

## Things Executives Do Wrong or Don't Do At All When Leading Planned Change And What They Should Do Instead

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THINGS EXECUTIVES DO WRONG OR DON'T DO AT ALL	WHAT EXECUTIVES SHOULD DO INSTEAD
They don't clarify and organize their own thinking about what the total enterprise is trying to accomplish through the change and "get lost in the weeds of details."	<b>THINK.</b> Take time to think about, and then write down for yourself, what the organization is trying to achieve and how you can explain it to others who don't yet know. Consult with others to gain clarity.
They believe that because they know what is going on, everyone else does too.	<b>INFORM.</b> Tell other key people what is going on and then help them to clearly tell others; build allies.
They make decisions in secret that could be done collaboratively or they permit decisions that should be held in strict confidence to leak.	<b>DETERMINE HOW TO DECIDE.</b> How you handle the decision process is as much an influence as what you decide. Be careful. Consider sensibilities.
They fail to involve and utilize other organizational leaders in helping to lead the change.	<b>INVOLVE OTHER LEADERS.</b> Provide early information to other leaders and provide direction on how they can contribute to making the change work.
They fail to anticipate normal resistance and allow obstacles to block the change.	<b>ANTICIPATE RESISTANCE.</b> Resistance is normal. Gauge how it will likely occur and make plans for how you will work with it, use it, or overcome it.
They only tell the parts of the story about the change that will serve their own interests and fail to disclose the difficulties that might occur during the process of the change.	<b>BE CANDID.</b> Recognize that people are smart and will know when you are being self-serving and when you are telling the unvarnished truth. Tell them everything you can tell them.
They underestimate the amount of energy and time that it takes for people to adjust and achieve the new goals that will accomplish the change.	<b>BE GENEROUS.</b> Permit people the time it takes to adjust to new circumstances in their own ways; avoid forcing them into situations that are contrary to their own self-interests.
They expect others to have the same reactions to change that they and other executives have even though those outside the inner circle were not in control of the change. They forget that others haven't thought through the process.	<b>GET REAL.</b> Give others time to absorb information and adjust to new conditions that they weren't involved in creating. <u>Their</u> reality is the one that must change and it will take a bit of time. Provide continuing support, information, and incentives to change.
They believe that saying it makes it so; that announcing the change is the same as having it achieved.	<b>REGARD CHANGE AS AN UNFOLDING PROCESS.</b> Bring people along with you in the process of change through continuing communication, education, motivation, and recognition.
They fail to stabilize changes in policy and systems soon enough.	<b>STABILIZE CHANGES AS YOU GO.</b> Align your official statements of goals, expectations, and performance measures with the change.