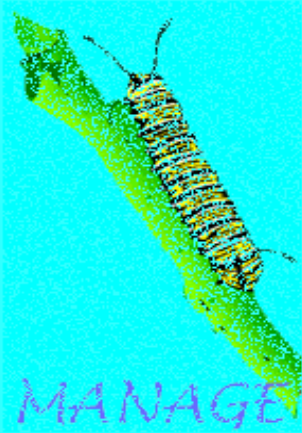


The Grandfolkies' Guide to **Managed Change**



The accelerated pace of change and the consequences of it have prompted an outpouring of literature, business, academic and personal self-help.

"The only thing that makes life possible is permanent...uncertainty; not knowing what comes next." ---Ursula LeGuin

Grandfolkie Change Roadmap



Planning

The ability to effectively manage change in an ever-changing world may be as important a skill for each of us, as the traditional "Three R" skills of "reading, 'riting and 'rithmetic."

"The Universe is change; our life is what our thoughts make it."---Marcus Aurelius



Transitions

It has become a truism to say that change is speeding up--that we have experienced more change in a few short years than our ancestors, and their ancestors, did in the course of many centuries. Political, social, technological, ecological and economic changes now take place with bewildering rapidity.

"If you do not think about the future, you cannot have one."---John Galsworthy

Grandfolkie Change Roadmap



Evaluation

GOOD LUCK IN YOUR
JOURNEY ON THE ROAD
TO CHANGE!

[Grandfolkies' Home](#)

The ability to plan and manage change *effectively* is a learned behaviour, although few learning institutions teach the subject. As with other skills, one's abilities improve with practice. Nearly everyone thinks about making some changes in their lives.

"Everyone thinks of changing the world, but no one thinks of changing himself."---Leo Tolstoi

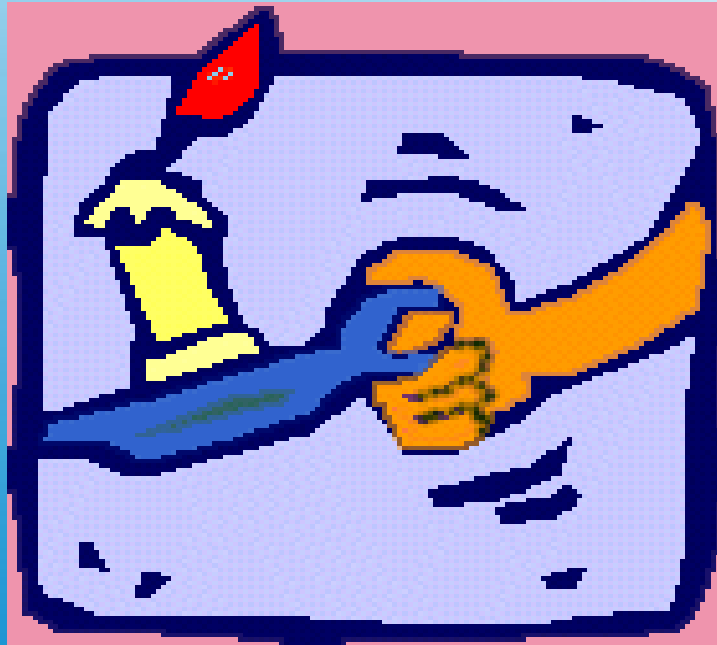
To help you bring about effective change, follow Grandfolkies' Roadmap from VISUALIZING to PLANNING to TRANSITIONS to EVALUATION

"Change: Either you manage it, or it will manage you."---Phyl and Walt Robbins

Disclaimer: Please note that Grandfolkies disavows any responsibility for the success, failure or consequences of your planned change efforts resulting from your use of the materials on this web site. However, we would be happy to hear from you about your experiences in managing change.

Grandfolkie Change Roadmap

Stage One



VISUALIZING CHANGE



VISUALIZING CHANGE



The following personal experience reflects some of the initial stages of a planned change process:

Phyl was beginning to show distinct signs of teacher burn-out. Walt was feeling stale in his role as a management and training consultant. Both recognized feelings of tension and stress. It was a good time to begin talking about the possibilities of some type of change.

Saturday morning breakfasts, at a local restaurant, became the time for initial discussion. Phyl's idea of early retirement from teaching seemed, at first, more than wild: it seemed financially impossible. Walt's ideas for writing, and for travelling during off-peak seasons seemed rather far-fetched, as well.

But, we began to explore our current situation. What would a close examination reveal? Our financial position seemed wobbly, at best dubious. If she opted for early retirement Phyl would get a reduced pension. Walt, as a self-employed consultant had his own very modest set of investments.

But, as we looked at our total financial situation, we realized that our house was mortgage-free, our kids were all out on their own (with only an occasional "Hello, Mom, Dad? I need money," phone call!). Somewhat to our own surprise, we realized that we might be able to make a change. It would mean some very careful money management, but, the important thing was, we really wanted a change.

Looking at the facts, and considering the feelings that we both shared, the idea of a change began to seem possible, if a trifle impractical.

Visualizing - 1



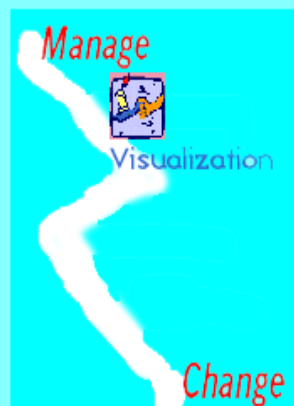
We looked at our goals and objectives, what each wanted to do in the years ahead. We shared a desire to do some extended touring and travelling. Each of us had writing projects in mind that we "never had time for," (or, energy to do, after a busy workday). We arrived at the realization that we were, in fact, both longing to make a change. Uncertain, but with some vague ideas about what we wanted to do, we began to explore our possibilities.

After several more Saturday breakfast discussions (during which the meals were eaten but largely untasted!), we began to think seriously about the "nuts and bolts" of how we could make such a major change.

When you begin to accept the idea that change can be planned, rather than the assumption that change is something which happens to you, you begin to learn the early signs of "disequilibrium." You learn to start your planned change process *before* a crisis occurs. You become more adept at anticipating, and gaining some control over the possibilities for your own future. And, best of all, you develop the freedom to move to a new state of "equilibrium" well before the old one totally erodes away.

All too many people and institutions become, more or less, innocent victims of change, because they do not see, or choose to ignore, the signs of disequilibrium. In your personal life, as well as in your working career you can benefit greatly from developing an awareness of increasing feelings of instability. That awareness leads to less stress, and more enjoyment of planning and managing changes in your future.

Now, it's your turn to visualize some possible change in your life!



Visualizing - 2



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

To Change or Not To Change: Realities of the Present

Key Points

Even if you are comfortable in your surroundings: work, home, personal relationships, etc., there is always room for improvement.

You might try to ignore "early warning signs" that some parts of your present situation need changing.

Your Checklist

Describe a present situation that you think could be changed for the better, e.g., "I could use more sleep," "I'm not really happy with my job."

Describe as many facts, opinions and feelings that you have about your present situation, e.g., "I drink a lot of coffee before I go to bed," "My present job lacks challenge,"

You are beginning to think about your present situation. Next, go to "The Present Situation Pros and Cons"

[Main Visualization](#)

[Main Change](#)

Visualizing - 3



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

The Present Situation: Pros and Cons

Key Points

When you begin to accept the idea that change can be planned, you begin to learn the "early warning signs" and can start the planned change process before a crisis occurs.

All too many people and organizations become victims of change, because they do not see, or choose to ignore, the early warning signs of change

If you think the negatives in your present situation outweigh the positives, you are now ready to consider "A Wishbook of Ideas" and do some Brainstorming.

[Main Visualization](#)

[Main Change](#)

Your Checklist

Look for similarities in your list of facts, opinions and feelings; e.g., money matters, home improvements, relationships.

Identify the positives and the negatives in your present situation. You can list these "pros and cons" in order of their importance to you.

Visualizing - 4



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

A Wishbook of Ideas: Brainstorming

Key Points

When you are seriously seeking a change, you need to consider alternative visions of the future. The cost of examining the "what may's" will be infinitely less than the mere acceptance of one possible solution.

[Brainstorming requires that you record *all* the ideas that come to your mind. *Do not* attempt to sift, qualify, and/or censor. Some of your more "off the wall" ideas will, no doubt, be discarded later on, but some of the "zaniest" may stimulate the most creative and productive concepts for change.]

Listing all your "possible futures" will help you prioritize and clarify your alternatives to help you make an intelligent decision.

Your Checklist

Go ahead and brainstorm your ideas about possible futures:

Ask yourself, "What do I want in my future which will replace the present?"

Sleep on it and see if some more ideas to add to your list pop into your head.

Visualizing - 5



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

Visions of The Future: A Reality Check

Key Points

Trying to decide the "best possible alternative" takes some time, but will be well worth it. For example, you may want to include some letter writing, phone calls, and internet searches. You want to assemble all the facts, opinions and feelings you can get.

Opinions and experiences of others are important and they might help you avoid some far-reaching mistakes.

Your Checklist

Work through the top three or four of your "possible" futures, considering the facts, opinions and feelings for each.

Check out your thinking on this point with others whose opinions you respect.

Time for Guesstimates. Select the Best Alternative

[Main Visualization](#)

[Main Change](#)

Visualizing - 6



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

Guesstimates: Select Best Alternative

Key Points

Having assembled the facts, opinions and feelings for each of several possible alternatives, you will want to look at the positives and negatives (pros and cons) of each.

In choosing the best alternative, some negative factors may remain. With some thought, you might be able to minimize the impact of, or even eliminate them.

Before you move on to developing an action plan for the alternative you have selected, please read the summary statement below. If you are satisfied with your progress, then move on to the the next step: "Planning." If you are not satisfied, perhaps run your second alternative choice through the same processes to see if it is a more suitable, workable option.

Your Checklist

Using your "reality check, list and prioritize the pros and cons for each alternative.

Based on the above analysis, select your best alternative: the one with the most going for it.

Summary Statement on Visualizing Change

You have established what your situation is at present, and what the change(s) are that you think you want to make for your "best possible future."

Visualizing - 7



VISUALIZING CHANGE



To Change or Not To Change
Realities of The Present

The Present Situation
Pros and Cons

A Wishbook of Ideas
Brainstorming

Visions of The Future
A Reality Check

Guesstimates
Select Best Alternative

Summary Statement on Visualizing Change

You have established what your situation is at present, and what the change(s) are that you think you want to make for your "best possible future."

You have gathered facts, opinions and just plain "gut feelings" about several alternate possibilities, should that "best vision" not work out for you.

Along with the awareness of the opportunities, it is likely that you have a realistic view of the possible limitations, or negative factors.

If the negative factors remain, however, you must not ignore them, and should continue to consider those aspects, as you proceed to design an **ACTION PLAN** that will help to lead you to your vision of the future: (great musical upswell) "...a place where no Hobbit has dared to go before, etc..(!)"

NEXT: TO GRANDFOLKIES' [PLANNING ROADMAP](#)

[Main Visualization](#)

[Main Change](#)

Visualizing - 8



Stage Two



PLANNING CHANGE



PLANNING CHANGE



Managing an action plan begins by setting some specific, attainable goals (or, "objectives"), and then doing some testing of the pros and cons of your projections. It is only then, that you can begin to see whether or not your dreams for the future are based on realistic, achievable, and, possible changes.

As you begin to set your goals, test your dreams, and initiate the proposed changes consider the following. Walt had (and still has) the overall plan of increasing his musical repertoire. (After all, he wanted to go beyond fiddling "Father's Whiskers," which is the sample song you can access from Grandfolkies main page). But, in the example given, please note how he sets a very specific goal, and works toward it, to arrive at a successful conclusion.

Our example: (Walt): I like to play folk music on my fiddle, and when I hear a tune that I especially like and want to learn, I begin to visualize myself playing it. I can almost hear what I want from musical back-up accompaniment.

I make a conscious plan: I acquire a recording that includes that tune. I make a copy of the melody on one of my "Fiddle Tunes" tapes. I listen to it many times over. As the tape plays, I begin to "scratch" it out on the fiddle. Then, I start to play each section, always checking back with the recording, until, finally, I have mastered it (or, at least, can play a passable version of it!).

Eventually, I try it out with my musical friends. If they like it, we work out a rendition together. (If they don't, it then remains one that I enjoy playing

Planning - 1



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Eventually, I try it out with my musical friends. If they like it, we work out a rendition together. (If they don't, it then remains one that I enjoy playing just for myself!) Finally, we include it in our repertoire, and work it into a performance program.

My state of "musical equilibrium" returns, until I hear another tune which I "must" learn!

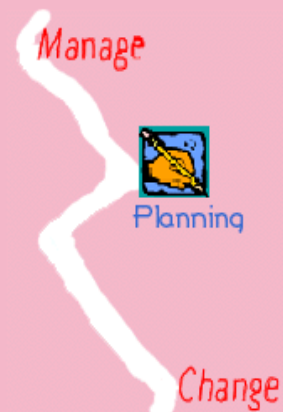
Goal-setting is an essential step in planning change successfully. Your goal(s) should be realistic, to some extent measurable, and always results-oriented.

A sound goal is a very specific statement of the end result you want to achieve. There are overall "grand" considerations, as well as the many "nuts and bolts," practical factors which must be taken into account.

Most important of all, of course, is the basic question:

Is your desired goal a sound one? Is it attainable and realistic? Will it fulfill the vision of change you have in your mind?

Having visualized a change or changes you would like to make, your next step is to plan your change by defining and clarifying one or more sound goals.



Planning - 2





Nuts and Bolts
Defining a Sound Goal

Getting There From Here
Defining Activities

Taking Inventory
Identifying Resources

Nuts and Bolts: Defining a Sound Goal

Key Points

A sound goal is a very specific statement of the end result you want to achieve.

Your goal should be realistic, and, to some extent measurable, as well as attainable.

Your Checklist

Decide what is your present goal. Ask yourself, "Is it realistic? Do I have the skills, motivation and resources to reach that goal?"

Can you quantify various aspects of your goal, including such considerations as: how much? how long? how far? what about the others?

Happy with your goal? Then move on to "Getting There From Here--Defining Activities"

[Main Planning page](#)

[Main Visualization page](#)

[Main Change Page](#)





Nuts and Bolts
Defining a Sound Goal

Getting There From Here
Defining Activities

Taking Inventory
Identifying Resources

Getting There From Here: Defining Activities

Key Points

Activities define the steps that lead up to completion of your goal. When dealing with relatively simple goals, activities can often be stated in a logical and linear sequence. One activity is identified and completed before another one begins.

With more complex goals, several activities may overlap or take place at the same time.

When you are satisfied with your activity list, your next step is Taking Inventory by Identifying the Resources you will need to reach your goal.

[Main Planning page](#)

[Main Visualization page](#)

[Main Change Page](#)

Your Checklist

If you have a simple goal, brainstorm a list of all the activities which you can think of to arrive at your goal.

If you have a complex goal, (1) identify all the activities leading to the goal, and (2) identify those activities which can be carried out in the same time frame, (usually with the involvement of others). Try drawing a chart to see how this can be done.



PLANNING



Nuts and Bolts
Defining a Sound Goal

Getting There From Here
Defining Activities

Taking Inventory
Identifying Resources

Taking Inventory: Identifying Resources

Key Points

Completion of any goal requires some degree of effort and/or resource. Few goals can be attained without the use of at least some of the more common resources: human, financial, time, and material. Conserve your resources, and use them efficiently and effectively.

You can create a resource budget for your goal to give you a good "cost" estimate.

Your Checklist

Identify the resources you will need to carry out each activity you previously identified.

Add up all the resources for all the activities to create a resource budget for your goal.

You now have a plan to help you realize your vision of change. Regard your plan as a guideline, any part of which can be modified as you go along.

NEXT: TO GRANDFOLKIES' TRANSITIONS ROADMAP

[Main Planning page](#)

[Main Visualization page](#)

Planning - 5



Stage Three



TRANSITIONING CHANGE



Transitions



Many attempts at change, both personal and organizational, are highly disruptive or fail completely because those involved have not given due consideration to the transition period between the status-quo and the desired future goal. There are no magic wands. Plans are not "carved in stone" to be followed without alteration just because they have been written down.

In order for a plan to be useful, it must be flexible and fluid, while maintaining its' basic integrity. You may find that you need to modify your action plan as you consider the problems of achieving a smooth transition. By all means, do so. [You may find that your basic concept really is undo-able. Maintain sufficient objectivity to accept that, if that is so.]

The feeling of personal involvement in making a change for the better can be a powerful motivator for you and others who share your goal. Work from your plans. The completion of an activity, the attainment of an incremental goal can be the source of great pleasure. Achievement of your goal will, doubtless, be your strongest motivator. But you will find that the progress you make as you begin to achieve incremental successes will further your motivating senses. Devouring a few "bite-sized chunks" of your plan can motivate you to accelerate your progress toward goal completion.

These "transitions" will help you to get from the present to your chosen future, by learning to identify the various elements that are central to managing a planned change.

Transitions - 1

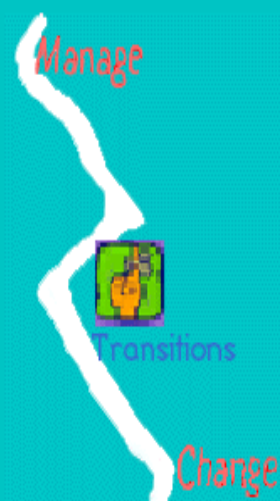


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These "transitions" will help you to get from the present to your chosen future, by learning to identify the various elements that are central to managing a planned change.

These key elements are the basis for the next steps. They are motivation; organization, monitoring and measuring; communication, resistance to change; and maintenance of stability.



Transitions - 2



TRANSITIONS



Ice Cream Cones
Motivation To Change

Lists of Lists
Organization, Monitoring, Measuring

Signals
Communicating Change

Catching Butterflies
Resistance To Change

Comfort Zones
Maintaining Some Stability

Ice Cream Cones: Motivation To Change

Key Points

Although your action plan contains the activities required to meet your goal, it is useful in your planning to identify within those activities all the elements needed to smooth the transition from the present to the future.

Reward yourself (and others who may be involved) for progress and accomplishments.

Remember, the intrinsic rewards of a job well done may not always be sufficient---sometimes it takes the treat of a double-dip, two flavour ice cream cone to do the trick!

Your Checklist

Review the activities you identified as necessary to reach your goal. Ask yourself which one(s) would be the most fun, most profitable, easiest, most logical one with which to begin?

Identify the kinds of rewards you would give yourself and others upon completion of the activities in your change plan.

Motivation is not enough. How will you know if your action plan is really working? Can you keep track of all that needs to be done? Move on to Lists of Lists: Organization, Monitoring, Measuring.

Transitions - 3



TRANSITIONS



Ice Cream Cones
Motivation To Change

Lists of Lists
Organization, Monitoring, Measuring

Signals
Communicating Change

Catching Butterflies
Resistance To Change

Comfort Zones
Maintaining Some Stability

Key Points

When we use exercise equipment in the gymnasium it is helpful to count the number of repetitions of each exercise, or, if possible, to use the electronic feedback displays that measure amount of time, heart rate, calories used, etc.

Some people like to develop a time-line from the present to the future, others prefer to work backwards from a fixed date in the future to the present.

Lists of Lists: Organization, Monitoring, Measuring

Your Checklist

What controls (signals) can you put into your change plan that will tell you how you are doing?

Establish approximate dates for various stages of progress. Be prepared, if necessary, to change them as conditions require.

Most change plans involve other people. If yours does, move on to "Signals: Communicating Change"

Transitions - 4





Key Points

Your Checklist

Ice Cream Cones
Motivation To Change

Lists of Lists
Organization, Monitoring, Measuring

Signals
Communicating Change

Catching Butterflies
Resistance To Change

Comfort Zones
Maintaining Some Stability

Once you have made the decision to begin the serious moves involved in real action, remember that ignorance is oftentimes not bliss!

Keeping people in the dark until the last moment, if they are to be affected by the planned change, could be devastating, to them, and to the proposed change.

Usually, the earlier that others who are affected by the change become involved, the better.

Your communication plans should include the following factors and considerations:

- * Who is likely to be directly affected by the planned change?
- * What information can be made available now to those affected?
- * If a group is involved, what is the best method to explain the change (eg. family "round table," group discussion, personal contact, etc.)

Perhaps not everyone agrees with your change plan; You may need to "Catch some Butterflies," and deal with "Resistance to Change."



TRANSITIONS



Ice Cream Cones
Motivation To Change

Lists of Lists
Organization, Monitoring, Measuring

Signals
Communicating Change

Catching Butterflies
Resistance To Change

Comfort Zones
Maintaining Some Stability

Catching Butterflies: Resistance to Change

Key Points

More times than not, change goes hand in hand with underlying conflict. Your vision of a desirable future may be someone else's vision of "pure hell."

If that someone else will be affected by your proposals for change, then you can expect strong resistance to your plans.

The "trick" then, becomes to find out what resistance exists, what the reasons are, and to make a value judgment as to whether or not to accommodate to it.

Change is resisted for many reasons. Externally, it may be caused by a fear of the unknown, lack of incentives or involvement, poor communication, mistrust of planners, or different sets

Your Checklist

Develop an awareness of what the sources and causes of resistance are to your proposed change.

Consider all the resistance. Is it valid and relevant? Should it affect your own plans?

Separate your reflecting into two parts: your own thoughts, and those of others.

Look for any overlap between others' thinking and yours?

Are there any patterns of

Transitions - 6



TRANSITIONS



judgment as to whether or not to accommodate to it.

Change is resisted for many reasons. Externally, it may be caused by a fear of the unknown, lack of incentives or involvement, poor communication, mistrust of planners, or different sets of values.

You, yourself may be unwilling to upset your present situation, even though you are aware of the benefits to be gained by a move. Perhaps you had a bad experience with a previous change. Or, perhaps, you have a case of pre-decision jitters and doubts.

Separate your reflecting into two parts: your own thoughts, and those of others. Look for any overlap between others' thinking and yours? Are there any patterns of resistance emerging?

What can you do to minimize the resistance to your plan? What possible appropriate responses or alterations to your plan can you make which would reduce resistance, but still keep your change "on track?"

Sometimes the Transition can be eased by deliberately creating some stability in the process. Move on to "Comfort Zones: Maintaining Some Stability"

[Main Transition page](#)

[Main Planning page](#)

[Main Visualization page](#)

[Change home page](#)

Transitions - 7





Ice Cream Cones
Motivation To Change

Lists of Lists
Organization, Monitoring, Measuring

Signals
Communicating Change

Catching Butterflies
Resistance To Change

Comfort Zones
Maintaining Some Stability

Key Points

Your Change Plan can create anxiety and stress upon you, and upon your immediate family and associates. One way which helps to temper that anxiety and stress of rapid and wholesale change is to retain something of the familiar.

Keep some of the old symbols and objects around---at least until you and others have had the time to absorb the newness of the change, and to build routines and familiarities around some of the new schedules and/or surroundings.

Your Checklist

Consider what can be retained as you move through the change process, which will help to maintain some stability in your life, and in the lives of those closest to you.

Consider your family and closest associates, also. What will be of comfort to them, as they are being affected during this period?

Sometimes a battered old teddy bear can be of great comfort. It's worth the moving expense!

Throughout all the previous pages, you have been developing your vision of the future and your "how-to-do-it" action plan in order to transform that vision into a reality.



TRANSITIONS



Ice Cream Cones
Motivation To Change

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Throughout all the previous pages, you have been developing your vision of the future and your "how-to-do-it" action plan in order to transform that vision into a reality.

In considering motivation, organization, communication, resistance to change, and maintenance of stability as the change is ongoing, you have considered ways to successfully manage the transition from a dream into a reality.

As you move into the final stages of your plan, you will have the opportunity to consolidate, and then

Time to [Evaluate your change project.](#)

[Main Transition page](#)

[Main Planning page](#)

[Main Visualization page](#)

[Change home page](#)

Transitions - 9



Stage Four



EVALUATING CHANGE



EVALUATING CHANGE



You have now designed the main elements of a planned change process for your future. Your system has been based, in large measure, on the combination of

- 1- a rational step by step process, to assure that you have considered the key elements of planned change, and
- 2- a consideration of the emotions and feelings of yourself, and those closely involved with your future plans.

This last section of Grandfolkies' Roadmap For Change asks you to do three things:

- 1- "Time out for the muse": take a break, listen to some music, relax. . .
- 2- Begin to convert your plans to reality.
- 3- Keep some records as your planned change proceeds.

Evaluation - 1



You have now designed the main elements of a planned change process for your future. Your system has been based, in large measure, on the combination of

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- 1- "Time out for the muse": take a break, listen to some music, relax. . .
- 2- Begin to convert your plans to reality.
- 3- Keep some records as your planned change proceeds.

So far, you have not actually *done* anything. Planning change is hard work, but planning alone will not achieve your vision of the future. This last part of the Roadmap is designed to get you to shift gears from thinking to action. Only through considered action will you succeed in bringing about your desired change.

But first, it's "Time Out For The Muse."



Evaluation - 2





Key Points

At this point, what is needed is not more work, but some time out. You need to relax and permit your mind to "intuit," and to interpret the entire package.

Because this is such an important aspect, (and one which is so often overlooked), we urge you take a detour from this roadmap, pull over, stop driving, and occupy yourself with other activities for a time. Let your mind carry on its own internal dialogue, while you steer clear (no pun intended, hah!) of any conscious thinking about your proposal.

Your Checklist

We suggest you listen to some music (perhaps some of the [Silly](#) and/or ["Yyucky"](#) songs which Grandfolkies offers elsewhere on this website).

But, please bookmark this page so you can easily return and complete the Roadmap For Change.





The Way To Begin Is To Begin: Converting Plans To Reality



Key Points

"Sometimes I (Walt) follow my own advice.

"Rarely." (Phyl)

During my Time Management training courses I always suggested to the participants that one way to overcome procrastination is to start with a few small "workbites." [Nowadays, it's usually "workbytes." (Phyl)]

I find myself doing just that when I am confronted with what seems to be a "monster" of a project.

The small bite may simply be taking out the project file and reviewing it. Or, it may

Your Checklist

Review your original goal statement. Then take a look at the resources upon which your analysis has been based.

Think about the activities which would be necessary in helping you to carry out your plans

Choose one of your planned activities with which to begin active work on making your



EVALUATION



what seems to be a "monster" of a project.

The small bite may simply be taking out the project file and reviewing it. Or, it may be making one telephone call. Anything, no matter how inconsequential it may seem, is better than doing nothing.

One bite leads to another, and it does not take long before I realize that I'm through the main course, and beginning to contemplate dessert.

[Actually, it's the *dessert* he's been contemplating since before the first bite! (Phyl)]

Great! Now that you are carrying out your planned change in the real world, you need to keep track of how you are doing. Time to move on to the last item in this roadmap for change: Of "Records" and "Wrap-Up," Evaluating A Planned Change.

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helping you to carry out your plans

Choose one of your planned activities with which to begin active work on making your change.

If necessary, break the activity down into even smaller, more manageable sections in order to get started.

Go for it!

Evaluation - 5





Of "Records" And "Wrap-Up:" Evaluating A Planned Change

Key Points

As you proceed into the managed change of your own future, be sure to review the notes and worksheets that you have completed to help you in your task.

Changes of style, direction, and, possibly, even of goals may come about through the development of your thinking and analysis.

Your Checklist

Keep a diary as you proceed through your planned change, of what actually happens, what you had hoped would happen, and what was *not* anticipated, but did result from the process.

Note the process(es) which you have followed, as well as your progress. If you were to use this analytical tool for another change in your life, would you proceed differently?

Would you change the planning procedure?

And, now, at long last, "A final word from your sponsors:"

Congratulations! Your change is on course!

By now, you have probably arrived at total agreement with



EVALUATION



By now, you have probably arrived at total agreement with Heraclitus, the 6th Century BC philosopher, when he stated that "There is nothing permanent except change."

Aside from death and taxes, the only other thing one can really count on to remain the same, is change! After all, as the ancient Roman worker said to his foreman, after cutting an "X" instead of a "C" into the marble, "It's not as if it was carved in concrete!"

The ability to work out the pros and cons of an important decision in a rational and calm manner is what planned change is all about. As we have tried to emphasize throughout this text, the skills which you have developed are applicable to many situations and concepts.

Your decision to make a change was based on a description and analysis of your present situation. After you decided that change was needed, you brainstormed and analyzed some visions of the future. You then selected the one change which seemed to have the most potential for you. Your plan to make this change included setting a sound goal, and identifying activities and resources needed to achieve that goal.

You also considered the transition period, that is the motivation and the communication requirements of your planned change. Real implementation of your plan has probably already begun, and possibly, has come to completion.

Finally, if you have completed your action plan, you have made an overall analysis and evaluation of "things as they ought to be" vs. things as they actually are.

Are you finished? Hardly! You have just begun. With your

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EVALUATION



Are you finished? Hardly! You have just begun. With your improved skills in dealing with the change process, and the knowledge you have gained from working through the key points and checklists, you are now able to proceed with different (and better!) changes in your life.

No amount of schooling during one's adolescence can prepare for the changes in personal lifestyles and work patterns which are occurring in such rapid and numerous fashion today. But all indications are that changes will be even more widespread and frequent in the future.

Physical educators, doctors and other professionals all know that muscles which are unused, atrophy. So it is with the lifestyle skills of planned change. You are beginning to acquire those skills that you will need to help you direct the many future decisions that will affect your life. Don't let those skills atrophy: use them!

We wish you many successes and happy, challenging changes in the years ahead and we would be delighted to receive your e-mail messages about your experiences in planning change.



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