations, organizations must actively engage with their customers, gather feedback, and analyze customer preferences. This includes leveraging

customer data, conducting market research, and using customer feedback mechanisms such as surveys and focus groups. By aligning their products, services, and experiences with customer expectations, organizations can build strong customer relationships, drive customer loyalty, and achieve sustainable growth.

Conclusion

Understanding the driving forces behind change is crucial for organizations seeking success in a dynamic business environment. This chapter examined the impact of market trends and dynamics, technological advancements, competitive pressures, regulatory changes, and customer expectations on the need for organizational change. By proactively responding to these driving forces, organizations can adapt,

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innovate, and position themselves for long-term success.

Chapter 5

Navigating Uncertainty and Ambiguity in Change

When Beane walked into baseball and started changing things around, he had a good idea he might find success. But he wasn't certain. He took a chance.

Ambiguity is a part of change. None of us are fortune tellers. We can't see the future. We can only make educated guesses based on past experience, statistics, and sometimes plain gut instinct.

Because change is inevitable in the business world, (everywhere, really,) organizations that can adapt, innovate, and navigate the uncertainty and ambiguity that often accompany transformation are

the ones that are going to succeed. Most of the rest will flail and sink.

Let's we explore five crucial points that will equip leaders and organizations with the tools and mindset needed to not only survive but thrive in the ever-evolving landscape of change.

1. Adapting to Ambiguity

Change is inherently uncertain, bringing with it a myriad of challenges and unforeseen circumstances. To thrive in such an environment, individuals and organizations must cultivate resilience and adaptability. Resilience, defined as the ability to bounce back from setbacks, and adaptability, the capacity to adjust to new conditions, form the cornerstone of navigating ambiguity.

In the face of change, it is crucial to acknowledge that not every detail can be planned

or predicted. Embracing ambiguity as a natural part of the change process enables individuals to approach challenges with a more open and flexible mindset. Organizations that foster a culture of adaptability empower their teams to respond nimbly to unexpected situations, turning ambiguity into an opportunity for growth.

Leaders play a pivotal role in promoting adaptability. By encouraging experimentation, acknowledging failures as learning opportunities, and emphasizing continuous improvement, leaders can create an environment that thrives on change rather than fears it. This approach not only enhances the organization's ability to adapt to the unknown but also builds a resilient workforce capable of overcoming any obstacle in the change journey.

2. Scenario Planning

Much like telling a good story to inspire others, scenario planning can help prevent surprises from turning too unpleasant.

As change unfolds, leaders often find themselves navigating uncharted territory. Scenario planning emerges as a valuable tool to mitigate the impact of ambiguity and enhance decision-making in the face of uncertainty. Here are some ideas:

- *Envision multiple future scenarios* develop strategies to address each possibility. By considering various potential outcomes, organizations can prepare for a range of circumstances, thereby reducing the shock of unexpected events. This proactive approach enables leaders to make more informed decisions and implement agile responses to unforeseen challenges. Think

about what can happen, what *might* happen, and what you would do about it in each case.

- *Understand the external environment*, including industry trends, and potential disruptors. It involves not only the leadership team but also input from diverse perspectives within the organization. This collaborative effort ensures a comprehensive exploration of potential scenarios and the development of robust strategies to navigate each one.
- *Plan routinely*: Embracing scenario planning as a regular part of strategic decision-making positions organizations to not only survive change but also capitalize on emerging opportunities. It fosters a forward-thinking culture that values preparedness and adaptability, making it an

indispensable tool for leaders seeking sustained success in an ever-evolving business landscape.

3. Crisis Management Strategies

Change often brings unexpected crises that demand immediate attention and effective management. In these moments, crisis management strategies become essential for maintaining stability, minimizing damage, and ensuring a swift recovery.

Below are some steps to ensure that you handle each crisis effectively.

- *Establish a robust crisis response team.* This team should consist of individuals with diverse skills and expertise, capable of making quick, well-informed decisions under pressure.

- *Practice Effective Communication.* Communication is key during crises, and leaders must ensure clear, transparent, and timely communication to all stakeholders to maintain trust and manage expectations. If you and your team already communicate effectively, it won't be hard to incorporate this into crisis management.
- *Think proactively:* By anticipating potential crises and developing response strategies in advance, organizations can significantly reduce the impact of unforeseen challenges. This preparedness not only minimizes the potential damage but also enables a quicker recovery and return to normalcy.
- *Embrace the concept of "failing fast and failing forward" during crises.* Rather than viewing failures as setbacks, see them as opportunities to learn and improve. By

fostering a culture that encourages learning from mistakes, organizations can emerge from crises stronger, more resilient, and better prepared for future challenges.

4. Embracing a Growth Mindset

A growth mindset, as coined by psychologist Carol S. Dweck, is the belief that one's abilities and intelligence can be developed through dedication and hard work. Cultivating a growth mindset is a powerful strategy for approaching ambiguity with a positive and constructive attitude.

Individuals with a growth mindset view challenges as opportunities for growth rather than insurmountable obstacles. This mindset encourages a love for learning, a resilience in the face of setbacks, and a belief in the power of effort to improve outcomes. Leaders who foster a growth

mindset within their teams create an environment where innovation and adaptability thrive.

But how do we do that?

To instill a growth mindset, leaders should celebrate effort, perseverance, and progress, rather than focusing solely on outcomes. Encouraging employees to embrace challenges and view failures as steppingstones to success fosters a culture of continuous improvement. This mindset not only enhances individual and team performance but also contributes to a more agile and resilient organization.

Leaders should lead by example, demonstrating a growth mindset in their own approach to challenges and setbacks. By doing so, they inspire their teams to adopt a similar outlook, turning ambiguity into an exciting opportunity for learning and development.

5. Learning from Uncertainty

Uncertainty and ambiguity are not just challenges to overcome; they are invaluable teachers that provide lessons for future change initiatives. Organizations that proactively learn from their experiences can turn past uncertainties into a strategic advantage.

- *Reflect and debrief.* After navigating a period of change, leaders should conduct a thorough debrief to assess what worked well, what could be improved, and what unexpected challenges arose. This process of reflection enables organizations to identify patterns, trends, and areas for improvement, contributing to a more informed and effective change strategy in the future.

- *Solicit feedback from all levels of the organization.* Frontline employees often have unique insights into the practical implications of change initiatives and can offer valuable perspectives on what worked and what didn't. By fostering a culture of open communication and feedback, leaders gain a more comprehensive understanding of the impact of change on the entire organization.
- *Establish mechanisms for capturing and sharing knowledge gained from navigating uncertainty.* This knowledge repository becomes a valuable resource for future change initiatives, providing a foundation of insights and strategies to guide leaders and teams through similar challenges. Knowledge can be shared person-to-person,

in meetings and presentations, or stored in files or books.

Conclusion

Navigating uncertainty and ambiguity is not just a necessity in the ever-changing business landscape; it is an opportunity for growth and innovation. By embracing ambiguity, cultivating resilience and adaptability, and implementing strategic tools like scenario planning and crisis management, organizations can not only weather the storms of change but emerge stronger and more agile.

Thriving in change requires a proactive and positive approach to uncertainty. By incorporating the strategies and mindsets discussed in this chapter, leaders and organizations can not only navigate the uncertainties of today but also pave the way for a more resilient and successful future.

Chapter 6

Change Communication Strategies for Change

You've probably seen the meme emphasizing good punctuation that goes something like this:

“Let’s eat Grandma.”

Which has a totally different meaning than if the comma is placed correctly:

“Let’s eat, Grandma.”

While this gives us a chuckle (or at least it does me!) it also emphasizes the importance of being able to communicate clearly (and also, a small lesson in the correct use of commas).

Communication is the glue that binds individuals and organizations during times of transition. It is the act of giving, receiving, and

sharing information. Communication is important whether you're in a marriage relationship or trying to figure out how to navigate the subway lines Your business needs it to thrive, and you need to be good at it.

This chapter delves into five key points that serve as pillars for successful change communication.

1. Transparent Communication: The Foundation of Trust and Understanding

Transparency is the bedrock of successful change communication. It is not merely about conveying information; it's about fostering trust and building a shared understanding of the reasons behind the change. Transparency helps employees see the bigger picture, making them more receptive to the transformation journey.

Open communication begins with leadership being forthright about the reasons for change. Leaders should provide a clear narrative that articulates the challenges, opportunities, and the overall vision for the future. Be clear about business context and the rationale behind strategic decisions to cultivate a culture of trust and engagement among employees.

This transparency extends to the acknowledgment of potential uncertainties and challenges. By openly discussing risks and unknowns, organizations demonstrate authenticity and a commitment to facing challenges head-on. This honesty fosters a sense of shared responsibility and empowers employees to contribute constructively to the change process.

2. Effective Messaging: Crafting the Narrative for Change

Crafting effective messages is an art that helps convey the purpose and benefits of change. There's great importance in simplicity, unexpectedness, concreteness, credibility, emotions, and stories in making messages memorable and impactful. Applying these principles to change communication ensures that the intended message sticks with employees, influencing their attitudes and behaviors.

Here are a few more things to consider:

- *Clarity.* Messages should be clear, concise, and tailored to resonate with the audience. Leaders must consider the diverse perspectives within their organization and create a narrative that speaks to the

concerns and aspirations of different stakeholders.

- *Simplicity.* Keep it short, sweet and to the point.
- *Repetition.* Leaders should consistently communicate key messages through various channels to reinforce understanding and prevent misinformation. Repetition helps embed the change narrative in the minds of employees, fostering a collective consciousness that aligns with the organization's goals.

3. Two-Way Communication Channels: The Dialogue of Change

Change communication is not a one-way street; it is a dialogue that requires active listening and feedback mechanisms. Establishing two-way communication channels is essential for creating an

environment where employees feel heard and valued. Here's how to do that:

- *Invest in platforms that allow for real-time interaction*, such as town hall meetings, feedback sessions, and digital platforms for continuous dialogue. The work of Eisenberger and Stinglhamber (2011) highlights the importance of perceived organizational support, where employees feel that their opinions matter and are taken into consideration. Two-way communication channels contribute to this perception, fostering a sense of inclusion and collaboration.
- *Be attuned to feedback mechanisms*. This provides valuable insights into employee concerns, enabling leaders to address issues promptly and adjust the change strategy as

needed. By actively engaging in conversations with employees, leaders can also identify potential champions of change who can play a pivotal role in influencing their peers positively.

4. Leadership Communication: Orchestrating Change with Vision

Leadership plays a central role in orchestrating change through effective communication. Here are some things that leaders can do:

- *Model*: Leaders must not only articulate the vision for change but also embody it through their actions and behaviors. They must model the way, inspiring a shared vision, and enabling others to act.
- *Be visible*: Leadership communication involves being visible and accessible during

the change process. This visibility reassures employees and reinforces the commitment of leadership to the shared goals.

- *Communicate with Empathy:* Acknowledge the challenges employees may face and expressing genuine concern for their well-being.
- *Tell inspirational stories:* The power of storytelling also comes into play in leadership communication. Sharing compelling stories that illustrate the positive impact of the change fosters an emotional connection and inspires employees to align with the vision. Leaders who tell stories create a connection that engages and motivates others to embrace the change journey.

5. Addressing Employee Concerns: Strategies for Reassurance and Alignment

Change often triggers a range of concerns among employees, from fear of job security to uncertainty about new processes. Addressing these concerns head-on through communication is crucial for maintaining morale and ensuring that the change process remains on course. Here are some strategies:

- *Anticipate and proactively address common concerns.* Leaders should communicate a clear plan for managing any potential negative impacts on employees, such as providing training opportunities, reiterating the organization's commitment to employee development, and offering support services.
- *Listen actively.* Leaders should create opportunities for employees to express their

worries and provide honest and empathetic responses. Acknowledging concerns validates employees' feelings and builds trust, fostering a more positive perception of the change.

Conclusion

Change communication is not just a means of transmitting information; it is the heartbeat of successful organizational transformation. Effective change communication is a strategic imperative for any organization seeking sustained success in a rapidly evolving business landscape. The principles discussed in this chapter serve as a roadmap for leaders and organizations to not only manage change but to harness its potential for innovation, growth, and enduring success.

Chapter 7

Change As an Opportunity for Innovation

The transformation of Netflix from a DVD rental-by-mail service to a global streaming giant is a classic example of innovative change. Netflix started out shipping DVDs to homes in 1997, and by 2001 they had more than 500,000 subscribers in their mail service. But then, recognizing the shift in consumer behavior, Netflix embraced digital streaming, disrupting the traditional entertainment industry. This strategic change not only secured Netflix's position as an industry leader but also revolutionized how people consume content worldwide. At the end of 2023, Netflix serviced over 260 million customers.

Change is not just a disruption to the status quo; it is a powerful catalyst for innovation. In this chapter, let's delve into the transformative potential of change as an opportunity for innovation. Let's be disrupters of the status quo!

This chapter explores five key points that illuminate how organizations can harness the winds of change to foster innovation and elevate their competitive edge.

1. Make Innovative Change Initiatives the Catalysts for Organizational Transformation

Change, when approached strategically, can serve as a powerful catalyst for innovation within an organization. Rather than viewing change as a disruptive force, leaders should recognize it as an opportunity to reassess processes, challenge assumptions, and spark creative thinking.

Innovative change initiatives involve a deliberate effort to infuse creativity into the fabric of organizational transformation. This can include adopting new technologies, revamping business models, or reimagining products and services. Think of the Netflix example. They went from a mail subscription service delivering DVDs to your home, to a big worldwide streaming source. While plowing ahead with change, it's important to remember to balance things. You must continue to improve your existing processes while also creating new processes in order to achieve sustainable success.

Leaders must encourage their teams to think beyond the constraints of the current state and explore novel solutions to emerging challenges. By framing change as an opportunity for innovation, organizations can unlock latent creativity and position themselves as industry leaders.

2. Foster a Culture of Innovation

For change to truly drive innovation, organizations must cultivate a culture that encourages and rewards innovative thinking. This cultural shift involves more than just implementing new processes; it requires a fundamental change in how employees approach problems and generate solutions.

Tesla's journey from a niche electric car manufacturer to a major player in the automotive industry showcases the power of innovation during change. Tesla's commitment to developing cutting-edge electric vehicles and renewable energy solutions not only challenged established norms but also reshaped the entire automotive landscape. By embracing change as an opportunity for innovation, Tesla continues to redefine the future of transportation and sustainable energy.

Leaders (such as Elon Musk, above) play a pivotal role in fostering a culture of innovation. Whether it's inventing a n electric car or sending people into space, Musk encourages his people to question and reinvent established norms, opening new possibilities for the future. As a leader, it's important that you motivate your people with challenging work and a supportive work environment that allows room for creativity. As we've mentioned before, leaders must create an atmosphere where employees feel empowered to take risks, share ideas without fear of judgment, and pursue innovative solutions.

So how do you incentivize innovation?
Here are a few ways:

- Recognition programs
- Providing dedicated time for creative pursuits
- Celebrating both small and significant wins.

By embedding innovation into the cultural DNA, organizations create an environment where employees not only embrace change but actively seek opportunities to contribute to the organization's evolution.

3. Embrace Cross-Functional Collaboration

Innovation thrives when diverse perspectives come together. Cross-functional collaboration is a powerful strategy for infusing change initiatives with fresh ideas and alternative viewpoints. The synergy of different departments and skill sets can lead to breakthrough solutions that might not have emerged within siloed teams.

Bring together individuals with varied expertise and backgrounds. This enhances problem-solving capabilities and promotes a culture of continuous learning, as well as lending a touch of creativity that otherwise might not be recognized.

Leaders can actively facilitate cross-functional collaboration in these ways:

- *Create platforms for interdisciplinary exchange.* By teaching employees from different disciplines to learn each other's skills, you can end up tapping into some unknown resources, as well as build on each other's innovative ideas.
- *Break down communication barriers.* Create a safe place for others to trade ideas. Teach your employees to actively listen to each other and to offer positive feedback.
- *Foster a culture that values diverse contributions.* By integrating perspectives from across the organization, change initiatives can benefit from a richer pool of

ideas and experiences, driving innovation to new heights.

4. Use Feedback-Driven Innovation

This provides a continuous improvement loop for your innovations. Change initiatives should not be static endeavors; they should be dynamic processes that evolve through continuous feedback and improvement. Incorporating feedback loops into change initiatives is a strategic approach to drive innovation by learning from experiences, adjusting strategies, and optimizing outcomes.

Feedback-driven innovation involves actively seeking input from employees, customers, and stakeholders at various stages of the change process. This iterative approach allows organizations to identify areas for improvement, validate successful strategies, and adapt to evolving

circumstances. Remember the importance of psychology safety from our earlier chapter in fostering an environment where individuals feel comfortable providing and receiving feedback.

Leaders should establish mechanisms for regular feedback, such as surveys, focus groups, and open forums. By creating a culture that values continuous improvement, your organization can effectively enhance the success of current change initiatives and also cultivate a mindset of adaptability and innovation that will serve you all well in the future.

Conclusion

IBM's transformation from a hardware-focused company to a global technology and consulting powerhouse is a testament to the ability to innovate during change. Faced with the decline of the mainframe era, IBM strategically shifted its

focus to software and services. This change not only revitalized the company but also positioned it as a leader in emerging technologies such as artificial intelligence and cloud computing.

Change, when viewed through the lens of innovation, becomes a powerful force that propels organizations to new heights of success. AS we've seen from Netflix, Tesla and IBM, there are many examples that serve as inspiration and practical insights for leaders seeking to implement innovative change within their own organizations.

The ability to innovate during times of change is a hallmark of resilient and forward-thinking organizations. By infusing creativity into the change process and looking at change in a positive light, organizations can not only navigate the challenges of the present but also shape a future where innovation is not just a response to change but a proactive driver of success.

Chapter 8

Adapting Organizational Culture to Change

Organizational Culture can be a hot-button topic. While we can all agree that it exists, and that it plays a crucial role in shaping and ultimately driving success, not everyone agrees that it's something leaders can change.

I'm here to tell you that you can. It's possible to create an organizational where members come together, communicate effectively, and respect each other individually. It's not always easy, but with some hard work, empathy, and

Essentially, organizational culture means the proper way to behave in the organization. It's a collection of values, expectations and practices that

guide and inform us of

Kellie Wong says it best in her article from the Achiever's website:

“ . . . companies with healthy cultures are 1.5 times more likely to experience revenue growth of 15 percent or more over three years and 2.5 times more likely to experience significant stock growth over the same period. Despite this, only 31 percent of HR leaders believe their organizations have the culture they need to drive future business, and getting there is no easy task—85 percent of organizations fail in transforming their cultures.

But how do I get people to play nicely, you ask? Here are some guidelines.

1. Cultural Assessment: Navigating the Landscape Before Transformation

Embarking on a journey of change without first understanding the existing organizational culture is akin to navigating uncharted waters without a map. Cultural assessment is the compass that guides leaders in deciphering the values, beliefs, and behaviors that define the organizational landscape.

Think of this like a puzzle. Before initiating change, leaders must conduct a thorough cultural assessment. This involves gathering insights from employees at all levels, observing day-to-day interactions, and analyzing existing policies and procedures.

Through surveys, interviews, and focus groups, leaders can identify cultural strengths that can be leveraged and areas that may pose challenges during the change process. The insights

gained from a cultural assessment provide the foundation for crafting a change strategy that respects and aligns with the existing cultural fabric.

2. Aligning Values with Change: The Bedrock of Transformation

Successful change is not just about new processes; *it's about a shift in values that align with the desired transformation.* Leaders must recognize the inherent connection between organizational values and the success of change initiatives.

When there is harmony between the current values of the organization and the values underlying the change, employees are more likely to embrace the transformation. Aligning values creates a sense of continuity, assuring employees that the organization's core identity remains intact even as it evolves.

Leaders should communicate the values that underpin the change clearly and consistently. By highlighting the alignment between the organization's enduring values and the envisioned change, leaders can build trust and foster a sense of purpose among employees. This alignment serves as a guiding light, illuminating the path toward a transformed culture.

3. Inclusive Change Cultures: Harnessing the Power of Diversity

Change is most effective when it is inclusive, drawing on the collective wisdom of a diverse workforce. Inclusive change cultures recognize that individuals from different backgrounds bring unique perspectives that enrich the change process.

Leaders should actively involve employees from diverse backgrounds in the change process.

By embracing a variety of viewpoints, organizations tap into a reservoir of creativity and innovation.

Creating an inclusive change culture involves providing equal opportunities for participation, fostering a sense of belonging, and actively seeking out and valuing diverse perspectives. By weaving inclusivity into the fabric of change initiatives, organizations not only adapt more effectively but also build a foundation for sustained success in a diverse and dynamic world.

4. Resilient Cultures: Building a Foundation for Change Adaptability

In the face of constant change, building resilience into organizational culture becomes a strategic imperative. Resilient cultures are characterized by the ability to absorb shocks, adapt

to new circumstances, and bounce back stronger after setbacks.

We all feel more okay when we know we're not going to get yelled at for innocent mistakes. An organizational that thrives with hope, efficacy, resilience, and optimism will be more resilient than those that aren't. Leaders should not only model these traits but also actively cultivate them within their teams.

Building resilience involves creating a supportive work environment where employees feel empowered to take risks and learn from failures. Here are a few things you should try to capture in your culture:

- *Respect:* We all know this. If you want respect yourself, you should respect others in turn. Leaders must showcase this equally to their employees, to earn it.

- *Fairness*: Employees should feel like everyone is getting a fair opportunity.
- *Values*: Both personal and organizational-wide values help others understand the bigger picture. Create a mission statement and stick to it.
- *Credibility*: Do what you say and say what you do.
- *A sense of belonging*: Make everyone feel like they are part of the process.
- *Effective Leadership*: This is where you come in. Give them someone they can respectfully follow.

By celebrating resilience and learning from challenges, organizations create a culture that views change not as a threat but as an opportunity for growth and development.

5. Cultural Transformation Strategies: Shaping the Future of Organizational Culture

Transforming organizational culture is not a one-size-fits-all endeavor; it requires a nuanced and intentional approach. Leaders must employ effective strategies that address the unique characteristics of their organization and align with the desired cultural shift. Here are a few:

- *Lead by example.* This is an obvious one. When leaders embody the values and behaviors they wish to see in the organization, they set a powerful precedent for cultural transformation. Simply put, leaders who model the desired culture inspire others to follow suit.
- *Communication* Leaders must consistently communicate the vision for the desired

culture, illustrating how it aligns with the organization's goals and benefits its members. Transparent communication fosters a shared understanding and commitment to the cultural transformation journey.

- *Invest in training and development programs that equip employees with the skills and mindset needed to thrive in the transformed culture.* By providing resources for continuous learning, organizations empower employees to adapt to change and contribute actively to the cultural shift.

Conclusion

Adapting organizational culture to change is not an ancillary consideration; it is the linchpin of successful transformation. Cultural alchemy—

the intentional transformation of organizational culture—is the key to unlocking the full potential of change. By weaving the principles outlined in this chapter into the fabric of their organizations, leaders can not only guide successful change initiatives but also cultivate cultures that are resilient, inclusive, and poised for enduring success in the ever-evolving business landscape.

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Chapter 9

Change and Talent Management

During Jack Welch's tenure as CEO of General Electric, the company implemented a rigorous talent development program known as the "GE Workout." This hybrid program focused on identifying and developing high-potential individuals, fostering a culture of continuous improvement, and preparing the organization for change. Welch made the teams "boundaryless" by inviting in team members from all walks of life in the organization, eliminating rank, function, geography, bureaucracy and culture. This effectively united people all across the organization. Then, these "Work Out" sessions

involved a highly intense, several-day session where team members worked vigorously and creatively to solve whatever challenge was at hand. The team could only be finished when management level decision makers agreed that the project was done. Properly done, this “Work Out” accelerated the change process and allowed new talent to shine due to the cross-functional team building. This initiative played a pivotal role in GE's ability to adapt to market shifts and remain a global leader in various industries.

As a leader, you'll recognize that the key to effective change lies not only in strategic planning but also in the talent that drives and navigates the transformation. Here are five crucial points that underscore the significance of identifying, developing, and leveraging talent to ensure a successful journey through change.

1. Identifying Critical Skills.

The rapid pace of technological advancements, market shifts, and global disruptions demands a vigilant eye on the skills that will be essential for navigating and driving change. A strategic approach to identifying critical skills involves a comprehensive analysis of the organization's goals, the industry landscape, and the specific requirements of the change initiative. It's important to align workforce strategy with business strategy, ensuring that talent development efforts are directly linked to organizational goals.

2. Engage in foresight exercises.

These will help you to anticipate future skill requirements. This involves considering the impact of emerging technologies, industry trends, and potential disruptors. By proactively identifying critical skills, organizations position themselves to

build a workforce that is not only equipped to handle current challenges but is also prepared for the demands of the future.

3. Talent Development Programs

Identifying critical skills is just the first step; organizations must then invest in talent development programs to nurture and enhance those skills. These programs serve as the incubators for cultivating a workforce that is not only adaptable but also capable of driving change initiatives.

Talent development programs should be designed to align with the identified critical skills. This may involve a combination of formal training, mentorship programs, on-the-job learning, and exposure to diverse projects. Don't forget about the effectiveness of coaching and feedback in talent development. Leaders should encourage a culture

of continuous learning and provide resources for skill development. By investing in the growth and development of their workforce, organizations create a talent pool that is not only equipped for current challenges but is also resilient and agile in the face of future change.

It's also important to give your employees time to be creative, like Google does. Google's approach to talent management is characterized by a commitment to innovation and a culture that encourages employees to explore new ideas. Google's "20% time" policy, where employees are encouraged to spend 20% of their work hours on projects of personal interest, exemplifies the company's commitment to talent development and fostering a culture of creativity. This approach has contributed to Google's ability to adapt to rapidly changing technological landscapes.

4. Succession Planning

Succession planning involves identifying key positions within the organization and creating a roadmap for developing individuals who can step into these roles. It's important that succession planning align with strategic goals, ensuring that the identified successors possess the skills and competencies needed to drive the organization forward.

Leaders should conduct regular assessments to identify high-potential individuals and provide them with targeted development opportunities. By building a pipeline of talent prepared for leadership roles, you're not only ensuring continuity but also creating a culture of readiness for change at all levels.

5. Leadership Development

Investing in leadership development programs that specifically equip leaders to spearhead change is essential.

Leadership development for change involves not only honing traditional leadership skills but also instilling a mindset that embraces uncertainty and fosters adaptability. Effective leaders must create a sense of urgency, build a guiding coalition, and foster a culture of continuous improvement.

Leadership development programs should incorporate experiential learning, simulations, and real-world case studies to provide leaders with practical skills for leading change. Moreover, programs should emphasize the importance of emotional intelligence, communication, and the ability to inspire and motivate teams during times of uncertainty.

Conclusion

Change and talent management are not isolated concepts; they are interconnected elements that define the success of organizational transformation.

IBM is a giant tech company whose success is largely related to embracing change and managing their talent well. IBM's transformation from a traditional hardware-focused company to a global technology and consulting powerhouse involved a strategic approach to talent management. The organization invested in retraining and reskilling its workforce to align with the demands of the digital era. This proactive approach not only facilitated a smooth transition during organizational change but also positioned IBM as a leader in emerging technologies.

Oftentimes, the mastery of change lies in the mastery of talent. By weaving the principles

outlined in this chapter into the fabric of your organizations, you, as their leader, can not only guide successful change initiatives but also build a workforce that is agile, innovative, and ready for the challenges of tomorrow.

In the next chapter, let's move on to one of the fastest changing things in any organization: technology.

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Chapter 10

Technology and Digital Transformation in Change

There's always something new on the horizon. Just when I learn Instagram, TikTok comes along. Or my sons want me to join Snap Chat. In the world of business, the same is true. If you're meeting virtually, for example, you might be asked if you use Google Meetup or Zoom or even Discord (especially if you're a gamer!) It seems, at least to me, that the options endless, and every time you turn around, there's something new.

The digital revolution has been going on for more than 50 years, but as technology continues to advance, the changes that it carries with it accumulate by a magnitude.

The speed of technical transformation continues to increase, and companies themselves are moving faster, collecting and analyzing data at unprecedented speeds. According to Tanguy Catlin at McKinsey, leaders in digital transformation move nearly four times faster than less developed companies, and they do so with nearly twice the analytical power.

Four times as fast? That's hard to imagine, but it's all thanks to some companies adapting better to a digitized workspace. It's astonishing, then, that 21% of North American and European businesses feel like their digital transformations are entirely complete.³ I can guarantee you that 21% of companies are not digital leaders. Why? FUD.

Managing change in a digital world isn't completely different than managing other kinds of change—but it does require a different set of

techniques, as well as a different mindset. The sheer speed of technology, as well as the rapid developments that come along with changes in the digital world, mean that you need to develop a mindset that can adapt to those changes quickly, incorporating new ideas into your organization at top speed.

Instead of being overwhelmed by all of this, a good leader will make sure the company has a good tech person or two, and that they remain abreast of anything new that arises, as well as security measures and software updates.

If all of that sounds like too much, fear not! Let's break it down:

The Role of Technology

You might wonder how technology plays a role in your company. I'm glad you asked! Technology has become synonymous with

progress, and its role in catalyzing change is more pronounced than ever. In the context of organizational change, technology serves as a potent enabler, driving innovation, enhancing efficiency, and reshaping the way businesses operate.

Technological advancements are happening at the speed of light. There's a lot to keep up with, ranging from artificial intelligence (AI) and machine learning to cloud computing and automation. These are all reshaping industries and challenging traditional business models. These technological changes are not just little improvements here and there. Instead, they represent a pretty big shift in the way organizations operate, opening up new possibilities for efficiency, agility, and growth.

Leaders must recognize the transformative potential of technology and leverage it strategically to drive change within their organizations. From streamlining processes to enhancing customer experiences, technology serves as a linchpin in the modernization of business practices.

Let's discuss in more detail.

1. Digital Transformation Strategies: Aligning Technology with Organizational Goals

Digital transformation is not merely about adopting new technologies; it is a strategic overhaul that aligns technology initiatives with broader organizational goals. The imperative is not just to *use* technology but to *integrate it* seamlessly into the fabric of the organization, fostering a culture that embraces digital innovation.

Leaders should adopt comprehensive digital transformation strategies that encompass

every aspect of the organization, from internal processes to customer interactions. If your organization develops a clear digital strategy that aligns with their business objectives, creating a roadmap for the integration of technology to drive transformative change will be much easier.

Digital transformation strategies should be agile and adaptable, allowing organizations to respond to evolving market conditions and technological advancements.

2. Data-Driven Change: Harnessing the Power of Analytics

Traditionally, strategies focused on managing the people-side of change. Leaders relied on intuition and experience to make decisions. Now, with the lightning speed of computers, data-driven change strategies extend this approach to

include data collection, acquisition, and analysis to facilitate informed decision-making.

One example of this is hiring new employees. Many recruiters will tell you that the computer looks at the first round of resumes, searching out optimal keywords that match with the job description. Once the computer has narrowed it down, then the real person steps in. This is optimal for companies who have hundreds of applicants. While it takes the human approach out of it, no matter how we feel about it, it looks like some of this tech is here to stay.

In this era of digital transformation, data is a powerful currency. The ability to gather, analyze, and derive insights from data plays a pivotal role in informing and driving change initiatives. Organizations must transition from intuition-based decision-making to a data-driven approach to navigate the complexities of change.

Organizations using data analytics to inform decision-making are more capable of effectively leveraging data and enjoy a competitive advantage. Data-driven change involves the systematic analysis of data to identify patterns, trends, and areas for improvement, empowering leaders to make informed decisions.

Leaders should invest in data analytics capabilities and foster a culture that values evidence-based decision-making. By leveraging data to understand customer behavior, optimize processes, and measure the impact of change initiatives, organizations can make more informed choices that drive successful transformations.

3. Change-Enabling Technologies: Facilitating Organizational Change

Certain technologies are specifically designed to facilitate and enable organizational

change. These change-enabling technologies go beyond traditional business tools, offering innovative solutions that streamline change processes and enhance collaboration. Let's take a look at a few examples:

- *Collaboration platforms*, such as Microsoft Teams and Slack, enable real-time communication and collaboration among team members, fostering a culture of transparency and engagement during times of change.
- *Cloud computing platforms*, such as Amazon Web Services (AWS) and Microsoft Azure, provide scalable infrastructure that supports the flexibility needed for transformative initiatives.
- *Blockchain technology*, with its decentralized and secure nature, can

streamline processes, enhance transparency, and mitigate risks during organizational change.

Leaders should explore and adopt technologies that align with their specific change objectives. By leveraging change-enabling technologies, you can enhance your organization's capacity to adapt and innovate in the face of evolving challenges.

4. Challenges and Opportunities in Digital Transformation

Digital transformation presents both challenges and opportunities for organizations navigating change in the digital age. Understanding these dynamics is crucial for leaders seeking to harness the full potential of technology for organizational growth. Let's explore both:

Challenges:

a. *Cultural Resistance*: The adoption of new technologies often faces resistance from employees accustomed to traditional ways of working. Leaders must address cultural barriers and cultivate a mindset that embraces change.

b. *Security Concerns*: The increased reliance on digital technologies raises cybersecurity concerns. Organizations must invest in robust cybersecurity measures to protect sensitive data and maintain the trust of stakeholders.

c. *Skill Gaps*: The rapid pace of technological evolution can lead to skill gaps within the workforce. Leaders must prioritize upskilling and reskilling initiatives to ensure employees have the competencies needed for digital transformation.

Opportunities:

a. *Enhanced Efficiency*: Digital transformation streamlines processes, leading to increased efficiency and reduced operational costs. Automation and AI-driven solutions can optimize workflows and enhance productivity.

b. *Improved Customer Experiences*: Technology enables organizations to gain deeper insights into customer behaviors and preferences. This data can be leveraged to personalize customer experiences, leading to increased satisfaction and loyalty.

c. *Innovation*: Digital transformation opens new avenues for innovation. Organizations can leverage emerging technologies to create novel products, services, and business models, positioning themselves as industry leaders.

Conclusion

Digital change boils down to agility. In order to stay current, to keep from falling behind and getting passed by other individuals and companies, as a leader, you need to learn how to develop an agile mindset, allowing you to quickly analyze new developments and determine which changes are beneficial. You also need to know how to incorporate those positive changes without losing too much time.

Take mobile technology. Designing your app or your website to best make use of mobile tech seems like a no-brainer. But you'd be surprised how many companies have no idea how the user experience affects their presence on mobile devices.

According to *Forbes*, more than 60% of mobile users wouldn't come back to a company whose mobile app or website didn't work

correctly. Even worse? Forty percent of users would visit a competitor instead.

Talk about high stakes.

Of course, that's all easier said than done. Change is hard, and the bigger the change is, the more difficult it becomes. If you've ever had trouble ordering something different at your favorite restaurant, then you know how hard it is to make really meaningful changes.

The future is here, and the digital horizon offers boundless possibilities for those who embrace change as an opportunity rather than a challenge. By weaving the principles outlined in this chapter into the fabric of their organizations, leaders can not only navigate the complexities of digital transformation but also position their organizations for sustained success in the rapidly evolving business landscape.

Part 3

Perpetual Change

“If anything is certain, it is that change is certain. The world we are planning for today will not exist in this form tomorrow.”

—Philip Crosby

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Chapter 11

Sustaining Change Momentum

Throughout four decades, Adobe corporation continues to thrive in their market, which is a fast-changing, technology driven one. Their year-over-year growth is 12%, which is remarkable. You may have used Adobe Photoshop, or Adobe Acrobat, which are both always including updates and upgrades to keep up with advancements in tech. Adobe has built resilience in a challenging market because they understand where the market is going, and what they have to do to keep up.

Change is not a one-time event but an ongoing process that demands perpetual attention

and cultivation. Let's look at some ways that your organization, too, can keep up.

1. Embedding Change into Organizational DNA: The Path to Long-Term Success

Sustainable change is not achieved by implementing isolated initiatives; it requires the integration of change capabilities into the very fabric of the organization. Leaders want to strive for a company culture where innovation is the norm and adaptability ever-present. To accomplish this, leaders should prioritize the following:

- *Leadership Commitment:* Leadership must consistently demonstrate a commitment to change by modeling the desired behaviors and fostering a culture that embraces innovation.

- *Inclusive Decision-Making:* Inclusion encourages diverse perspectives and ensures that change initiatives are relevant and well-received across all levels of the organization.
- *Open Communication:* Establishing transparent communication channels fosters a culture where employees feel informed and engaged, reducing resistance to change.
- *Recognition of Change Champions:* Acknowledging and celebrating individuals who champion change initiatives reinforces the importance of embracing change as a collective effort.

2. Continuous Learning: The Lifeblood of Sustainable Change

We've briefly spoken about this before, but I want to emphasize that in the ever-evolving

landscape of business, organizations that prioritize continuous learning are better equipped to sustain change momentum. Continuous learning involves an ongoing commitment to acquiring new knowledge, skills, and perspectives, creating a culture that values adaptability and embraces the unknown.

Here are some key thoughts regarding continuous learning:

- *Leaders must promote a growth mindset, where challenges are viewed as opportunities for learning and improvement.*
- *Leaders must establish learning initiatives, such as workshops, training programs, and knowledge-sharing platforms,*
- *Leaders must encourage employees to stay abreast of industry trends and adapt to new*

methodologies. Modeling behavior is an effective strategy; pursue learning yourself. Foster a culture of curiosity and exploration.

Continuous learning not only enhances individual capabilities but also ensures that the organization remains at the forefront of innovation in a rapidly changing environment.

3. Celebrating Change Milestones: Recognizing the Journey

Celebrating change milestones is more than just a moment of acknowledgment; it is a strategic practice that reinforces the significance of the change journey. Leaders must illustrate the importance of recognizing and celebrating achievements at different stages of change to maintain morale and motivation.

Celebrating change milestones involves:

- *Acknowledging Progress:* Regularly acknowledging and highlighting the progress made at different stages of the change initiative.
- *Recognizing Contributions:* Identifying and appreciating the efforts of individuals and teams who contributed to the success of the change initiative.
- *Creating Rituals:* Establishing rituals or ceremonies that symbolize the achievement of specific milestones, fostering a sense of accomplishment and unity.

Celebrating change milestones not only boosts morale but also reinforces the idea that change is a journey with achievable goals. This positive reinforcement contributes to sustained

momentum and encourages employees to remain committed to the change process.

4. Feedback Loops for Continuous Improvement: Nurturing Adaptability

Establishing feedback loops allows organizations to identify areas for improvement, refine change strategies, and ensure that the change journey remains aligned with organizational goals.

As you'll remember from our chapter on psychology, organizational members must feel safe and able to openly communicate if feedback is going to work well. Here's a little more insight:

- *Create open channels for open and constructive communication.* This ensures that feedback can flow freely throughout the organization.

- *Learn from Setbacks.* Embrace setbacks as opportunities for learning and improvement rather than viewing them as failures.
- *Iterative Adaptation.* Utilize feedback to iteratively adapt change strategies, ensuring that they remain responsive to emerging challenges and opportunities.

The Future of Change: Embracing Emerging Trends

It goes without saying that to sustain change momentum, leaders must be forward-thinking and anticipate the future trends that will shape the landscape of organizational change. Exploring emerging trends involves In summary, below are some key points to consider:

- *Technology Integration:* The integration of emerging technologies, such as artificial

intelligence, augmented reality, and blockchain, into change initiatives.

- *Remote and Hybrid Work:* The continued evolution of work models, with a focus on remote and hybrid work arrangements, necessitating new approaches to change management.
- *Employee Well-being:* A growing emphasis on employee well-being and the role it plays in sustaining motivation and productivity during change.
- *Sustainability Initiatives:* The increasing importance of sustainability and corporate social responsibility in organizational change strategies.

Conclusion

Sustaining change momentum requires a multifaceted approach that integrates change into

the organizational DNA. Like anything else, by carefully and strategically cultivating a culture where change is the norm, you will set your employees and organization up for success. When the winds of change do blow, they will feel less stressed, more creative, and more positive as they have learned to view any challenges as opportunities to learn.

Go forth and lead them into new horizons!

**ALMOST THE END! YOU STILL NEED TO
COMPLETE THE 7-DAY CHALLENGE!**

7-Day Change Challenge

Why Accept this Challenge?

If you're seeking personal growth and development, you need to commit to consistent effort. One way to jumpstart this journey is by taking the 7-Day Challenge. To succeed in this challenge, you must dedicate a little time each day to contemplation and reflection on the given topic.

The questions provided are only a starting point. If they don't resonate with your personal experiences, modify them to better suit your situation. This flexibility allows for a more

meaningful and authentic exploration of the subject matter.

When you commit to this challenge, you're making a decision to actively engage with your thoughts and emotions. Writing down your reflections is a powerful tool to solidify your insights and gain clarity on your internal landscape. This daily practice can have a profound impact on your overall well-being.

Approach this 7-Day Challenge with an open mind and willingness to explore. You may uncover aspects of yourself that you weren't previously aware of or gain a deeper understanding of your values and priorities. This challenge's benefits extend beyond the initial 7 days, and the act of carving out time for introspection and self-reflection can become a habit.

Ultimately, this challenge is a powerful tool for anyone seeking to enhance their self-awareness

and personal growth. By dedicating a small amount of time each day to contemplation and reflection, you are taking an important step towards a more fulfilling and meaningful life. Upon completion, commit to re-reading and updating this challenge when you find yourself challenged by this concept in the future.

A 7-day Challenge provides a roadmap for achieving your goals by breaking them down into smaller, achievable tasks. By having a clear challenge, you can stay motivated and focused on your goals. Each day's challenge builds upon the previous day's, creating momentum towards the desired outcome. Additionally, having a plan can help you stay organized and prioritize tasks based on their importance and urgency.

A challenge can help you overcome procrastination and stay accountable. By having a clear outline of what needs to be done, you can

avoid feeling overwhelmed and take action towards your goals. Furthermore, having a plan can help you track your progress and make adjustments as needed.

Overall, a 7-day Challenge is a powerful tool to focus on a particular issue and provide greater insight, bringing an area of concern into your comfort zone.

Day 1: Acknowledge the Change

The first step in achieving a positive outcome relative to change is to acknowledge that change has occurred. Take time to reflect on the change and the impact it may have on your life. By acknowledging the change, you can begin to accept it and move forward.

NOTES: _____

Day 2: Identify the Positives

Every change, no matter how difficult, can have some positive aspects. Take time to identify the positives that may come from the change. This can help shift your focus from the negative aspects to the potential opportunities and benefits that the change may bring.

NOTES: _____

Day 3: Focus on the Things You Can Control

Change can often bring feelings of loss of control, but it's important to remember that there are still things within your control. Focus on the things you can control, such as your attitude and response to the change. This can help you feel more empowered and in control of the situation.

NOTES: _____

Day 4: Embrace the Change

Embracing change can be difficult, but it can also be liberating. Look for ways to embrace the change and find opportunities for growth and development. This can help you see the change as a positive and transformative experience rather than a negative one.

NOTES: _____

Day 5: Seek Support

Change can be challenging, and it's important to seek support from friends, family, or a therapist if needed. Talk about your feelings and concerns regarding the change and seek advice and guidance on how to navigate through it. This can help you feel more supported and less alone in the process.

NOTES: _____

Day 6: Take Action

Taking action towards the change can help you feel more in control and empowered. Identify small steps you can take towards your goals and take action towards them. This can help you feel more accomplished and motivated towards achieving a positive outcome.

NOTES: _____

Day 7: Contemplation

Take time on Sunday to reflect on your journey throughout the week. Think about how far you've come and how you can continue to move forward towards a positive outcome. Use this time to reflect on what you've learned and how you can apply it to future changes in your life.

NOTES: _____

In conclusion, achieving a positive outcome relative to change requires acknowledging the change, identifying the positives, focusing on the things you can control, embracing the change, seeking support, taking action, and taking time for contemplation. By following this 7-Day Challenge, you can learn to navigate through change with a positive mindset and achieve a positive outcome.

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About the Author

Wes Berry is a Keynote Speaker and Workshop Facilitator with the professional skills and real-life experience to deliver on any stage. He works with Fortune 500 companies like Johnson & Johnson to smaller businesses and associations of all sizes that are seeking a breakthrough experience. Wes changes lives and transforms organizations by delivering a Paradigm Shift. He has written sixteen business and success books and is a *Wall Street Journal* best-selling author and TEDx speaker. As an entrepreneur, he built a \$750 million international company that operated in 130 countries.

His business knowledge and communications skills have made him an expert media contributor on many topics, from commercial drone applications to the downsizing of

FUD Moneyball Change

Wes Berry

Sears, resulting in appearances with various media outlets. His many media appearances include NPR, *The Wall Street Journal*, *The London Times*, *Entrepreneur* and *Time* magazines, Fox News, Neil Cavuto, Geraldo Rivera, and John Stossel, to name just a few.

Visit his website at WesBerryGroup.com to learn more.

