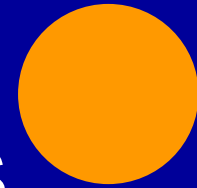
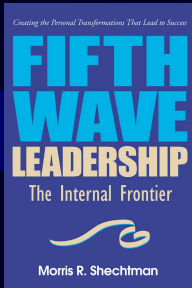


Fifth Wave Leadership

Becoming A Change Agent: Learning to Manage Loss





The Myth of Change Resistance

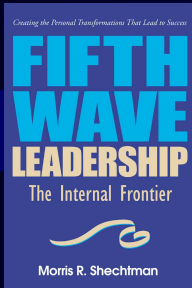
Change Has Always Been Part of Our Lives

The Pace of Change Has Escalated

The Qualitative Nature of Change Is Dramatic

People Don't Resist Change –

They Resist Loss

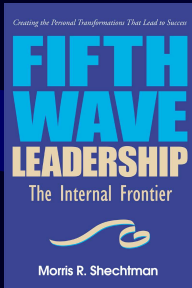


All Change Is Loss

All Change Involves Loss of What You're Used To

Positive Changes Have As Many (or More) Losses
Than Negative Changes

Most Organizational Change Efforts Fail Because
They Don't Deal with Loss



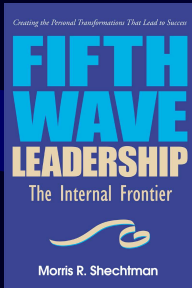
Skills to Manage and Leverage Loss

An Understanding of the Grieving Process

A Commitment to Go Through It

The Willingness to Discuss “Doomsday Scenarios”

The Ability to Tolerate Emotional Pain



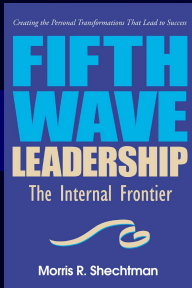
Allies In Your Change Journey

People Who Can Listen

People Who Don't Offer Solutions

People Who Can Engage (Segue)

People Who Can Self-Disclose



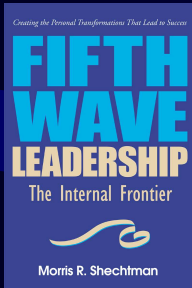
Fear in the Workplace

People Are Scared – Afraid of Losing Everything

People Are Hiding Out or Squabbling (Pointless Conflict)

People Are Feeling Like Failures

They're Being Harangued or Given Hollow Pep Talks



Counter-Strategies That Work

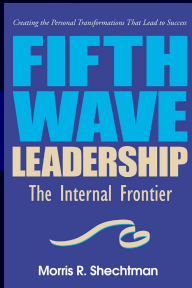
Stop Trying to Talk People Out of Their Feelings

Start Talking About Reality (Reduces Anxiety)

Start Talking About What It Feels Like to Fail

Start Rewarding Counter-Intuitive, Risk-Laden Behavior

Do A Skills Assessment of Leaders



The Two Absolutely Key Skills

Decision-Making

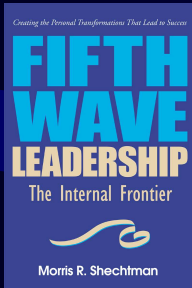
Relationship-Building

Decision-Making

Quick: A Decision Postponed, Is an Opportunity Lost

Regret-Free: You'll Never Have All the Information

Your Gut Is More Accurate Than Your Head
Requires an Ability to Tolerate Mistakes



Relationship-Building: The New Relationship

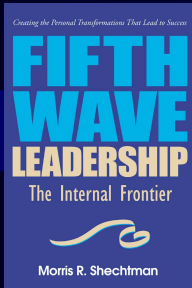
Judgmental

Conditional

High Expectations

Reciprocal

Renewing



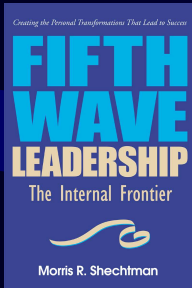
Bringing Down the Firewall

All Business Is Personal

Information Drives Full Integration of Personal
and Professional

The Movement Toward a Healthy Workforce

Blending vs. Balancing



The Power of Self-Information

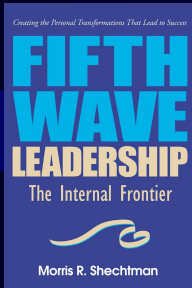
Why Do I Do What I Do?

Conscious Choice-Making

Knowing and Articulating Your Core Values

No Self-Delusion

The Future Will Go to the Self-Informed



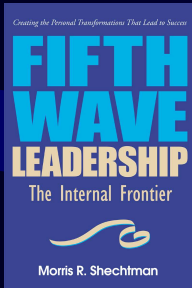
Finding Your Familiars

Getting Out of Your Own Way

“What Do I Do That Gets Me the Results I Say I Don’t Want?”

Defining the *Familiar*

Understanding Your Familiars: The Concept of Payoff



The Four Familiar Archetypes

The Fixer: Hangs On to Lost Causes

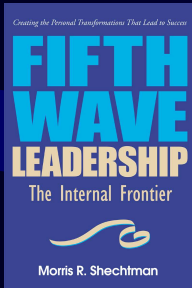
The Avoider: Refuses to Confront Disappointers

The Bully: Creates Distance in Relationships

The Schmoozer: Keeps All Relationships on a Superficial Level

Exercise: Identifying *Familiars*

1. What Parts of the Four Familiars Do You See in Yourself?
2. How Do These Parts Impact Your Work Relationships?
3. How Do These Parts Impact Your Personal Relationships?



Accountability vs. Harassment

Accountability – Engagement and Relationships

Harassment – Numbers and Ultimatums

Accountability – The Seven Key Prerequisites

1. Accountability Is to Individuals; Not to Groups, Committees, or Organizations
2. Accountability Requires Clarification of Areas in Which One Will Be Held Accountable (Behavior, Technical Skills, People Development, etc.)

Accountability – The Seven Key Prerequisites

3. Accountability Demands That Expectations Be Stated in a Specific and Clearly Differentiating Manner
(Behavior Has to Change to Show That Learning Has Occurred)

Accountability – The Seven Key Prerequisites

4. Accountability Requires Expectations to Delineate Quantity and Time Frame
(How Much and By When; Lack of Measurement = Lack of Caring)
5. Accountability Requires Consequences
(Positive and Negative) to Be Stated in Detail

Accountability – The Seven Key Prerequisites

6. Accountability Requires Consequences to Be Delivered with Immediacy, Appropriateness, and Clarity
7. Accountability Must Be Consistently Modeled by Leaders

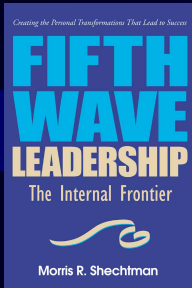
Harassment – Non-Relational Punishment

Reviewing the Obvious

Hollow Pep Talks

Feedback at 30,000 Feet (Need a Better Attitude)

Emotionally Whipsawing People
(Hostility/Comforting)

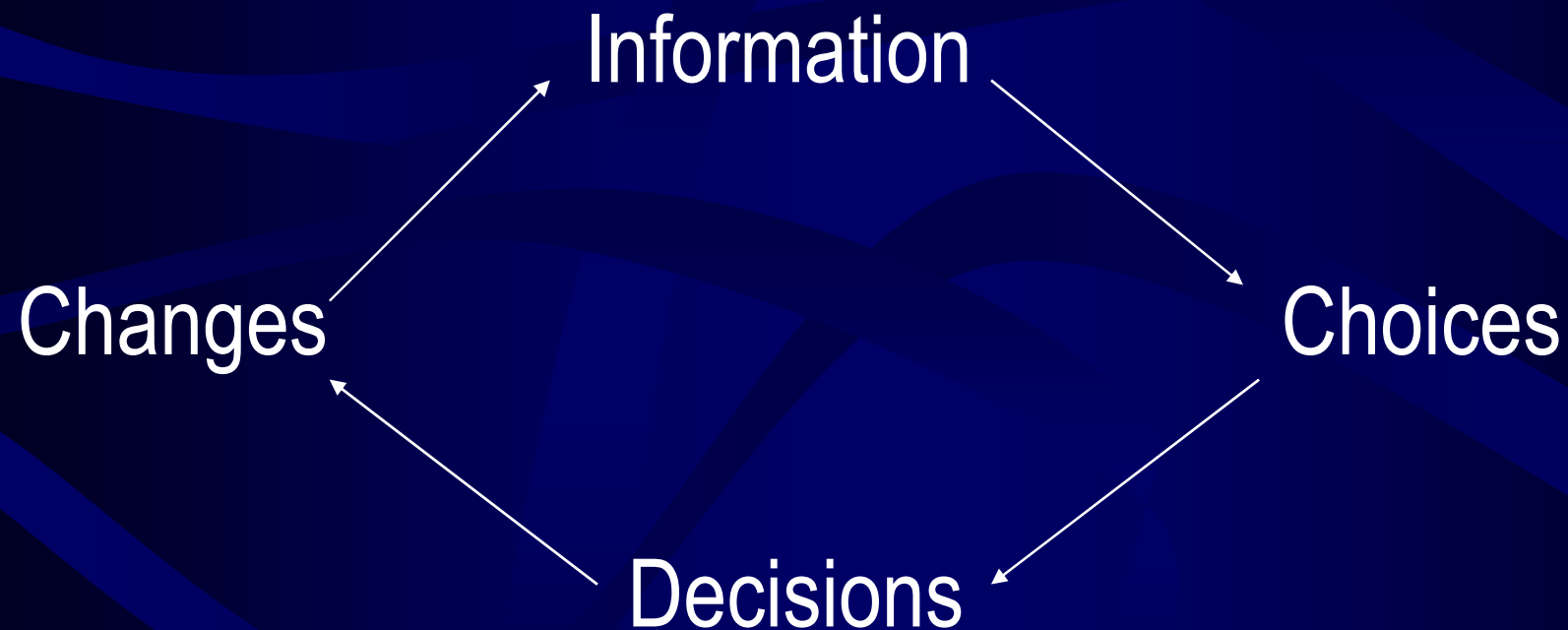


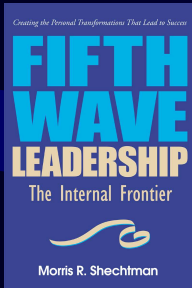
The Two Major Drivers of the New Culture

The Information Cycle

The Disappearance of Traditional Sources of
Predictability and Security

The Information Cycle



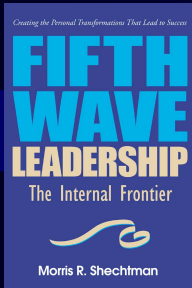


The Disappearance of Traditional Sources of
Predictability and Security

The Shift from External to Internal Security

The New Locus of Control – The Individual

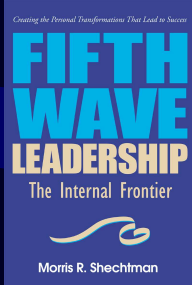
The New Loyalty – Mutual Growth



The New Loyalty – Mutual Growth

The Strongest Companies Have the Greatest
Commitment to the Personal Growth of Their
Employees

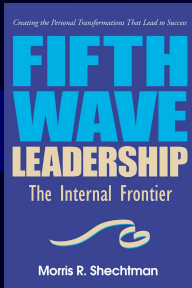
Growing Employees Leave Low Growth or No
Growth Companies



The New Loyalty – Mutual Growth

Growing Companies Leave Behind Low Growth or
No Growth Employees

The Old Loyalty Is Based on a Backwardly Looking
Sense of Obligation



The HR Role of the Future

The Chief People Developer

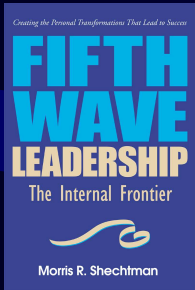
A Key Member of the Executive Team

An Advocate for the Values of the Organization

A Profit Center

The Difficulty Lies Not in the New Ideas, But in
Escaping from the Old Ones.

–John Maynard Keynes, Economist



For additional information, please contact *Fifth Wave Leadership* at (800) 807-5906 or email me at Morrie@fifthwaveleadership.com