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Focus

A Newsletter published for clients and friends of Wagner Consulting Group

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Change: Making Things Happen

A client has chosen the motto "We make it happen." This company is doing something very significant to live up to this slogan: They are changing employee thinking and behavior.

Bringing about positive change is tough! Moreover, problems adapting to new situations are not a recent phenomenon.

We tend to meet any new situation by reorganizing, and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization. Petronium, Greek Philosopher (210 B.C.)

An entire "change industry" has grown up to offer advice on managing, stimulating, or otherwise adapting to change. One thing is certain in business - Companies disappear if they fail to adapt to changes in the marketplace.

I've been in this business 36 years, I've learned a lot and most of it doesn't apply anymore. Charles Exley, Chairman, NCR Corporation (1990)

Change in a business must start at the top, but lasting improvements only occur when you win the hearts and minds of most employees.

Lasting improvement does not take place by pronouncements or official programs.

Change takes place slowly inside each of us and by the choices we think through in quiet

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wakeful moments lying in bed just before dawn. Peter Block, The Empowered Manager

Most people resist change. To begin the change process, you must have a satisfactory answer to the question on most people's minds: "What's in it for me?" Once you achieve a consensus that change is necessary, focus efforts on a few clear objectives.

Focus is a process of diverting one's scattered forces into one powerful channel.

James Allen

Questions to frame the discussion about what to change include:

- What do our customers most value?
- What do/can we do best?
- What is working well now?

Even with well-defined, generally supported objectives, more resistance must again be overcome. The key question is: "What will it take to make it happen."

The bottom line: Until you change the way people think, positive change is elusive.

No great improvements in the lot of mankind are possible until a great change takes place in the fundamental constitution of their modes of thought.

John Stuart Mill, 19th Century English Economist and Philosopher

Tom Wagner

We help clarify options so our clients identify the Right Questions and solve the Right Problems.

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