

# Reinforcing Change, Attaining Focus

Presented to: Joe Jones  
Acme Wireless  
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## I. Background

Here's what I heard in our 90-minute briefing session:

- A. You've already invested in charting a new course, bringing the organization together to outline a strategy of swiftly grabbing market share from weaker competitors.
- B. Some regions are markedly outperforming others.
- C. Some District Managers are slower to adapt to the changes than others, operating primarily as Operations Managers and less like Sales Managers.
- D. Some District Managers report "time management" problems that can be more correctly perceived as a problem with focus and a reluctance to change.

## II. Objectives

- A. Teach managers techniques for "clearly seeing" the reality in front of them.
- B. Help managers to swiftly manage, embrace and implement change.
- C. Reinforce the focus on the "sales management" component of the job as opposed to the "operations management" component.
- D. Maintain morale.

## III. Recommendation

Since you have articulated to me that managers will have to "adapt or die," I would recommend an intensive, short-term change management program. The timing should be soon to take advantage of momentum from the big sales retreat you just held.

For underperforming groups, the objective would be to give people techniques for seeing and accepting upper management's current view of the marketplace and swiftly adapting to it. An important aspect is to present it in such a way as to maintain morale--- making change challenging, natural, and sometimes fun. Another aspect is to give them access over a 4 week period to personal guidance in order to reinforce the program and make sure it is implemented.

The program could also be offered to highly-performing groups as a method of continuing to reinforce the change in direction, as a "peak performance" course, or as a personal-development reward.

You will decide the light in which the program is presented to the group or groups. Potential titles could be: "How to Get Results in the Midst of Change--- and Love Every Moment," "Sales Excellence---the Path of Mastery," "How to Prosper, Grow and Have Fun in Times of Change," etc. The material will be the same in every case----one or two different words in a title could enhance the atmosphere in which it is received.

## **Program Structure**

I recommend the following structure for the program, outlined in detail below:

- An initial half-day workshop outlining the principles of successful change management (or whatever we decide to call it) and providing techniques and exercises to reinforce it.
- Individual sessions for up to six participants the afternoon of the same day to gauge acceptance, highlight areas of resistance, outline individual plans, and tie the principles to specific individual goals.
- Three conference calls (up to 30 minutes each) at one-week intervals after the workshop to review key concepts, discuss "real-world" case studies which seem to collide with the principles, and strategize pro-active steps for overcoming them.
- Optional weekly 45-minute coaching sessions for up to six participants.
- A follow-up half-day session, to be scheduled three to four weeks after the first. The primary objective of this session is to review the principles, review "homework" assigned in the first session, uncover any additional obstacles to continuing the behaviors and to develop strategies for overcoming them, and to teach advanced techniques for self-management and designing a path of personal development.
- Follow-up individual sessions with the original six participants the day of the second workshop to gauge success in achieving objectives, discuss areas of resistance and perceived obstacles, and develop further strategies.

## IV. Customized Change Management Workshops

### Learning Objectives

As a result of this program, managers will have the tools to do the following:

- Approach even difficult workdays with a reframed perspective of “clear seeing.”
- Develop a calm, centered and results-oriented focus
- Maintain that focus and easily get it back every time they lose it.
- Let go of extraneous factors that are currently draining their productivity
- Maintain “big picture” perspective
- Develop more clarity about what is really going on around them, without going off into non-productive story lines about events.
- Have an easier time dealing with their staff and customers-----even in difficult situations
- Assume responsibility for taking care of themselves.

Note on Program Content: The initial half-day workshop will cover parts one through five below. The second workshop will be a review of those principles along with a discussion of exercises assigned in the first workshop, a discussion of Case Histories developed by the group from real-world experiences, and a presentation of Part Six of the Content

#### Part One: The Change Leader’s Mindset

- A. How you start your day----an alternative approach
- B. A powerful visualization: Gratitude and Positive Intention
- C. “Being” Sales (Management) vs. “Doing” Sales (Management)
- D. Quiet Mind vs. Monkey Mind
- E. Developing Quiet Mind---What It Means
- F. Projecting Quiet Power--- What You Have Inside
- G. Time Non-Management: Using Your Own Natural Rhythm to Achieve Your Daily Goals
- H. Treating Obstacles as Teachers
- I. Breakout Session #1: Developing A Quiet Mind

#### Part Two: Developing A Present-Moment Focus

- A. Understanding the Principle of Mastery
- B. The Myth of the Big Brass Ring and Why You Can Never Get There
- C. Learning to Work in the Plateau as Well As the Peaks
- D. Beginner’s Mind and Why It is Vital for You
- E. Chopping Wood, Carrying Water
- F. Working in the Present Moment---Maintaining the Focus

Part Three: Letting Go of What's in the Way

- A. The Principle of Non-Attachment: Not Holding Your Positions So Tightly
- B. Non-Judgment; A Worker's Paradox
- C. Non-resistance: Why Surrender to Change is More Effective Than Control
- D. Why the Customer and You Really Aren't Separate But Are Parts of A Whole ("One-way pager-ness")
- E. Getting Your Ego Out of the Way
- F. Developing Courage

Part Four: Potholes in the Path

- A. Stimuli Overload
- B. Company Politics
- C. Comparisons to Co-Workers
- D. Boredom
- E. Fear
- F. Traumatic Events—Clear Seeing
- G. Restlessness
- H. Excessive Goal Orientation
- I. Ubiquitous Stress of Interaction With Other Humans

Part Five: Institutionalizing Change

- A. Breakout Session #2: Seeing the Whole Picture While Living One Moment At a Time
- B. Impermanence; Change as Growth
- C. This Too Shall Pass; Developing Confidence When Things Are Moving Quickly

Part Six: Self-Management---Further Steps Along the Path of Mastery

- A. Developing a Personal Path of Mastery
- B. Creating Your Own Personal Success Team
- C. Conscious Brainstorming