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Managing at the Speed of Change

How Resilient Managers Succeed and Prosper Where Others Fail

Daryl R. Conner

Conner, Daryl R. (1992). *Managing at the speed of change: how resilient managers succeed and prosper where others fail*. Random House: Toronto

Overview

In his book, Daryl Connor does not present a newly formulated theory of organizational change. Instead, he presents an understanding of what leaders are actually doing when they successfully implement organizational change. These understandings are based on years of experience and observations gained from helping a plethora of organizations manage change. Conner focuses on the human response to major change; why people resist or accept change.

Conner believes the basic problem is that within change, too many transitions are occurring too fast. The solution is to increase *resilience* in those who lead.

Conner divided the book into six parts. Each part answers key questions as outlined below.

Part I: The Speed of Change: Chapters 1 and 2

What is resilience, how does it affect the way organizations change, and what does it feel like to be absorbing change at a speed slower than it is occurring around you?

Part II: The Change Imperative: Chapters 3 and 4

What has changed about change, what are the symptoms of “too much, too fast,” and why is managing change a business imperative today?

Part III: Lessons Buried in the Mystery: Chapters 5 to 10

What are some of the hidden patterns that explain the mystery of change and how can managers use these patterns to increase resilience in their organization?

Part IV: One Plus One is Greater Than Two: Chapters 11 and 12

How do resilient people gain energy during change rather than feel depleted by it, and why are synergistic relationships the soul of a successful change effort?

Part V: The Nature of Resilience: Chapters 13 to 15

What are the characteristics that separate resilient people from those who suffer from future shock, and how can resilience be fostered in people and organizations?

Part VI: Opportunities and Responsibilities: Chapter 16

What are the responsibilities that come along with learning how to increase human resilience to organizational change?

Part I: The Speed of Change

Chapter 1: Resilience and the Speed of Change

“Executives who successfully implement change, regardless of their location, display many of the same basic emotions, behaviors, and approaches.” p. 6

“**Resilience** is the capacity to absorb high levels of change while displaying minimal dysfunctional behavior” p. 6

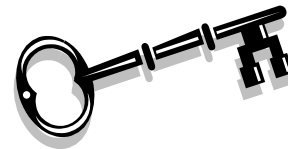
“Our lives are the most effective and efficient when we are moving at a speed that allows us to appropriately assimilate the changes we face” p. 12

“It’s not the surprises in life that are so debilitating. The truly crushing force is being surprised that you were surprised.” p. 28



Conner points out that change is intensifying dramatically at a personal, professional and global level. The intensity and magnitude of change can create a doom-and-gloom vision or an opportunity to accomplish goals. Through his research and observations, Conner determined that “executives who successfully implement change, regardless of their location, display many of the same basic emotions, behaviors, and approaches”. Conner determined that the single most important factor to managing change successfully was the degree of *resilience* the leaders demonstrated. Conner defines *resilience* as “the capacity to absorb high levels of change while displaying minimal dysfunctional behavior”. Conner notes that unsuccessful change is the result of deeply ingrained habits, and these habits can be modified.

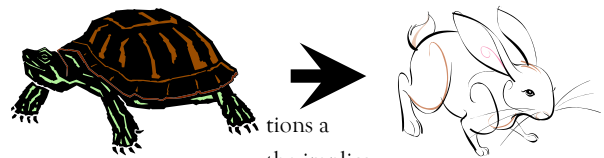
Conner believes that Patterns and Principals are the key to managing change. He outlines eight key patterns to successful implementation of change. Due to the complexity of change, strict rules for change are not possible. Patterns and Principals provide the flexibility needed to accomplish change. Conner believes these patterns and principals will provide the reader with powerful guidelines for enhancing *resilience*, the key factor, in leaders.



Conner states that everyone has a unique *speed of change*, which is defined as “a unique pace that will allow us to absorb the major changes in life most effectively and efficiently.” When a person exceeds their speed of change, they begin to display signs of dysfunction. Conner states that by applying the key patterns, a leader can increase a persons speed of change.

Chapter 2: The Beast

Conner describes the “Beast” as the implications a change event has on a persons life. When



the implications of change are unknown, dysfunctional behavior is the norm, however, when one learns to recognize and prepare for the stages of change the events become less devastating and traumatic. Unfortunately, life does not always match the planning and anticipation at which time the “Beast” can take over. Preparing for and managing change becomes a balancing act. Even positive change can have negative implications. Conner also states the “Beast” is not always obvious. It can manifest itself subconsciously or consciously and in individuals or groups. Conner states that humans are control orientated animals; humans attempt to understand everything around us so we can better influence the events directly affecting us, we break down when outcomes occur that are not expected. Conner provides a concise summary by saying: “It’s not the surprises in life that are so debilitating. The truly crushing force is being surprised that you are surprised” p. 28.

Part II: The Change Imperative

Chapter 3: Welcome to Day Twenty–Nine

Conner states that because the world is changing at such an alarming rate, people are losing their sense of stability and confusion and dysfunction are become the norm. People can no longer rely on things we have taken for granted because they have changed or no longer exist. The shift that this causes can either improve or reduce the quality of our lives. People have an opportunity to either be architects or victims of change, regardless of the circumstances of change. Conner notes that change has an exponential affect; a change in one thing forces many others to change which in tern forces many others to change. While this exponential change effect occurs, people continue to handle change the same way they always have: “It will work itself out”. This mentality is no longer suitable.

Conner goes on to describe the magnitude of change. He defines three aspects of change, *Volume, Momentum, and Complexity*, and explains that all three aspects are accelerating so quickly that we are losing the ability to respond effectively.

Conner believes that due to the magnitude of change, conventional methods of managing change are not sufficient. Conner provides an interesting analogy for managing change that compares change to a car. He summarizes by saying:

Conner notes that managers are much more aware of the impact of change and that managers are predicting the type of change that will occur. These predictions of change fall into three categories: 1) No change 2) Sporadic, incremental change 3) Continuous, overlapping change.

Conner is quick to point out that not only are changes multiplying exponentially, but the solutions have a shorter life then ever before. Many programs, procedures and strategies we develop to deal with change become outdated or obsolete. Conner goes on to say that our world now will look slow and uncomplicated compared to what will come in the future.

“In one form or another, people have always had to confront change... What has changed about change is its magnitude” p. 37,38

“At twenty–five miles per hour, shift into second gear. You’ve done all you can in first gear.” p. 42

“The main ingredient of success is the ability resilient people have to understand and use to their advantage the principles underlying basic human patterns that operate during change.” p. 57



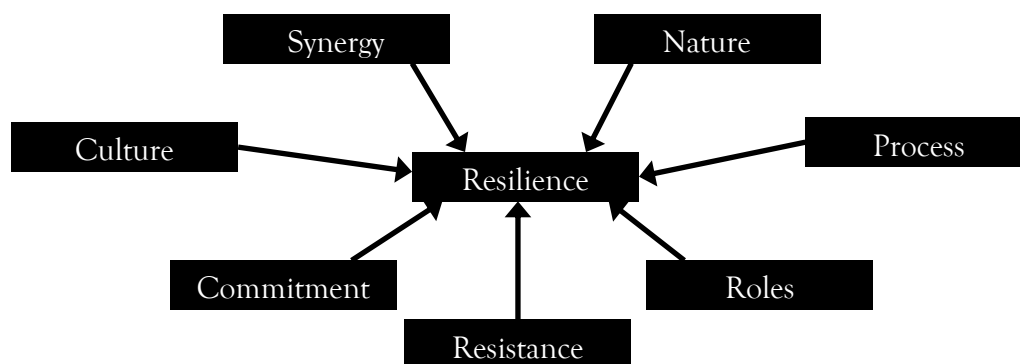
Part II: The Change Imperative - continued

Chapter 4: Future Shock is Here

Conner uses the term “future shock”, a term first coined by Alvin Toffler. Future shock is occurring at a much higher rate than ever before. Individuals experiencing future shock have already reached their unique speed of change.

“Future Shock is the shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time.” p. 51

The Structure of Change - The Eight Key Patterns of Change



In Part III, IV and V, Conner discusses the structure of change; the key patterns of change. Resilience is the primary pattern as it is central to increasing tolerance to future shock. The remaining seven patterns serve as support patterns. When used in conjunction, these patterns greatly increase ones capacity to assimilate change with minimal dysfunctional behavior.

Signs and Symptoms of Future Shock

MILD

- Poor communication
- Defensive and blameful behavior
- Poor decision making
- Increased conflict with fellow staff
- Decreased team effectiveness
- Venting job frustrations at home

MODERATE

- Lower Moral
- Headaches
- Stomach pains
- Chronic absenteeism
- Apathy or compliance behavior
- Feelings of resignation

SEVERE

- Malicious compliance
- Blocking of company tasks
- Covert undermining of leadership
- Actively promoting negative attitudes
- Sabotage
- Substance abuse
- Suicide

Part III: Lessons Buried in the Mystery

Chapter 5: The Nature of Change

Conner believes that change is a balance between capabilities and challenges. When the equilibrium between challenges and capabilities is disrupted, change occurs.



Change can be perceived as either positive or negative. The degree of control one has over ones environment is a critical factor in how change is perceived. Change can also be major or minor. Change is minor when it does not significantly disrupt what you anticipated would happen. Major change is loss of control.

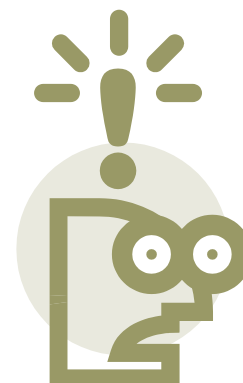
Capabilities– our abilities and the willingness to apply skills.

Challenges– dangers and opportunities

There are three major types of Change:

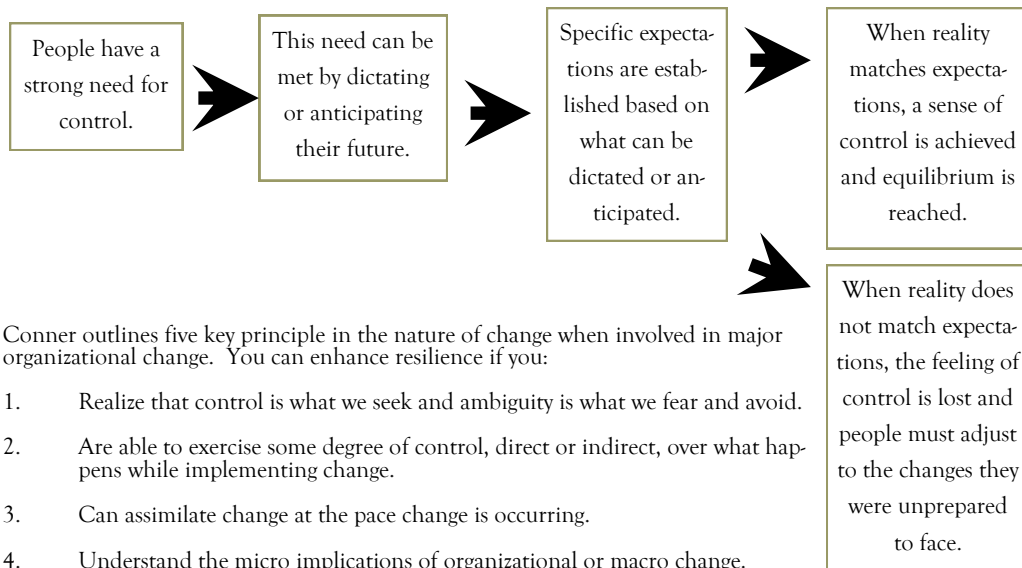
1. Micro changes– affect you, your spouse, family, or close friends and associates.
2. Organizational changes– occur at work and any institution that affects your life such as church.
3. Macro changes– affects you as part of a global constituency and has the least affect.

“It (resilience) alone is central to increasing our tolerance to future shock.” p.66



Part III: Lessons Buried in the Mystery – continued

The Human Reaction to Change



Conner outlines five key principle in the nature of change when involved in major organizational change. You can enhance resilience if you:

1. Realize that control is what we seek and ambiguity is what we fear and avoid.
2. Are able to exercise some degree of control, direct or indirect, over what happens while implementing change.
3. Can assimilate change at the pace change is occurring.
4. Understand the micro implications of organizational or macro change.
5. Assimilate change within your absorption limits.

Chapter 6: The Process of Change

Conner states the process of change outlines the mechanisms of human transitions. Change is an ongoing process. People who view change as an ongoing process have fewer problems during change. Resilient people realize that major change is a fluid phenomenon. Conner describes change as having three phases:

1. The Present State: The status quo, an established equilibrium that continues indefinitely until a force disrupts it.
2. The Transition State: Disengagement from the status quo. Development of new attitudes and behaviors that are desired. Very volatile and stressful state.
3. The Desired State: What one wants.

Change must occur when the cost of maintaining the status quo becomes too high.

There are two prerequisites for major organizational change; pain and remedy.

Pain: a critical mass of information that justifies breaking from the status quo.

Remedy: desirable, accessible actions that would solve the problem or take advantage of an opportunity.

Conner outlines six key principles in the process of change. You can enhance resilience if you:

1. Approach change as an unfolding process rather than a binary (either/or) event.
2. Accept that you will either pay for getting what you want or you will pay for not getting what you want. Change is expensive and you will pay.
3. Believe that status quo is far more expensive than the cost of transition.
4. Accept the discomfort of ambiguity as a natural reaction to transition.
5. Are attracted to remedies you see as accessible.
6. Are presented with change in a manner that takes into account your frame of reference.



“A critical factor affecting our perception of change as positive or negative is the degree of control we exercise over our environment.”
p. 70

“When you gain a sense of control over your life, it stems from your ability to match expectations with perceived reality” p, 73

Micro change is when “I” must change; organizational change is when “we” must change; macro change is when “everyone” must change.
P 79



“Orchestrating pain messages throughout an institution is the first step in developing organizational commitment to change.” p.98

A Strong Sponsor must have:

- Power
- Pain
- Vision
- The Long View
- Sensitivity
- Scope
- A Public Role
- A Private Role
- Consequence Management Techniques
- Monitoring Plans
- A Willingness to Sacrifice
- Persistence

Part III: Lessons Buried in the Mystery - Continued

Chapter 7: The Roles of Change

Conner believes there are four distinct roles critical to the change process:

Conner believes that the relationships between the roles can take on one of three basic forms: Linear, Triangular or Square. These forms show how information and orders are transferred through a company. Change will only be effective if the proper chain of command is followed.

Conner provides five key principles in the roles of change. You can enhance resilience if you:

1. Understand and can recognize the key roles in a change project.
2. Are familiar with the basic relationship forms.
3. Understand the general requirements of strong sponsorship.
4. Recognize that change must be clearly and strongly sanctioned by sponsors.
5. Perceive that the rhetoric of change is consistent with meaningful consequences.

Chapter 8: Resistance to Change

Conner states that resistance is a natural part of the change process; it is the force that opposes any significant shift in the status quo. A person's perception of a change situation determines whether resistance occurs. This perception is called one's frame of reference. Conner states that people can only change when they have the capacity to do so. A person must have the *ability* and *willingness* to adapt to change. Resistance to change can be expressed both overtly (memos and meetings) or covertly (hidden resistance). Both forms are damaging, however covert resistance can not be easily seen and therefore multiplies exponentially until it sabotages the change effort. Covert resistance is usually the result of low trust and inadequate participation. Overt resistance on the other hand can be dealt with directly. Conner provides two charts which explain the possible responses to change. The first is the “Negative Response to Change”, the second is the “Positive Response to Change”. Each response has a series of phases which people go through before the change process is completed.

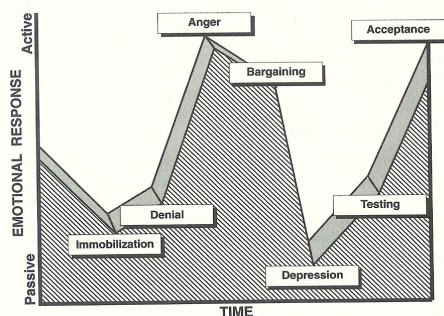
Ability: having the necessary skills and knowing how to use them.

Willingness: the motivation to apply those skills.

Part III: Lessons Buried in the Mystery - Continued

NEGATIVE RESPONSE TO CHANGE

P. 133



Immobilization – initial reaction is shock. The person is often unable to relate to what is happening.

Denial – inability to assimilate new information into the current frame of reference.

Anger – frustration and hurt; lashing out.

Bargaining – negotiating to avoid the negative impact of change.

Depression – feeling victimized, lack of energy but can often represent a positive step in accepting change.

Testing – acknowledging limitations and redefining goals.

Acceptance – targets now respond to change realistically.

POSITIVE RESPONSE TO CHANGE

9. 137



Uninformed optimism – feel extremely positive; naïve enthusiasm based on insufficient data.

Informed pessimism – second thoughts which may cause people to “check out” and withdraw from the change.

Hopeful realism – seeing the light at the end of the tunnel.

Informed optimism – strong optimism about the benefit of change, but realizing the price.

Completion – change is accepted.

Conner provides five key principles in resistance to change. You can enhance resilience if you:

1. Understand the basic mechanisms of human resistance.
2. View resistance as a natural and inevitable reaction to the disruption of expectations
3. Interpret resistance as a deficiency of either ability or willingness.
4. Encourage and participate in overt expression of resistance.
5. Understand that resistance to positively perceived change is as common as resistance to negatively perceived change. Both reactions follow their own sequence of events and can be anticipated and managed.

Chapter 9: Committing to Change

Conner states that commitment is the key to successful change. Key participants must be committed to both attaining the goals of the change and paying the price those goals entail or the change project will ultimately fail. Commitment to change is evident when a person does the following:

1. Invests resources (time, energy, money, etc) to insure the desired outcome.
2. Consistently pursues the foal, even when under stress and with the passage of time.
3. Rejects ideas or action plans that promise short-term benefits but are inconsistent with the overall strategy for ultimate goal achievement.
4. Stands fast in the face of adversity, remaining determined and focused in the quest for the desired goal.
5. Applies creative, ingenuity, and resourcefulness to resolving problems or issues that would otherwise block the achievement of the goal.

“Both negative and positive response to change models reinforce the idea that we seek control, and that we fear and avoid the ambiguity of disruption.” p. 140

“To manage change well you must use sober selling as your approach... you must intentionally tell targets what the true costs of the change will be.” p 141

“You can make all the right moves and still strike out with change. A new procedure can be implemented on the surface but still fall short of the sponsor’s expectations. In other words, the operation was a success, but the patient died.” p 146

“Commitment is the source of energy that propels resilient people and organizations through the transitions process at the fastest, most effective pace possible – the optimum speed of change.” p. 147

Guidelines for Commitment:

1. People respond to change at different intellectual and emotional rates.
2. Commitment is expensive; don't order it if you can't pay for it.
3. Don't assume commitment will be generated without a plan of action.
4. Keep in mind that building commitment is a developmental process.
5. Either build commitment or prepare for the consequences.
6. Slow down to increase the speed.

Part III: Lessons Buried in the Mystery - Continued

Conner states that there are three stages in the commitment process: *preparation, acceptance, and commitment*. Conner provides a chart (right) to help explain the commitment process. The chart shows how the degree of support for change can progress or regress as time goes on. One can track the process of building commitment according to the points at which a change can be threatened (indicated by downward lines) or advanced to the next upward stage.

1. Preparation Phase:

The preparation phase has two stages: *contact and awareness*.

Contact: Contact efforts (meetings, speeches, memos) do not always produce awareness. There are two possible outcomes of the contact stage: *unawareness or awareness*. Unawareness reduces the chance of commitment. Awareness advances the process.

Awareness: One passes into the awareness stage of commitment once one realizes that modifications affecting your operations are in the works. Awareness does not necessarily mean that one has complete understanding of the change's full impact. There are two possible outcomes for the awareness stage: *confusion or understanding*. Confusion reduces the likelihood of change whereas understanding advances the process to the second phase—Acceptance.

2. Acceptance Phase:

The acceptance phase has two stages: *Understanding and Positive Perception*.

Understanding: People who understand the change are able to judge it. The outcome of this judgment will create either a *positive perception* or *negative perception*—the two possible outcomes. A negative perception decreases support and provides an environment for resistance. A positive perception increases support and the likelihood of change.

Positive Perception: Once one perceives a change as positive, one must decide whether or not to support it. The two possible outcomes of this stage are: *not support the implementation of change or initiate the change*.

3. Commitment Phase:

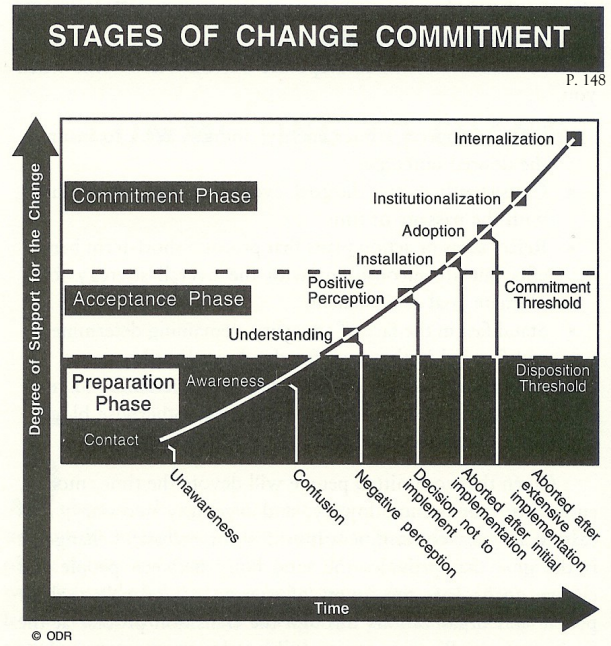
The commitment phase has four stages: *Installation, Adoption, Institutionalization and Internalization*.

Installation: A decision to embrace the change has been made. Installation is the first testing period. The two possible outcomes of this stage are: *abort the change or adopt the change for long term testing*.

Adoption: Adoption examines the extended implications of change. The two possible outcomes of this stage are: *termination or institutionalization*. Termination may occur if: 1) logistic, economic or political problems are found, 2) the need that sparked the change no longer exists, 3) The overall goal of the organization has shifted, 4) the key sponsors or agents have left the organization.

Institutionalization: The organizations structure changes to accommodate the change and rewards and punishments are put in place to maintain the change.

Internalization: Employees are highly committed to a change because it reflects their personal interests, goals and values. One becomes completely devoted to the change.



Part III: Lessons Buried in the Mystery - Continued

Conner outlines four key principles in the commitment to change pattern. You can enhance resilience if you:

1. Realize the sequence of steps involved in committing to something new.
2. Are provided with the time and appropriate involvement to become emotionally as well as intellectually committed to a change.
3. Are sponsored by people who invest the time, resources, and effort to assure specific plans are developed that will increase the likelihood people will commit to change.
4. Understand that commitment to a major change is always expensive, and that you either pay for achieving it or pay for not having it.

Chapter 10: Culture and Change

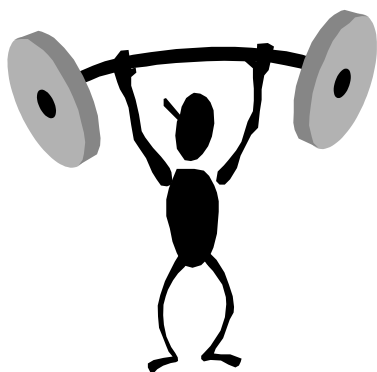
Conner believes that culture is a key component to any organization. He outlines three characteristics of culture that are pivotal to understanding the relationship between culture and change. These characteristics affect observable business operations (goals, policy, etc) and discrete, covert operations (informal ground rules, unofficial guidelines, "the way things are around here"). When change is implemented that is consistent with cultural beliefs, behaviors and assumptions it is usually successful, however when change is inconsistent with beliefs, behaviors and assumptions it is met with resistance. Conner believes one has three options when facing an organizational culture that may hinder a desired change:

1. Modify the change to be more in line with the existing cultural beliefs, behaviors and assumptions.
2. Modify the beliefs, behaviors and assumptions of the existing culture to be more supportive of the change.
3. Prepare for the change to fail.

Conner believes that in order to successfully implement major change, an organization's culture must be deliberately developed. Culture can be developed two ways:

1. Evolutionary: Natural progression of unplanned reactions to short term needs. The culture just happens. Evolutionary organizational cultures are rarely successful in implementing major change.
2. Architectural: Intentionally planned culture with strategically placed supports assist in the change. Architectural cultures are more successful in implementing change.

Conner states "A key element to enhancing resilience and minimizing the chance of dysfunctional behavior is to actively manage your organization's culture." p. 173



Conner provides three key principles in the culture and change pattern. You enhance resilience when you:

1. Understand the powerful effect culture has on the outcome of any major change effort.
2. Know that major changes introduced into an organization must be supported by the organization's overall culture and its local subculture.
3. Recognize that when countercultural changes are introduced, you must alter the existing culture to support the new initiative.



Major change is always expensive... you either pay for achieving it or pay for not having it.

"A key element to enhancing resilience and minimizing the chance of dysfunctional behavior is to actively manage your organization's culture." p.173



“Synergistic relationships between sponsors, agents, targets and advocates serve as ‘the ties that bind’ during challenges of change.” P 184

Empowerment Is:

- Different from delegation.
- Not the same as courage.
- Not synonymous with Autonomy.

There are three ways to define and approach situations:

1. Opportunities—are potential benefits that require appropriate action.
2. Problems—have solutions
3. Dilemmas—have no solution. They must be managed.

Part IV: One Plus One is Greater Than Two

Part IV deals with the seventh support pattern—Synergy. Conner believes that synergy is a powerful influencer on the other six patterns and it is pivotal to the final outcome of any major change effort. Conner states “How people relate to each other during change determines their individual and collective abilities to absorb the implications of what is happening.” p. 183

Chapter 11: Prerequisites to Synergy

Conner states that relationships between the key sponsors, targets, agents and advocates must be examined before any major change is attempted. These relationships can be classified as *self-destructive, static or synergistic*. Synergistic relationships are the ideal.

<u>Self-destructive Relationships</u>	<u>Static Relationships</u>	<u>Synergistic Relationships</u>
<ul style="list-style-type: none"> • Miscommunication, blaming, complaining • Little productivity • Consume more energy working together than if each party had worked alone. • Does not generate enough resources (profit, progress) to sustain itself. • People involved use the negative situation to justify behavior • $1 + 1 < 2$ 	<ul style="list-style-type: none"> • Even mix of productive and unproductive behavior. • As effective working together as alone. • Produce just enough resources to sustain itself • Participants grow complacent. • When encountered by change, the nonproductive aspect drags the group down. • $1 + 1 = 2$ but may become self-destructive when confronted with change. 	<ul style="list-style-type: none"> • The soul of a successful change project. • Individuals or groups work together to produce more than the sum of their individual efforts. • Consume less energy together than individually. • Have excess resources thus can absorb change more efficiently and effectively. • $1 + 1 > 2$

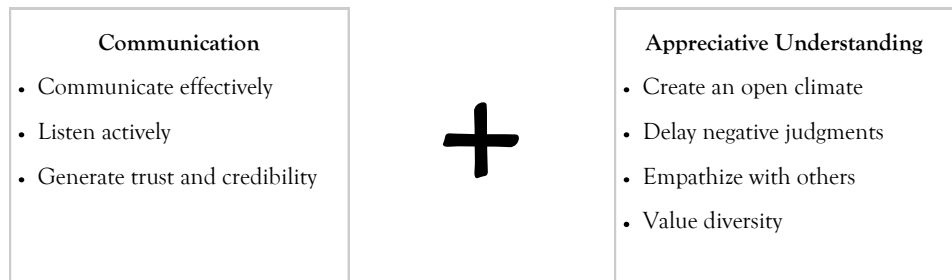
Conner states that in order to develop synergistic relationships, there must be *willingness and ability*.

Willingness is the desire to have common goals and genuine interdependence. *Ability* is having the skills to operate in an empowered manner and under participative management.

Chapter 12: The Synergistic Process

Conner outlines three stages of synergy. 1) *Interaction* 2) *Integration* 3) *Implementation*

- 1) **Interaction:** Without interaction among team members, synergy cannot exist. Conner believes there are two aspects of interaction, *communication* and *appreciative understanding*.



Interaction becomes critical when members do not agree on issues. Synergistic teams develop communication skill which guard against misunderstandings, confusion, blaming, alienation and hostility toward each other.

Part IV: One Plus One is Greater Than Two – Continued

- 2) **Integration:** Conner outlines four approaches leaders use to successfully complete integration.
1. *Tolerate ambiguity and be patient.* Resolution of problems or dilemmas that result from change are not always quick or clean.
 2. *Be pliable.* All parties involved in change must be flexible.
 3. *Be creative.* Creative thinking is critical when team members are attempting to integrate ideas
 4. *Be selective.* Synergistic team members are balanced in their persistence and their tolerance for ambiguity. Only work on ideas that are productive.
- 3) **Implementation:** The final phase of the synergistic process revolve around sound management practices of the human capacity to work as a team. Conner outlines four approaches that must be adopted.
1. *Strategize:* Plan action steps that are specific, measurable and goal oriented.
 2. *Monitor and reinforce:* Monitoring the progress of change is important. Reinforcement is equally important. Positive reinforcement for appropriate behavior, negative reinforcement for inappropriate behavior.
 3. *Remain team focused:* The group must remain sensitive to the needs of the individuals within the team, the team as a group, and the organization itself.
 4. *Update:* Action plans must be continually updated to account for and react to the ever changing variables of change.

Conner outlines three key principles in the synergy and change pattern. You can enhance resilience if you:

1. Recognize how important synergy is to the success of change.
2. Are willing (common goals and interdependence) and able (empowerment and participation) to join with others in efforts that produce a $1 + 1 > 2$ equation.
3. Can listen to, value, integrate with and apply perspectives different from your own.

Part V: The Nature of Resilience

Chapter 13: Unseen Mechanisms

Through his research, Conner has determined there is a definite pattern or rhythm of change. When people learn the rhythm, they can better mobilize their resources to increase their assimilation capacity and decrease the risk of future shock. Conner states that when people are preparing themselves for change, the key issues are “What will happen?” “When?” and “How will it affect me?”. Answering these questions decreases ambiguity, reduces anxiety, and restores a measure of control. Although there will still be discomfort associated with the change, being able to anticipate and understand the change can be regarded as a source of comfort. To be successful at implementing change, a leader must anticipate such things as:

- How and when people will react to change.
- How they will express their resistance.
- How much commitment is needed to succeed.
- How this level of commitment can be attained.
- How the family, organization or societal culture will influence the final outcome.

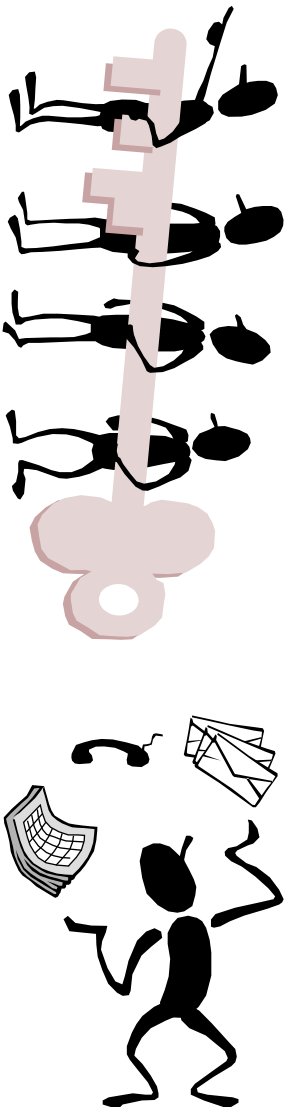
“An organization’s speed of change depends largely on how efficiently and effectively it advances through the stages of synergy” p. 200



“Life and its inevitable changes will still surprise you. The advantage of greater resilience is that you will no be so surprised that you are surprised and, therefore, you will be in a better position to recover more quickly and effectively.” p. 225

The Five Basic Characteristics of Resilience:

- POSITIVE
- FOCUSED
- FLEXIBLE
- ORGANIZED
- PROACTIVE



Part V: The Nature of Resilience – Continued

Chapter 14: Responding to the Crisis of Change

Conner states that resilient people have an elasticity that allows them to remain relatively calm in unpredictable environments. When resilient people face the ambiguity, anxiety, and loss of control that accompany major change, they tend to grow stronger from their experiences rather than feel depleted. Resilient people experience the same fear and apprehension as others when they engage in change, however, resilient people are able to maintain their productivity as well as physical and emotional stability. Conner found by observing how people respond to change that there are two types of people: *Danger–Orientated People (Type D)* and *Opportunity–Orientated People (Type O)*. These types of people are on opposite ends of a spectrum.

Conner uses five characteristics displayed by Type O people to demonstrate the basic characteristics of resilience. He states that resilient people are: *positive, focused, flexible, organized and proactive*. Conner also provides some basic character markers for each trait.

1. *Positive: Views life as challenging but opportunity filled*

- Interprets the world as multifaceted and overlapping
- Expects the future to be filled with constantly shifting variables
- Sees life as generally rewarding

2. *Focused: Clear vision of what is to be achieved*

- Maintains a strong vision that serves both as a source of purpose and as a guidance system to reestablish perspectives following significant change.

3. *Flexible: Pliable when responding to uncertainty*

- Believes change is a manageable process
- Has high tolerance for ambiguity
- Feels empowered during change

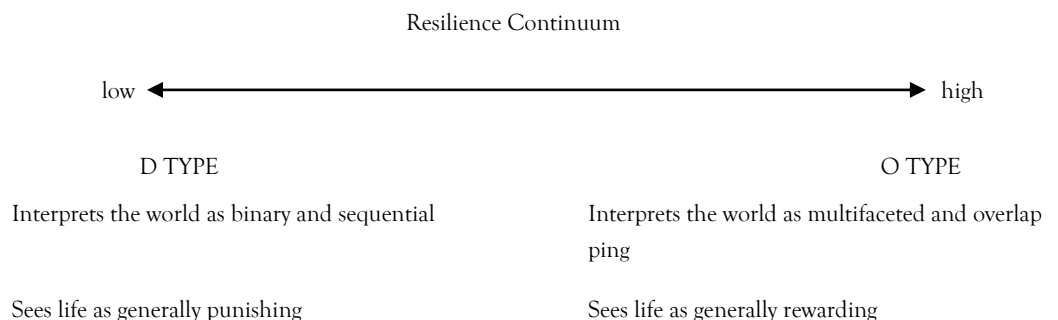
4. *Organized: Applies structures to help manage ambiguity*

- Identifies the underlying themes embedded in confusing situations
- Sets and, when necessary, renegotiates priorities during change
- Engages major action only after careful planning

5. *Proactive: Engages change instead of evading it*

- Determines when change is inevitable, necessary or advantageous
- Takes risks despite potentially negative consequences
- Responds to disruption by investing energy in problem solving and teamwork.

By using characteristics above, Conner presents a continuum which can be used to evaluate whether or not a person is Type D or Type O. He states that no person is purely Type O or Type D, but rather they slide between the two. For Example.



Part V: The Nature of Resilience – Continued

Chapter 15: Enhancing Resilience

Conner states that resilience can be enhanced in anyone by replicating what resilient people do. The four key elements with the challenge of learning how to be more resilient are:

1. Understanding the prevailing (but unseen) patterns of resilience
2. Respecting these patterns
3. Conserving assets
4. Liberating latent resources

Conner believes that anyone can gain a powerful advantage by learning patterns that influence ones life. The same holds true for change and resilience. This means developing a Type O approach to change and learning to recognize the five basic characteristics. Conner states that strengthening these five characteristics is an important first step to increasing resilience.

Conner provides four key points in managing the structure of change for a specific project. They are:

1. Determine the level of baseline resilience that exist among key people involved in the change
2. Identify which of the seven support patterns will provide the greatest leverage for the desired outcome
3. Recognize which of the principles from these support patterns can be most useful in reinforcing baseline resilience
4. Apply the correct resilience principle with the appropriate resilience characteristics to bolster the basic strength of and individual's or group's overall resilience pattern.

Part VI: Opportunities and Responsibilities

Chapter 16: The Ethical Ploy

Conner defines an ethical ploys as “circumstances that justify disguising ones ultimate intent when seeking to persuade others” p. 266 Ethical ploys demonstrate that sometimes it is better to use a persons existing frame of reference to help people develop a new perspective than to fight against them. Ethical ploys do not manipulate or force anyone, they simply address issues or information that would otherwise not be seen, understood, or considered relevant. When using an ethical ploy to enroll other people to your viewpoint:

- Be clear about what you want to accomplish
- Identify what the people you are trying to influence want to achieve
- Promise to provide some aspect of what they want
- Fulfill this obligation exactly as promised
- Expose them to a new perspective

Conner states “Whether for ourselves, our families and friends, or our companies, our church, our local community, our country, or the whole planet, successful change management represents more than opportunities. It also reflects a responsibility to apply what we know.

Conner ends the book by impressing that “We will pay for learning how the manage change at a speed that will accommodate the transformations that face us or we will pay for not doing so. Regardless, we will pay.”



“ The Structure of Change is a view of the human dynamics of organizational change that reflects the most influential mechanisms and their relationships to one another.”

p 254

“ ...Successful change management represents more than opportunities. It also reflects a responsibility to apply what we know.” p 275



Daryl Conner

About the Author

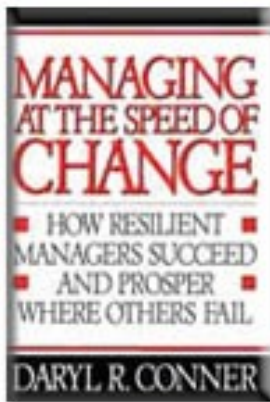
Daryl R. Conner is Chairman of Conner Partners, an Atlanta-based consulting firm that specializes in strategy execution. He is an internationally recognized leader in organizational change and serves as an adviser and mentor to senior executives around the globe. He founded ODR®, a training and consulting firm specializing in large-scale organizational change, in 1974. In 2004, he relaunched the company as Conner Partners, incorporating ODR's tools and methodologies into a larger strategy execution framework called Execution Engineering.

In more than 30 years of practice, Daryl has worked with many of the most successful organizations in the world, including Fortune 500 companies, government agencies, and nonprofit institutions, to help them achieve the full intent of their most urgent and critically important initiatives. A dynamic public speaker, he has addressed thousands of executives in corporate settings, national conferences, and public programs.

His work is built on a strong foundation of research, extensive consulting experience, a master's degree in psychology, and a deep spiritual focus. He has authored two books: *Managing at the Speed of Change* (Random House, 1993) and *Leading at the Edge of Chaos* (John Wiley & Sons, 1998), and more than 250 publications, including journal and magazine articles, monographs, book chapters, and videos.

Daryl is married and makes his home in Atlanta, where he spends time with his children and grandchildren.

Source: http://www.connerpartners.com/bio_conner.html



Executive Book Summary

For: Dr. Keith Walker (ADADM 834)

By: Craig Vanthuyne

Managing at the speed of change is a practical book that can be applied to any facet of organizational or personal change. Conner outlines his research findings in a clear and understandable manner and provides ample examples to demonstrate the significance and applicability of his findings. One can use Conner's research to reflectively understand change that has occurred or to predict the effects of change. By applying Conner's principles and ideas, a better understanding of how change affects individuals, how individuals will react to change, why people resist change and how to lessen the negative effects of change can be gained.

