THE PROCESS OF CHANGE
GROUP PROCESS & CORPORATE PROCESS
STARTING A DAY-CARE-CENTER

GROUP PROCESS OF CHANGE

1. FORMING

The initial structure is established by someone. Others are, or want to be, part of it.

2. STORMING

The interaction of people generates conflicts of feelings, plans, agendas (open and hidden), "territories", and values conflicts. Some personal desires give way to the g r o u p identity as people negotiate power for the greater good and team productivity.

3. NORMING

Some compromises, some agreements, some "give-in" occurs in order for the group to maintain its continuity. (C-I-A applies here). The "Greater Good" becomes a reality.

4. PERFORMING

After establishing agreed upon norms, the group begins its job of doing its tasks--the "purpose" for which it was formed. Other "OK" purposes have also occurred in 1-2-3.

5. RE-FORMING

The process repeats, is ongoing, is never done, needs tending on a regular basis, requires new information, challenging old/new values, being sensitive and attentive to needs, hopes, wishes, new goals, new data, economic shift, social change, ...

CORPORATE PROCESS OF CHANGE

1. "LOOKIN-GOOD!" THE INTERESTING IDEA STAGE

An idea whose time has come - Get on the band wagon - Get with the program - Wake up and smell the coffee! - The world is changing all around you! - Catch up! - Bulletin Board - Big Splash - We Care - Look At This! And it is politically correct! Everybody will like it (enthusiasm only is generally short on follow through)

The idea being discussed is current, fashionable, in the media, the talk shows and is also probably quite rational, necessary, useful, and important--both to the individuals involved, the team involved, and the corporation involved. BUT this is the "good idea" stage--enthusiasm, interest--but there is no values buy-in.

2. "PULLING-TEETH" THE INITIAL IMPLEMENTATION REALITY RECOGNITION

My God!   this is going to be   expensive and hard to implement !!
My God!   this is going to be   disruptive and devisive !!
My God!   this is going to be   unfamiliar and strange for me !!
My God!   this is going to be   a lot of talk and bickering and trouble!!
My God!   I won't do it--and you can't make me--I (own-manage-run) this joint!!

Recognition of the realities of implementation sets in along with whatever mind-set resistance staff has. This is resistance to change. Change in not a choice-- the only choice we have is WHETHER we do it, or not, and HOW we do it, or not. We can control the consequences of our corporate future if we recognize the future.

3. "CORPORATE-BUY-IN" INTEGRATION INTO CORPORATE STRUCTURE

This is the stage when the studies have been done, statistics have been accumulated, discussion has occurred, acceptance time has taken place, and now the principals have a better understanding of the big picture and the long road about corporate growth. Not for the Quarter, but for the Decade. The cost of not doing it far outweighs the cost of doing it. The cost of doing it is returned X10 in the long run, not the short haul. Long Range Values mean Long Range Survival & Profits.

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