

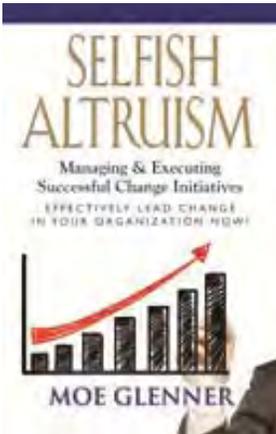
SELFISH ALTRUIISM

Managing & Executing
Successful Change Initiatives

EFFECTIVELY LEAD CHANGE
IN YOUR ORGANIZATION NOW!



MOE GLENNER



Selfish Altruism concisely introduces and elaborates on Personal Return on Investment (PROI), where the investment is the personal time, effort and emotion involved with change initiatives. Using the concept of 'What's In It For Me?', Selfish Altruism explores the change failure chains and change success chains (and its causes) that are present in every change, in both personal and business scenarios.

SELFISH ALTRUISM: Managing & Executing Successful Change Initiatives

by Moe Glenner

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Introduction

Over the span of my career (23 years and counting) in the transportation, logistics and supply chain industry, I have been both a participant and observer in numerous change initiatives. While some of these changes were initiated, communicated and executed quite successfully, many more of them encountered difficulties, particularly with the first two steps. These difficulties added significant time and expense and in some cases, actually killed the change initiative entirely. Naturally, this was not a desired or intended result and was certainly avoidable.

Thus, the premise and need for this book. While there are many good books that deal with change in the scheme of business management, not many deal exclusively with the workings of change itself. In fact, I dare say that regardless of industry, location, or expertise level, the human element of change management is sorely neglected. As both an initiator and recipient of good and bad change management methods, I have been able to learn from my own mistakes and successes and also take away from mistakes and successes of others. One note: While this book has some elements of self-help, it is not intended as such. This is a book about understanding how personal motivators impact business change initiatives and the best way to harness them for a successful and enduring change.

As an instrument rated pilot, I can readily talk about constant change and the consequences of not reacting in a timely manner or not even reacting at all. As a Certified Six Sigma Black Belt and implementer of sound Project Management practices, I have

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been able to assist many companies with not only their tactical and strategic needs but even more importantly, implementing enduring changes. My focus is on the words, “*enduring change*”. This is not an oxymoron.

Ideally, any change initiative will have spent significant time properly defining, initiating, planning and measuring the scope and reach of their projects. Undoubtedly, money and other resources have been set aside for the successful completion of the project. There is much at stake here, including reputations and possibly careers. Even though something is changing, that change once implemented will need to endure throughout its life cycle. The worst possible thing would be for a change to not take hold, the plug to be pulled, and all the goodwill and resources expended for the change initiative be flushed away.

My hope is for all readers to take away a better understanding of how we think, what motivates us, and how best to influence all stakeholders in a change initiative so that those projects also become enduring. Also important is that all stakeholders are satisfied and that those responsible for successful implementation are acknowledged properly.

Finally, additional content such as related blogs, white papers and e-news letters can be accessed on our website: www.purelogistics.com.

While the list of people who have educated, influenced and in general been supportive are too numerous to give proper justice in this short space, I would like to single out several. First and foremost, I would like to thank Steel Warehouse Company, a private family owned enterprise. A big thank you to the second and third generation family owners who have made and

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continue to make the company a great place to work and grow. So to Dave, Mike, Gerry, Jim, Ted, Billy and Marc, thank you.

A great company also has great senior managers and Steel Warehouse is no exception. I owe a debt of gratitude to these people for their continuing support and guidance, so thanks to Robb, Rick Q., Rich K., Kevin C., and Joe F.

Thank you also to the faculty of Lake Forest Graduate School of Management and Villanova University, from whom I learned some common (and uncommon) crucial business thoughts and strategies.

I would also like to thank Bob Baird and Tony Macholtz, two of the finer pilots you would be lucky enough to meet. Through their years of experiences and insights, I have learned so much and I continue to learn from them.

A big thank you goes out to Bret Yoder for all of his assistance, both with PURElogistics and with his critical and creative assessment of all work necessary in bringing this to fruition.

Finally, I save the biggest thank you for Sheila and the kids (Daniel, Kaila, Akiva and Eliana) for putting up with the countless hours spent away from them in pursuing my career, education and writing of this book. Without your loving support and encouragement, I would have had a much rougher road in these pursuits.

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The Times Are Changing

A wise person once said, “*The only thing constant in life is change*”. In essence, even if we would want to prevent change, it would be a futile task. Truthfully, we cannot prevent change and since we cannot prevent it, the next best thing would be to plan, utilize and then exploit those changes. Some might begrudgingly acknowledge that yes, things will change but then argue against the timing (i.e. why now?) or its applicability (why me or why here?).

The better questions should be why not now, why not me and why not here? I am a big believer in the theory of constant motion. This theory states that in life, we are always moving, so if we’re not moving forward, then by definition, we are moving backwards. If we think about all of the tools and technologies that we take for granted, all of those came into being through conceived and implemented change. In fact, some of these changes are considered disruptive changes. A disruptive change is one that turns things completely upside-down, thus disrupting the status quo or sometimes referred to as a “game-changer”. Some recent examples of game-changers would be the internet, smart phones and cloud computing.

While some may debate whether these changes have really been beneficial, there is no doubt that technologically, these changes moved us light years ahead from where we had been previously. And to get here today, someone had to dream up the change, develop the change, introduce the change and then mass-socialize the change so that it now is the natural way to do things.

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To better understand the dynamics of change, we need to call attention to the two primary causation factors: Change caused by suboptimal results and change caused by a desire to be even better than the current condition. The sub-factors are voluntary and involuntary.

A change that is necessitated by suboptimal results is likely a survival change. For instance, a company is losing money on one of their product lines. After considerable introspection and examination of all internal and external factors, management determines that the poor results are due to poor internal sales controls. The company now must make a decision: Change the sales department and implement better controls, abandon the product line and focus on the profitable lines, or make a cursory attempt to better the controls and hope for the best. This scenario is typical for a change caused by suboptimal results and the change is technically voluntary.

While an argument can be made that the change is involuntary, since if the change is not implemented, the product line will likely not survive, technically, since the nature of the change is still left to the discretion of management, it is ultimately considered a voluntary change.

Now let's examine a different scenario.

The motor carrier industry (i.e. trucking) is confronted with a new set of government-mandated enforcements. While the actual regulations are not changing, the method for enforcing them will be significantly changing. As such, considerable resources will require allocation to ensure continuing compliance with the new enforcements. Failure to comply with the new enforcements will lead to disciplinary action up to and

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including revocation of authority (aka being put out of business).

Technically, this change is once again caused by suboptimal results, even though current conditions may be optimal, without the change, future results will be suboptimal (i.e. not in compliance). The difference is that management must make the change and the change must be to create optimal results. Since the trucking company exists entirely for that purpose, ceasing to exist is not an option. Therefore, this change is involuntary.

With the second causation factor of change (desire to make something even better), most of the changes will be voluntary, but are there circumstances where the change could be involuntary?

Consider that you are the president of a manufacturer, whose primary customer (ABC Widgets) accounts for over 75% of their business. This manufacturer has a reputation for high quality products, with strong customer service, and garners very positive reviews from all of their customers. ABC Widgets has just undergone a comprehensive quality initiative (i.e. ISO, etc.) and now requires all of their suppliers to be certified in this initiative, regardless of the quality of the product currently being provided. As the manufacturer, you must keep this customer or else you're quickly in a serious struggle for survival.

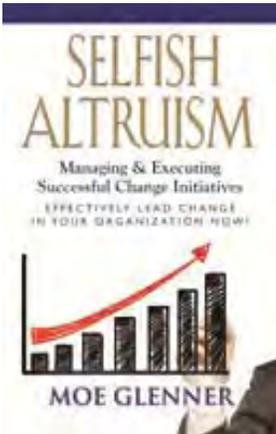
You really have no choice. You ***must*** invest the resources necessary to be in compliance with ABC's new quality initiative, despite the fact that you are already producing high quality product. The resulting involuntary change will

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undoubtedly make your processes and product better, even though you are not doing it of your own volition.

By better understanding why a change occurs and in what context, we are better able to move beyond philosophical gymnastics over why a change is necessary and move on to how we internally process change.

The purpose of the next few sections is not intended as a self-help guide, but rather illumination of components within personal changes. After all, business changes are not (yet) conceived, communicated and executed by robotic or computer exchange. So until artificial intelligence takes over those tasks, it is we, as humans that must make them happen. And it is the very rare human that can completely eliminate personal feelings and emotions from that which they endeavor. Thus, the following ‘spotlight’ on personal changes with their requisite motivators and emotions.



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