



# Healthy People Review

## Sally Crosiar Reviews Helpful Books, June-July, 2003

As you can see from my list of speaking topics, I'm no stranger to personal change. Whether it's setting goals, deciding to live by your purpose, or learning to fully esteem yourself, change is part of the deal.

When a new client, the National Grange, hired me to help teams from local Granges to revitalize their organizations, I knew that some of my previous work with personal change would apply - and I also knew I'd need to learn more about organizational change.

In the course of my research, I found a book that I immediately knew would be helpful. On the second page of the preface, it says, "Our main finding [in large scale organizational change] is that the central issue is never strategy, structure, culture, or systems. All those elements, and others, are important. But the core of the matter is always about changing the behavior of people, and behavior change happens,,,mostly by speaking to people's feelings."

AHA! Here was a book that spoke my language! And then I read the table of contents, and knew I'd hit pay dirt!

### June's Book

*The Heart of Change: Real-Life Stories of How People Change Their Organizations*, by John P. Kotter and Dan S. Cohen (Boston, MA: Harvard Business School Press, 2002).

Kotter and Cohen collected stories that illustrate an eight-step process that organizations go through as they face large-scale change. These steps are what excited me so when I read the table of contents. They are:

**1. Increase Urgency** - We don't change when we're complacent, but when we feel we must.

**2. Build the Guiding Team** - We need a mix of experience, needs, and clout on the team - to map our course and influence others to jump on board.

**3. Get the Vision Right** - Bold and compelling visions don't come from looking at life in the same old ways - and they have to get people emotionally invested.

**4. Communicate for Buy-In** - Messages have to be clear, credible, and heartfelt - and they have to be delivered in ways that build rather than undermine trust.

**5. Empower Action** - Often this involves removing barriers that get in the way of people taking action that they really do want to take.

**6. Create Short-Term Wins** - Most folks don't have patience to wait forever. The longer they wait, the more cynical and pessimistic they get. Some visible, unambiguous wins that invest people's feelings build momentum and enthusiasm.

**7. Don't Let Up** - Do hang in their for the long haul, but find ways to eliminate useless work to keep energy levels high.

**8. Make Change Stick** - Orient new people according to new group norms and shared values and imbed what you want in the organization's new culture.



## Just One Idea

In addition to the 'Aha!' of speaking to people's feelings and the straightforward sense of Kotter and Cohen's eight steps, the idea that struck me most in this book was their model for how to introduce change.

Kotter and Cohen tell us that people need to see and feel - and then they change.

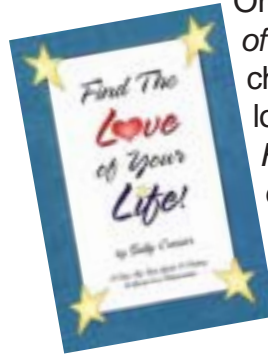
People need to see a problem, a solution, a vision, a direction. When they see it, it becomes real to them. One of the stories regarding increasing urgency demonstrated just how valuable it is to show rather than tell. One large company had a problem with their purchasing process, and had a summer intern collect information on the different kinds of gloves their factories purchased. She found that the company bought 424 different kinds of gloves! In some cases two factories used the same kind of glove but one paid \$5 and the other paid \$17 per pair. Every factory did their own thing. So to illustrate the problem, the intern collected a sample of each of the 424 different kinds of gloves and tagged each with the price. And then they just dumped all those gloves on the Board Room table, and invited folks to come take a look. Well, it became clear to a lot of folks really fast that there must be a better way to buy gloves - and probably most of the other supplies the firm needed.

Seeing the need so vividly gets people saying, "We need to do something about this!"

Connecting what folks see with what they feel creates even more power. Videotapes of complaining customers got folks to feel "We can do better!" Videotapes of exceptional service got folks to feel proud that they were able to help people in important ways.

Seeing a powerful image that's laden with emotion - these are the things that create change! And this was one gem I got from this month's book, *The Heart of Change!*

## And on the Subject of Change...



Order my book, *Find the Love of Your Life!* There's no bigger change than entering in or losing a love relationship, and *Find the Love of Your Life!* deals with both. And it's worth it!

You can find both my books on [www.amazon.com](http://www.amazon.com) or

order them by contacting me at

[sally@healthypeoplelearn.com](mailto:sally@healthypeoplelearn.com).

Here are the vitals.

*My Uncle Dave* \$9.35

*Find the Love of Your Life!* \$15.95

Add \$4.00 shipping and handling for each book. New York residents pay 7% sales tax.

## A Healthy Person Gets Around!

★ June 14, 12 noon EDT - join me for *Find Love You Value - Online*, part of the Values Realization Institute Second Saturday Chat Series. Log on to [www.valuesrealization.org](http://www.valuesrealization.org) and go to Public Chat!

★ June 27-29, I teach Action Grange II Leadership Training, Bedford, PA. Learn more about this program at [www.nationalgrange.org](http://www.nationalgrange.org)

★ July 12, 12 noon EDT - join my mentor Sid Simon on the VRI Second Saturday Chat - Love at Any Age! [www.valuesrealization.org](http://www.valuesrealization.org)

★ July 14-17, I work with my good friends at Executive Edge doing Train the Trainers Facilitators' Trg in Cleveland, OH. Learn more about their programs at [www.executiveedgeinc.com](http://www.executiveedgeinc.com)

★ July 18-20, I teach Action Grange II Leadership Training, Rockford, IL

★ July 25-27, I crash my nieces' and nephews' Cousin Reunion, Orion, IL! I'm so proud of them for making this happen!