The Secret Garden

Potential, Growth, and Change

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The Secret Garden
Session Overview

- Change as a structure
- Roles during change
- Resistance and stress
- Permanent white water
- Success stories
Types of Change

- **Micro** - I must change
  - affect you, your family or friends

- **Organizational** - we must change
  - affects any work, professional or social institution

- **Macro** - everyone must change
  - things with global implications
Magnitude of Change

- **Volume**
  - the number of changes

- **Momentum**
  - how long you have until the next change

- **Complexity**
  - variety of people and factors involved
Phases of Change

- Present state
  - the status quo

- Transition
  - disengage from status quo and develop new attitudes & behaviors

- Desired state
  - the way we want things to be
What is life like now?

- Discussion: What are some changes you are experiencing right now?
  - Micro, Organizational, Macro?
  - Volume in context?
  - Momentum?
  - Complexity?
Opportunities

At first people refuse to believe that a strange new thing can be done, then they see it can be done - then it is done and all the world wonders why it was not done centuries ago.

- Frances Burnett, *The Secret Garden*
Opportunities for change

- Vision & mission
- Broad structures & systems
- Priorities & resource allocation
- On-going day-to-day tasks
- Independent operations
- Individual attitudes & behavior
Roles in Change

- **Sponsor**
  - has the power to sanction the change

- **Agent**
  - responsible for actualizing the change

- **Advocate**
  - wants to achieve a change, but lacks power to sanction

- **Target**
  - those who must actually change
Facilitating Roles

- **Expert**
  - provide systems, solutions, direction

- **Catalyst**
  - be an active advocate of change

- **Process Consultant**
  - help others perceive, understand, and act
Commitment

Magic - I don’t know how to do it but I think that if you keep thinking about it and calling it perhaps it will come.

- Frances Burnett, The Secret Garden
Leadership in Change

- Communicate effectively.
  - use clear & concrete language, check assumptions, be verbally/non-verbally congruent.

- Listen actively.
  - attend to content, values, feelings, and perspectives.

- Generate trust and credibility.
  - help others overcome their fear of victimization and see themselves as key contributors to the team
Resistance & Stress

I am sure there is magic in everything, only we have not sense enough to get hold of it and make it do things for us . . .

- Frances Burnett, *The Secret Garden*
Resistance to Change

Negative Response
- Stability
- Immobilization
- Denial
- Anger
- Bargaining
- Depression
- Testing
- Acceptance

Positive Response
- Uninformed optimism
- Informed pessimism
- Hopeful realism
- Informed optimism
- Completion
Manage Stress

- Appreciate yourself
- Keep your sense of humor.
- Learn relaxation techniques.
- Play, exercise, be active.
- Eat right and rest.
- Practice optimism.
- Invest your imagination in doing your job well.
You learn things by saying them over and thinking about them until they stay in your mind forever and I think it will be the same with Magic.

- Frances Burnett, *The Secret Garden*
Permanent White Water

- Constant surprises.
- Novel problems.
- Events are messy and ill structured.
- Can’t be ignored.
- Divert many resources – are costly
- Prevention is not practical.
Surviving Permanent White Water

Engage in continual learning.

Discussion: What are some opportunities that support continual learning that are available to us here?
Survival Issues

- Choose your battles carefully.
- Be tolerant of upper level management mistakes. Show your support.
- Shift your job priorities to match the organizational changes. Refocus rapidly.
- Invent the future rather than redesigning the past. Anticipate needs and opportunities.
Characteristics of Change Agents

Attitudes and Values

- Primary concern and respect for the values and rights of others.
- Belief in individual right to autonomy.
- Strong sense of own identity & power to help others.
- Respect for history of current conditions.
Sharing Success

The sun is shining - the sun is shining. That is the Magic. The flowers are growing - the roots are stirring. That is the Magic. Being alive is the Magic - being strong is the Magic. The Magic is in me - the Magic is in me. It is in me - it is in me. It’s in every one of us.

- Frances Burnett, The Secret Garden
Sharing Success Stories

Discussion: What are some times when you been involved in changes that you believe have been successful? What do you think contributed to that success? What did you learn from that experience?