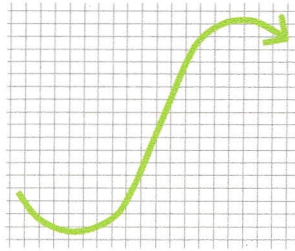


**"If we don't all hang together, they will surely hang us all separately"**

Benjamin Franklin, July 3, 1776



## **Cycle of Change**

Original material developed by Dana Cahoon Analysis Tool

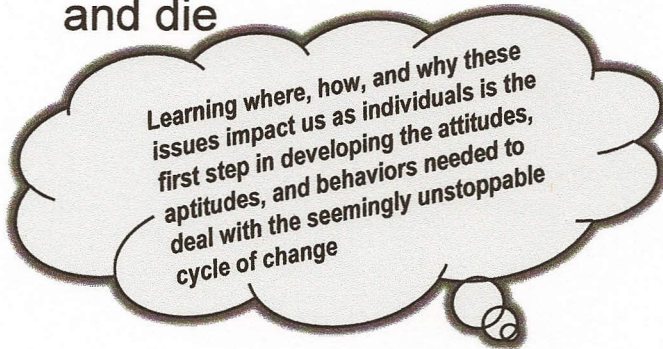
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On the eve of the signing of our Declaration of Independence, the signers were wavering. Many thought it was too radical a change.

That's when Benjamin Franklin said, "If we don't all hang together, they will surely hang us all separately."

# The Cycle of Change

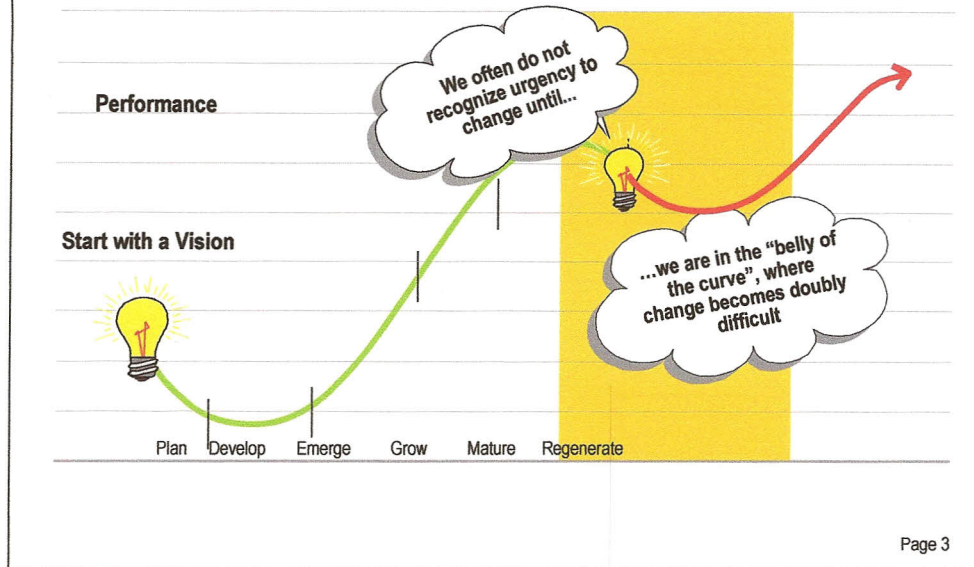
- Change is inevitable
- Change is exponential
- Change is required or USPS will wither and die



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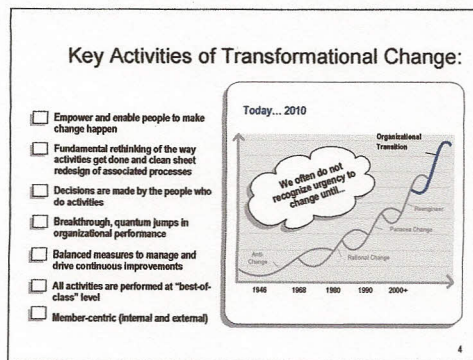
- Yesterday the question was: "What changes have you experienced?"
- Today the question is: "What changes **haven't** you experienced?"
- Think about your own personal situation. If you are still working you have probably experienced right-sizing, reorganizations, outsourcing, etc.
- In the case of the Power Squadron, our problem is that National is changing faster than the Squadrons can accommodate it

## Often We Don't Recognize the Need to Change Until the Last Moment



- Life Cycles are very real....Personal, Professional and Organizational Life Cycles must be transitioned
- Just as we pass through predictable cycles of change...so do organizations
- You can't skip any of the steps
- Plan – innovate new ideas
- Develop – learn new ways to work. (This is the period of forgetfulness) We have to get people over this
- Emerge - Develop new skills (overheads to PowerPoint)
- Grow – gain experience
- Mature – build knowledge
- Regenerate – Achieve wisdom and practice good judgment
- For you Engineers – do you recognize this curve? Quadratic equation
- We are now in the belly of the curve making leadership even more important
- A healthy Squadron makes a healthy organization

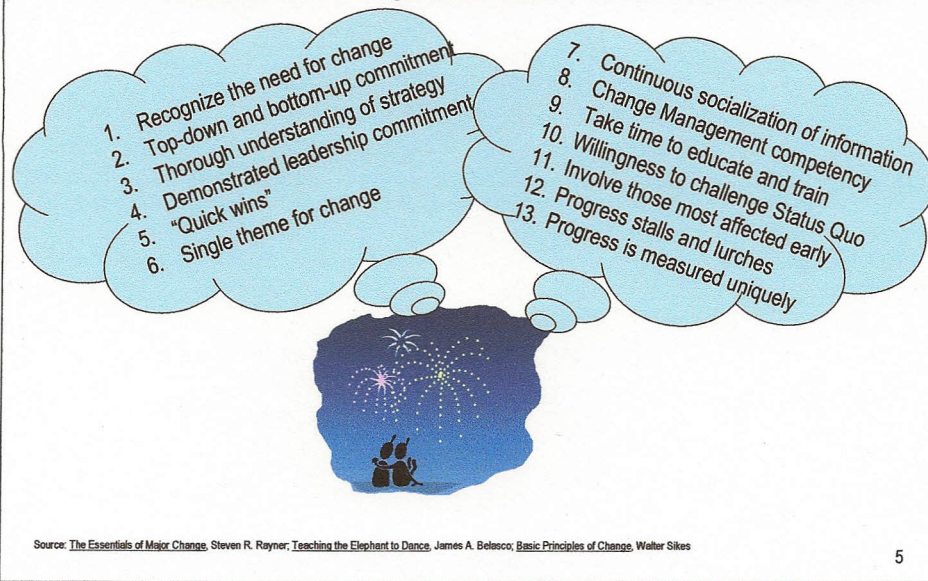




- Just because you may be new to your job isn't an excuse. When you accept the position, you also accept the work that goes with it
- This chart shows the lifecycles of organizational change
- Notice that the velocity of change is accelerating
- Today we are in Organizational Transition
- Let's talk about a few of the **Key Activities of Transformational Change**
  1. **Empower and Enable** people to make change happen
    - When we give someone the job we need to give them the authority
    - Many Squadrons have bridge officers with little or no experience in USPS
    - We need to be sure these people are trained and given the tools they need to do their jobs
    - If they try to do everything they will get disgruntled
    - They need to learn how to delegate.
  2. **Fundamental rethinking**
    - Squadrons need to pick the best leader for the job
    - Does the SEO need to be an SN? Or is it more important that we have someone who is a leader and understands education?
    - Why does a District Commander need to be a Past Squadron Commander?
  3. **Decisions are made by the people who do the activities** – "People will support what they help create"
  4. **Balanced measures** – Is your Squadron measuring new members or retention? It costs \$10 to get a new customer and only \$1 to retain him. Shouldn't we be concentrating on member retention?
  5. **Member-centric**
    - We need to be concentrating on what our members want and how we can attract new members. We have much more competition for new members than in the past. CG Auxiliary, Chapmen Classes, Boat Operator License programs, Yacht Clubs. We need to be marketing our Best-in-Class Education courses
- **Note to DAO's – you should be in constant communication with all of your SAO's. This cadre is make or break for a successful District**

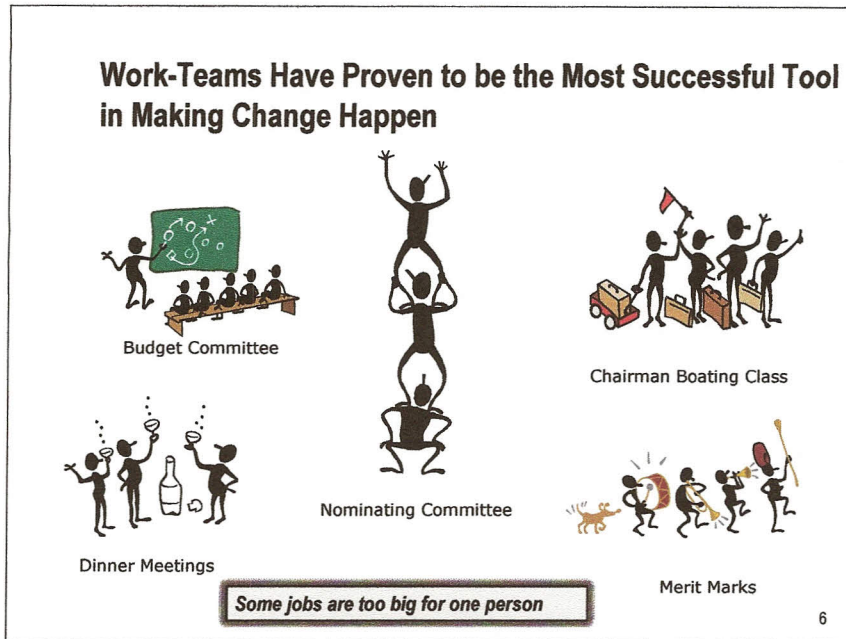


## Transitional Imperatives: Lessons Learned



- So here are the lessons learned about transforming the organization – any organization be it a business or a non-profit
- This could be the Leadership Committee's Charter
- Looking at this list of 13 - What three are the most important?  
(Audience participation)

- My thoughts:
  1. **Recognize the need for change** – One phrase that should be erased from our organization is – "When I was Commander." Let's face it, what worked in the past probably will not work in the future
  2. **Bottom-up commitment** – We earn member's commitment over time. Leaders need to build enthusiasm in their squadron. Leaders who show commitment to their members will get commitment in return
  3. **Quick wins** – We don't always do this well. Example, SailAngle is great. So why isn't it being publicized properly? Why are people still concerned?
  4. **Continuous Socialization of information** – We need to be constantly communicating – What is our strategy? Where are we and how are we going to get there? We need to be continuously testing information – listening to the troops. There needs to be one message and one voice
- **Let's get tactical. How many of your squadrons have new member events? How many Districts have 1<sup>st</sup> Timer's receptions**



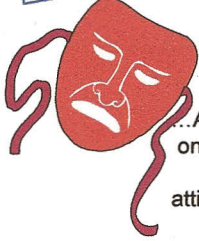
- Work Teams have proven to be the most successful tool in making change happen
- For many members a time of transition is a time of trepidation, trauma, fear and self-doubt
- To be mobilized as a member of a work team gives each person the opportunity, responsibility and challenge to be a valued contributor to the change process. Mobilization enables motivation
- If we enlist members into work teams they become self-directed participants in the shaping of their own future
- The Manager of work teams has a number of tools in his tool box:
  1. Lead
  2. Educate
  3. Train
  4. Measure
  5. Personalize
  6. Role Model
  7. Communicate
  8. Empower and Enable
- Budget Committee – new members with accounting skills
- Dinner Meetings – improve membership exposure and involvement: plat form for participation
- Nominating Committee – consider each new and veteran members' contribution potential
- Boating Class – fully utilize instructors, proctors, Bridge and Chairs to present the rationalization to become members
- Merit Marks – help ensure full recognition



## Understanding Loss

It isn't the changes themselves that people resist. It's the losses and endings that they experience.  
 In effect, it's transition itself that they are resisting.

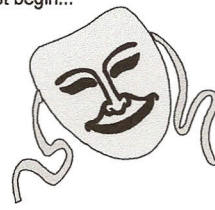
It's not so hard losing you, it just so hard finding someone to take your place  
Tracy Nelson, "Living with the Animals"



When change occurs something must end...

...And the period in between is one of new thinking, personal adjustments and serious attitudinal, behavioral changes

....Something new or different must begin...



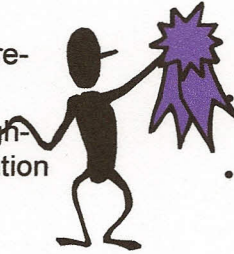
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- It isn't the changes themselves that people resist, it's the losses and endings that they experience – we need to recognize there is a grieving process that occurs when change happens
  - In effect, it's transition itself that they are resisting
  - A wise little man once said: "Train yourself to let go of everything you fear to lose."
- Master Yoda
- Alright...so what...it was Yoda. It still is a wise Taoist view of loss and the fear it can create. There are many reasons for fear of loss:
    - Fear of lack of competence to change
    - Fear of **discomfort**
    - Fear of losing power
    - Fear of the unknown
    - Fear of losing the organization
  - "We can complain because rose bushes have thorns, or rejoice because thorn bushes have roses."

- Abraham Lincoln

## Recipe for Successful Cycle Transitioning

- Strong Leadership mindset to change
- Clearly articulated vision for the new organization
- Well socialized and compelling logic for the need to change
- Critical mass of Culture-Building work teams
- Open, honest, and high-frequency communication campaign
- Awareness of and resolve to overcome resistance to change
- Value, develop, and grow members
- Empowerment, support and recognition for risk taking
- Commitment to avail the right work team resources
- Long-term commitment to building strong member relationships



8

- In summary, here is the recipe for successful cycle transitioning
- One more quote in closing:

"If you always do what you've always done, you'll always get what you've always gotten."

- source unknown