

# Government IT Symposium

Chaos and Change Management:  
*Becoming a Quick-Change Artist*

# Chaos Management

Chaos theory defines a system as “chaotic” when it becomes impossible to know what it will do next.

Because of new information and disruption, the system never behaves the same way.

# Chaos Management

However, if we are patient, observe and reflect, over time, there is inherent orderliness.

There is a dance – of chaos and order, of change and stability.

# Chaos Management

To be responsible leaders we must see ourselves as inventors and discoverers.

We need to have the courage to let go of the old and abandon our interpretations about what does and does not work.

# Three Critical Connections

- People need to be connected to the fundamental *identity of the organization*.
- People need to be connected to *new information*.
- People need to be able to develop *relationships with people anywhere in the system*.

# Making the Most of Change

Change vs. Transition

Change: Physical / External

Transitions: Psychological / Internal

# Three Key Drivers of Change

Technology

Information

People

# Technology

It is said that well over 80% of the world's technological advances have occurred since 1900.

The first practical industrial robot was introduced in the 1960's. By 1982 there were approximately 32,000 robots being used in the United States. Today there are over 20,000,000.

# Information

There was more information produced in the last 30 years than was produced in the entire 5,000 year period from 3,000 B.C. to today.

A weekday edition of the NY Times contains more information than the average person was likely to come across in a lifetime during the 17<sup>th</sup> century England.

# People

It took 7 million years to 1 billion people, another 130 years to reach 6 billion, and will reach 10 billion by the year 2050.

More knowledge, reaching far more people faster, means better chances for change.

# Making the Most of Change

## Stages of Transition

Transition Starts with an Ending

Managing the Neutral Zone

Launching a New Beginning

Taking Care of Yourself

# Transition Starts with an Ending

Who is losing what?

What is Over for Everyone?

Don't be Surprised by Overreaction

Look for the Continuity of what really matters

Mark the Endings

# Discuss:

What Endings are You or Your  
Departments Anticipating or Experiencing?

*What is Over for You?*

*What is Over for Everyone?*

*What is Continuing?*

# Managing the Neutral Zone

A nowhere between two somewheres.

Anxiety Rises and Motivation Falls.

The Task: Foster Innovation.

Normalize the Neutral Zone. Encourage Experiment.

Create a Metaphor You Can Use to Redefine the  
Neutral Zone

## Discuss:

What are the Neutral Zones that You or Your Departments are Experiencing?

*What is Causing You Anxiety?*

*What Metaphor can You Use to Redefine the Neutral Zone?*

*What Can You Temporarily Do that will Help?*

# Launching a New Beginning

Beginnings Feel Frightening.

Clarify and Communicate:

Purpose, Plan, Picture, Part they Play

*Clear Communication is Critical*

Ensure Quick Successes - Celebrate the Successes.

# Discuss:

What New Beginnings are You or  
Your Departments Launching?

*What is the Purpose?*

*What is the Picture?*

*What is the Plan?*

*What Part Will You Play?*

# Taking Care of Yourself

What is Actually Changing?

What is Really Over for you?

Dream? Understanding? Belief? Image?

Identify your Continuities: interests, relationships and recreational activities.

Making the Most of Change:

Show Up/ Be Present/ Tell the Truth/ Let Go

Discuss:

How Are You Taking Care of Yourself?

*What are You Going to Do to Take Care of Yourself?*

*What Interest, Hobby, Recreational Activity, or Relationship are You Going to Invest Time?*

# Mistakes in Dealing with Change

Failing to manage the stress

Joining the anti-change crowd

Acting like a victim

Playing the new game the old way

Requesting a low-stress work environment

# Mistakes in Dealing with Change

Trying to control the uncontrollable

Pacing Yourself

Continuing doing the old and the new

Being cautious – we freeze

Being afraid of the unknown

# Mistakes in Dealing with Change

Making a big deal out of little things

Psycho disengaging from your work

Avoiding new challenges

Trying to get all the answers/directions

Assuming “caring adm./mgmt.” should  
keep you comfortable

# Strategies for Managing Stress

## Three Questions We Need to Ask Ourselves

How well are we avoiding unnecessary stress?

How well are we responding to unavoidable stress?

How well are we practicing good health?

# Managing Your Stress

What is Stress?

Three Stages of Stress

Alarm – Response - Exhaustion

Three Stages of Burnout

Physical – Psycho - Spiritual

# Physical Remedies

1. Get Organized
2. Proper Diet
3. Exercise
4. Massage
5. Relaxation Exercises

# Physical Remedies (cont)

6. Deep Breathing
7. Stretching
8. Rut / Routine
9. Walking Breaks
10. Music

# Physical Remedies (cont)

11. Sing

12. Hobby

13. Smile

14. Laugh

15. Date Night / Take Scheduled Time Off

# Psychological Remedies

1. Think of Yourself as Self-Employed
2. Continue Your Education
3. Set Long Term Goals
4. Past Accomplishments Reference
5. Positive Visualization

# Psychological Remedies (cont)

6. Positive Affirmations

7. Mental Vacation

8. Alter Interpretations / At least...

9. Understand Your Emotions

Senses – Interpretation – Feeling – Options – Express

10. Controllable?

# Psychological Remedies (cont)

11. Quality Time
12. Nickname
13. Contingency Plans
14. Volunteer
15. Pray

# New Work Behaviors

## 1. Set Goals and Take Action

Become a Quick-Change Artist

Remind yourself of your past accomplishments and provide yourself positive affirmations.

SMART Goal Setting

# New Work Behaviors (cont)

## 2. Develop the Right Image

Commit Fully to Your Job

### Six Criteria of Personal Credibility

Consistently: Appear Warm & Friendly

Express Intentions & Motives

Demonstrate Trustworthy

Be an Information Source

Develop Relevant Expertise

Demonstrate Dynamism

It may take people as little as 100 milliseconds to form an impression of another person – to decide whether he or she is attractive, trustworthy, competent and likable.

*That's less time than it takes to form a rational thought.*

# New Work Behaviors (cont)

## 3. Master Time Management

Speed Up

Minimize Self Generated Time Wasters

Minimize Environmental Time Wasters

What do I need to do

More of? Less of? Stop doing? Start doing?

# Self-Generated Time Wasters

Disorganization

Procrastination

Inability to say No

Lack of Interest

Burnout

Gossip

Unnecessary Perfectionism

# Environmental Time Wasters

Visitors

Telephone calls

Mail / email

Waiting for someone

Unproductive meetings

Crises – other peoples' problems

Coffee conversations

Unused / Unnecessary reports

# New Work Behaviors (cont)

4. Write Your Own Personal Mission Statement  
Accept Ambiguity and Uncertainty

What do you do for people? Really

What do you do for the organization? Really

Prioritize Only Two Tasks at a Time

Most Urgent? Most Important?

# New Work Behaviors (cont)

5. Behave Like You're a Consultant

Act Like You're in Business for Yourself

If I were the boss, What would I do differently?

How could / will you pursue these ideas?

# New Work Behaviors (cont)

## 6. Continue Your Education

Stay in School

Brainstorm Options:

Role Models?

# New Work Behaviors (cont)

7. Think Broadly and Consider the Big Picture  
Hold Yourself Accountable for Outcomes

Ideas:

- Get Mentors
- Be Visible
- Be Indispensable
- Change the Metaphor

# New Work Behaviors (cont)

## 8. Uniquely Add Value

Make Sure You Contribute More than You Cost

If you were Paid for Performance?

Would you get a bonus ? Or a bill?

Your Personal Attributes? What's it like to work with you?

# New Work Behaviors (cont)

## 9. Exceed Internal & External Customers' Expectations See Yourself as a Service Center

What do your customers do? And how do you fit in the picture?

What are your customers' needs? Pleases them?

How do you contribute to their success?

# New Work Behaviors (cont)

## 10. Put Yourself in the Right Frame of Mind

### Manage Your Own Morale

When things change – expect & accept the signs of grief.  
Then move on.

What could you do/What do you do to put yourself in the  
right frame of mind?

# New Work Behaviors (cont)

## 11. Continuously Improve Yourself

Practice Continuous Improvement

Identify Seven Areas of Competency Necessary in your  
Occupation:

Become 1% more effective each month.

# New Work Behaviors (cont)

## 12. Point Out Problems and Provide Solutions

Be a Fixer, Not a Finger-Pointer

What's the Problem? What are your suggestions?

Have the courage: Ask – Suggest – Fail – Try gain

Become a Good “Failer”.

# New Work Behaviors (cont)

13. Believe in the Law of Self-Expectancy

Alter Your Interpretations

Self-Fulfilling Prophecy

Start Everyday with an Attitude of Gratitude

In one minute  
I can change my attitude  
and in that minute  
change my entire day.

If I was an actor,  
I would get paid to play a role.  
At work I get paid to play a role.