

# Where's My Cheese? Conquering Change Using Effective Communication

Shannon Keleher, PhD Candidate,  
CPRE, MBA, AFO  
Recreation Manager  
City of Gainesville (FL)



## Learning Outcomes

### CHANGE +

Identify 4 critical components necessary to be prepared for change.

### EFFECTIVE COMMUNICATION =

Identify the importance of formal and informal communication systems within an organization.

### LEADERSHIP

Explain the components of an effective communication style.

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## Challenges:

- Short Staffed
- Budgets Cut
- Staff Wearing Multiple Hats
- Things were moving along “just fine” – Is that good enough?
- No time to change; No Time???

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## LET'S IMAGINE

- Your section has been chosen as the “guinea pig” for a reorganization that has essentially been suggested for the entire department.
- 50% of the employees are excited and ready to move ahead
- 30% of the employees are guarded but willing to move,
- The other 20% are asking, “Who Moved My Cheese?” ...

**NOW WHAT???**

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CHANGE =

Chaos +  
Opportunity

HERE'S AN OPPORTUNITY...

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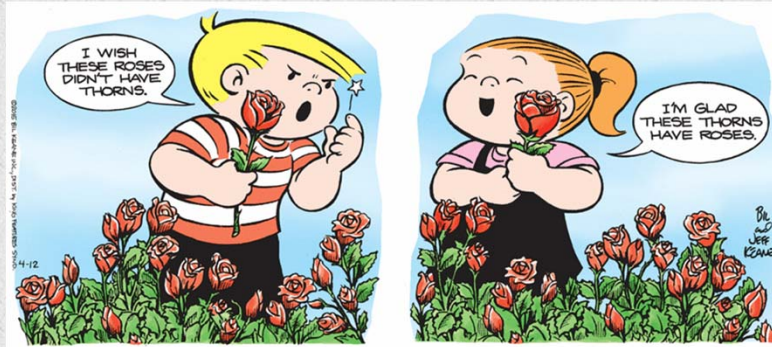


- People do not like surprises when it alters their expected routine.
- People feel insecure about change.
- People may scheme about how not to change.
- People often feel they don't have enough resources or support.
- People can only handle so much change at a time.
- People may revert to old ways when the pressure is off.

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## Perspective is Powerful



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Attitude is a little thing that makes  
a big difference.

— Author Unknown



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## The Stages of Change: The Employee's Viewpoint

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### 1. Status Quo

"The definition of insanity is to continue to do the same things in the hope that those things will miraculously achieve a different result."

– Albert Einstein

In other words, "Keep doing what you are doing and you will keep getting what you have been getting."

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## 2. Disruption

**"And now," cried Max,**

- o Denial
  - o Often occurs when change has been announced
  - o Employees want to defend status quo
- o Anger
  - o Is okay
  - o Take calculated risks



//

## 3. Adoption

### Dejection

- o Old ways aren't coming back.
- o Anger turns to remorse and despair.

### Acceptance

- o Acknowledgement that the changes are happening.
- o Beginning to remove hurdles.

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## During Adoption...

- Important phase. Rely on strong employees to mentor the weaker (scared) ones.
- Manage by walking around....be available and supportive.
- Communicate effectively and openly...Focus on where we are and where we could be – Keep the Vision Alive!
- Share timelines

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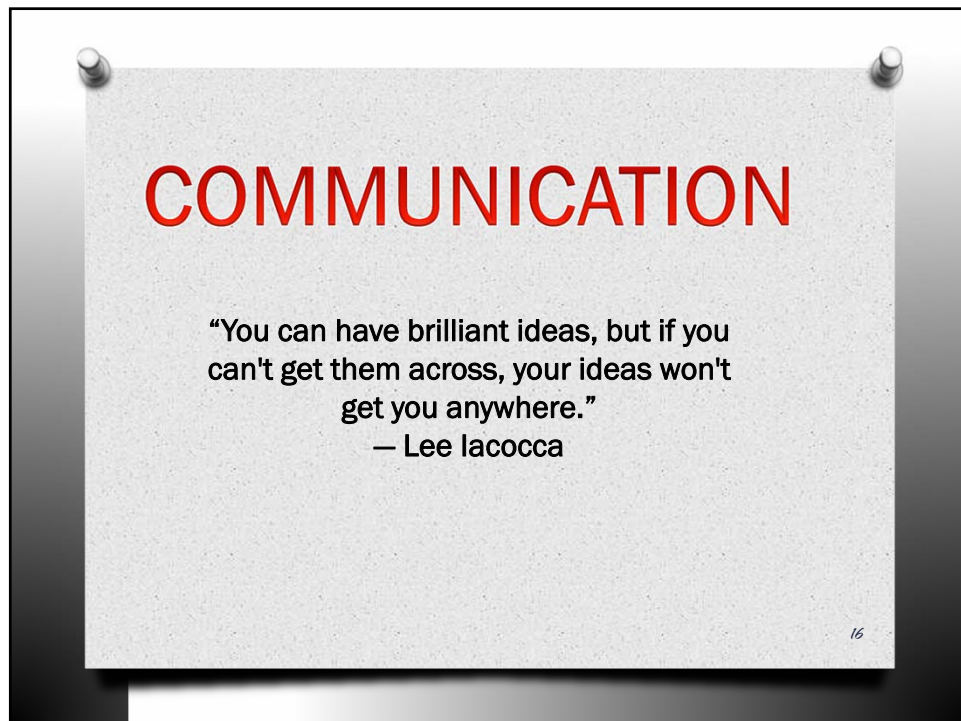
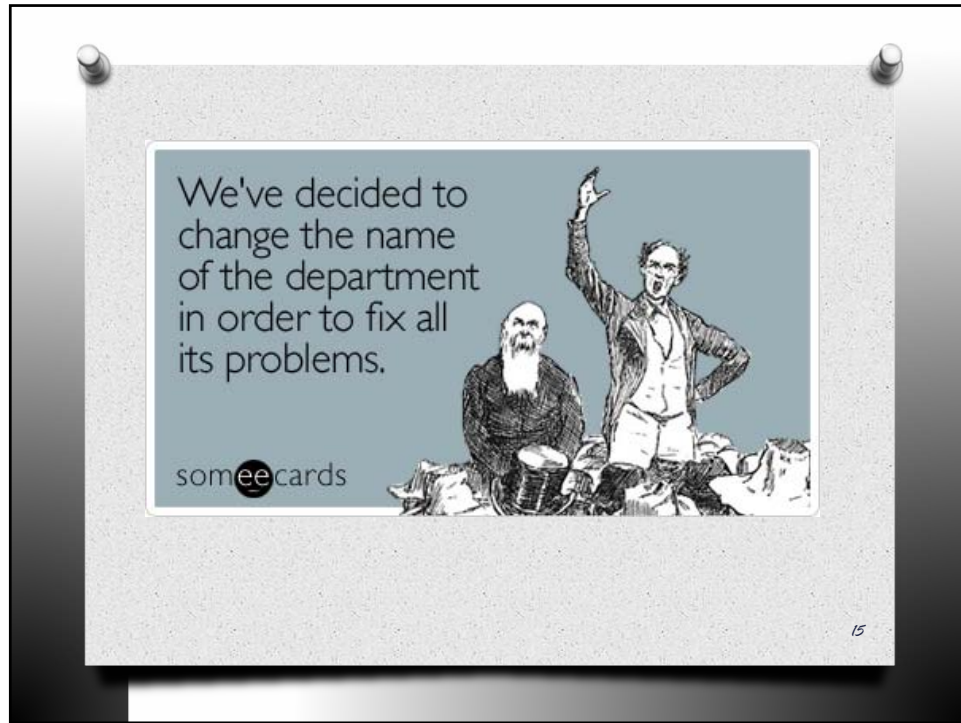
## 4. Innovation, Learning & Development

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- Effective leader = effective communicator
- Ideas are powerless unless communicated
- Leaders must be change agents/innovators
- You must get your idea to resonate to create change

**Are YOU a good  
communicator?  
Let's try an example...**

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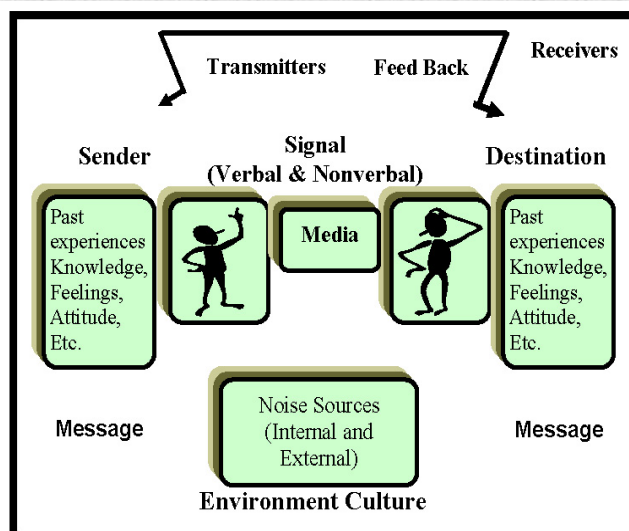


Figure 1.9: Communication Model:

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- STORYTELLING (makes emotional connections)
  - Ex: Stanford Business School
- Humor
- Metaphors
- When we communicate, the message must be:
  - **Simple**
    - Less is More. KISS principle
  - **Detailed**
  - **Clear**
    - Beware of Semantics.

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Open the  
Communication  
Channels

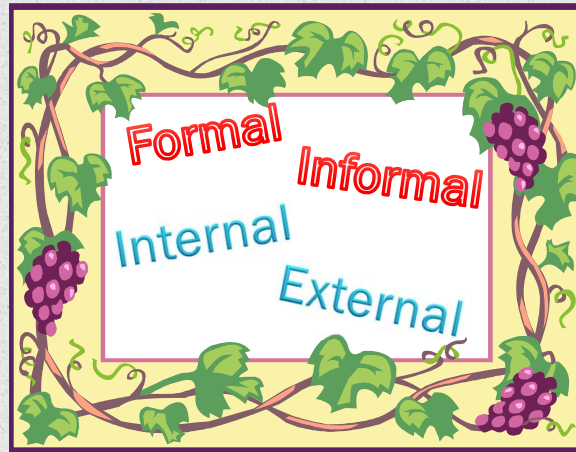


• An open climate is essential for **sharing** your vision and **sharing** is essential because:

- **Natural Law 1:** You Get What You Talk About
- **Natural Law 2:** The Climate of an Organization is a Reflection of the Leader
- **Natural Law 3:** You Can't Walk Faster Than One Step at a Time

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## Types of Communication



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## Barriers to Communication

- Physical Barriers
- System Design
- Attitudinal Barriers
- Ambiguity of Words & Phrases
- Individual Linguistic Ability
- Physiological Barriers
- Presentation of Information

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## The 7 C's of Good Communication

1. Completeness
2. Conciseness
3. Consideration
4. Concreteness
5. Clarity
6. Courtesy
7. Correctness

Become a Communication  
Champion

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## A Continuum of Channel Richness

1. Formal Report

3. Email, Text  
Messages

5. Face-to-face  
verbal

2. Memos,  
letters

4. Telephone

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## Dialogue vs. Discussion

### Dialogue

- Reveals feelings
- Explore assumptions
- Suspend convictions
- Build common ground

#### Results in:

- Long term, innovative solutions
- Unified group
- Shared meaning
- Build common ground

### Discussion

- State position
- Advocate convictions
- Convince others
- Build opposition

#### Results in:

- Short-term solutions
- Agreement by logic
- Opposition beaten down
- Mind-set held onto

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## Case Study...

- Imperial Metal Products, a mid-sized manufacturing company located in the Southeast makes wheels and rims for automobiles.
- Even employees who work in the lab complain of the heat because they have to venture onto the production floor to take metal samples.
- The top management team agreed that their employees deserved recognition for their great work so they installed an air conditioning system in the cafeteria.
- Management sent a survey to 100 employees and was shocked by the results because they expected the employees to communicate how grateful they were for the reward they received.
- The response rate was excellent but many employees didn't even know about the air-conditioning and would have preferred a pay raise.

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## Case Study Questions...

1. How would you rate the communication climate at Imperial Metal Products?
2. What channels should managers use to improve communications?
3. If you were a manager, what is the first step you would take? Why?

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I'm leaving a voicemail on the off-chance you're ignoring every text, e-mail, tweet, wall comment and other non-verbal communication I've sent you.



your  cards  
someecards.com

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# LEADERSHIP

**"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."**

**— Colin Powell**

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## Requirements for Successful Change Management

- Understand the Change
  - Understand how people may react
  - Allow time for acceptance
  - Expect some performance levels to fall as new systems are learned
- Plan the Change
  - If you fail to plan, you plan to fail IS TRUE
  - Have a contingency plan

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## Requirements for Successful Change Management

- o Manage Resistance to the Change
  - o Communicate Effectively
    - o where we are....
    - o where we are headed....
- o Implement the Change
  - o Keep Communicating!
  - o Train, train, train.
  - o Create short-term wins.
  - o Anchor the change in the culture.

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## Successful Change Management Exercise

- o For each statement you will find on the handout we are going to use, choose the answer that best describes YOU.
- o Answer as you ARE (not as you think you should be).
- o Don't worry if some questions seem to score "in the wrong direction."

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## Successful Change Management...Are You Ready?

1. Take a “quiz” and pass it down.
2. Complete the quiz by answering all 16 of the questions.
3. Total all of your answers to determine your “final score.”
4. Wait for further directions.

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## Score Interpretation

Score	Comment
16-36	You tend to look at the end result and forget to focus on the immediate planning needs. To be successful with change, you must find a way to communicate and share the excitement of the end goal with your team, as a way of creating necessary support.
37-58	You understand many of the elements required for change, but putting them into practice doesn't always work well. Concentrate on developing a process that allows you to work on each of the elements of change one after the other.
59-80	You have a very good understanding of what makes change successful, and you have a good knowledge of managing, planning and implementing change.

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## Another Way to View Your Scores...

- The questions you just answered relate to the 4 key areas of successful change management.
  - Understand
  - Plan
  - Manage
  - Implement

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## More Directions...

- Write the word UNDERSTAND next to questions 1, 7, 10, 14
- Write the word PLAN next to questions 2, 4, 6, 9
- Write the word MANAGE next to questions 5, 11, 13, 16
- Write the word IMPLEMENT next to questions 3, 8, 12, 15

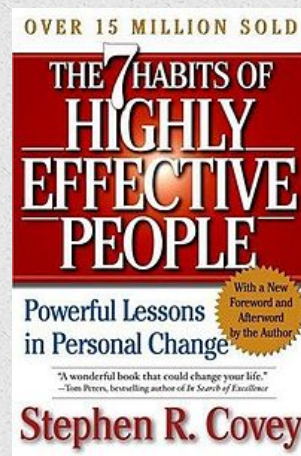
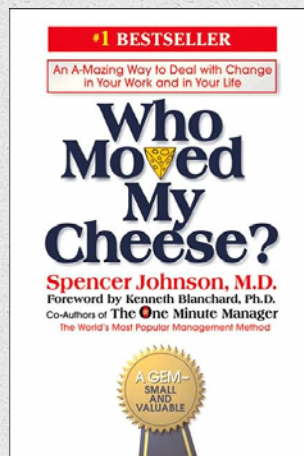
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## Requirements for Successful Change Management

1. Understand the Change
  - o (Questions 1, 7, 10, 14)
2. Plan the Change
  - o (Questions 2, 4, 6, 9)
3. Manage Resistance to the Change
  - o (Questions 5, 11, 13, 16)
4. Implement the Change
  - o (Questions 3, 8, 12, 15)

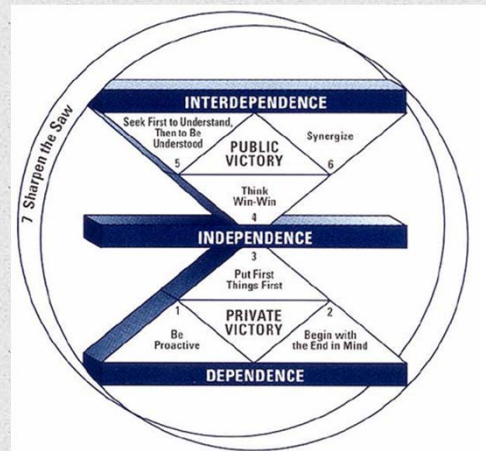
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## The 7 Habits of Highly Effective People by Stephen R. Covey



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## Who Moved My Cheese? by Spencer Johnson, MD



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## Brief Summary...

- Parable
- Takes less than 1 hour to read
  - 3 sections – The Gathering, The Story & The Discussion
- 4 characters who live in a “Maze” and look for “Cheese”
  - “Cheese” – a metaphor for what you have in life
    - A good job, a loving relationship, money, a possession, health or spiritual peace of mind
  - “Maze” – where you look for what you want
    - Inside the community, inside your organization or within your family

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## These Characters Reside In Each of Us



- 2 Mice
  - Sniff (sniffs change out early)
  - Scurry (scurries into action)
- 2 Little People
  - Hem (denies and resists change as he fears it will lead to something worse)
  - Haw (learns to adapt in time when he sees changing can lead to something better)

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#NoMoreBoringMeetings

Hallway Huddles

WEEKLY TACTICAL

Monthly Strategic

Quarterly Retreat

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Are YOU Ready for Change?



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Questions?  
Comments?

Thank you!!

[keleherse@cityofgainesville.org](mailto:keleherse@cityofgainesville.org)

@Shannon\_Keleher



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# Successful Change Management

	Not at All (1)	Rarely (2)	Sometimes (3)	Often (4)	Very Often (5)
1. I usually receive good support from senior management for changes I want to implement.					
2. I create a plan for change for my department and team and I let other departments deal with the impacts as they choose.					
3. I communicate successes throughout the organization so that everyone understands the positive impact of a change project.					
4. If the change makes financial and operational sense then it will work.					
5. If the team is dissatisfied with how something is working or operating right now change is more likely to be successful.					
6. I try to understand my organization's culture and values as important elements of a change project.					

## Successful Change Management (p. 2)

	Not at All (1)	Rarely (2)	Sometimes (3)	Often (4)	Very Often (5)
7. When change is happening I expect people to continue to perform at 100%.					
8. Once I'm successful with a change project I declare victory and move onto the next project.					
9. I consider things like the impact on people and organizational structure when planning a change project.					
10. If I think something must be changed I start right away and make it happen.					
11. To get backing and support from my team I talk with team members about what is causing the need for change.					
12. I let people get comfortable with changes before I decide if any training is necessary.					

## Successful Change Management (p. 3)

	Not at All (1)	Rarely (2)	Sometimes (3)	Often (4)	Very Often (5)
13. If key individuals are convinced that change is needed the rest of the stakeholders will usually come onboard.					
14. It's harder to manage change effectively when the organization has previously managed change projects badly.					
15. When implementing a change project I set achievable, short-term targets that, once accomplished, will motivate people to persist and keep trying.					
16. Change is as good as rest so even though it might not be necessary it often helps to "mix things up a bit."					