

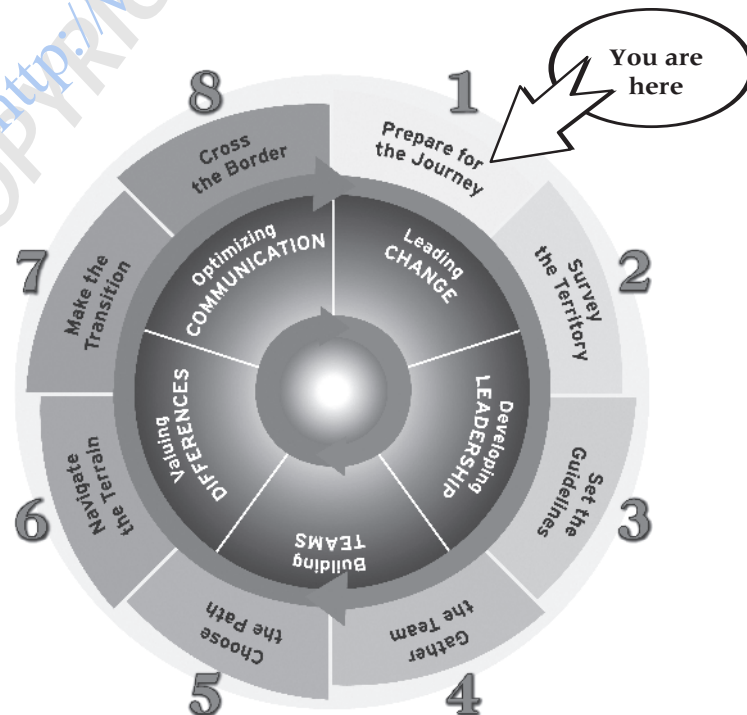
Prepare for the Journey

STAGE

1

Learning Outcomes

1. Identify the characteristics of the key characters.
2. Review the eight stages of the Journey to Newland.
3. Explain the meaning of key terms used in Journey to Newland.
4. Describe the the Big 5 core capabilities for transformational change.



INTRODUCTION

This lesson introduces us to *Journey to Newland: A Road Map for Transformational Change*. The story will help us to learn a non-threatening and tried-and-tested process for leading successful transformational change in any context, whether it is at home, in a social or workplace group, or in an organization. Journey to Newland will help us to recognize what we can do to make a successful transformational change and avoid common pitfalls.

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INDIVIDUAL ACTIVITY

As you watch the movie, take particular note of how Eagle brought the animals to Newland. In particular, consider the actions of the animal you have been allocated:

Your animal: _____

What does your animal choose to do?

What does your animal choose not to do?

How does your animal respond to change?

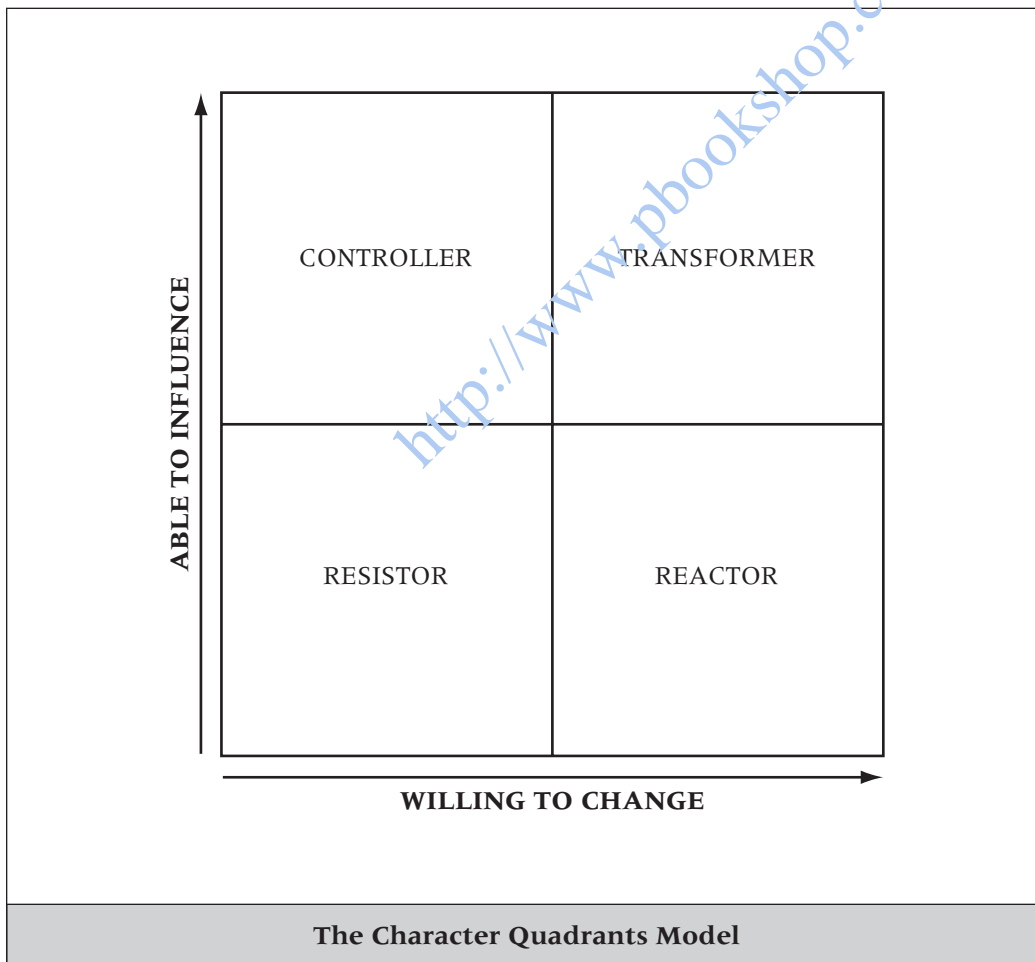


Learning Outcome 1: Identify the characteristics of the key characters.



The first step of being in control is to realize you are not in control.
—Bill Poole

THE CHARACTER QUADRANTS MODEL



Developed by Bill Poole with Ed Gash

A useful way to begin to understand the characters in the story is to ask yourself two key questions about them:

- To what extent was this character *able to influence* others?
- To what extent was this character *willing to change*?

The Character Quadrants Model captures these two perspectives and gives us a tool to use to help us understand the behavior of people who are in a change situation.

The Transformer: Transformers influence others by leading change. They are willing and able to transform themselves while influencing others to transform.

The Reactor: Reactors are “good followers” who are open to change and can be influenced by those in each of the other quadrants. They are more dependent on others initiating change. Their enthusiasm for change can range from being strongly positive to being negative.

The Controller: Controllers may have positional or personal influence but are less willing to change and are more concerned with image and territorial control than with transformational change.

The Resistor: Resistors are unwilling to transform themselves or others. They are openly skeptical and are willing to fight any change that requires moving out of the comfort zone.



INDIVIDUAL ACTIVITY

Take a moment to apply the Character Quadrants Model to yourself and your context.

Where do you think *you* fit in this model?

Which tendencies of the Coalition members do you think you have?

Which tendencies of the Resisters do you think you have?

Where do you think *your colleagues* fit in this model?



TEAM ACTIVITY: CHARACTER TYPES

Following is a list of each of the animals from Journey to Newland:

Ant	Eagle
Bear	Hyena
Beaver	Lion
Bee	Owl
Chameleon	Rabbit
Cheetah	Snake
Dolphin	Wolf

In your teams:

- Discuss where you would place each one within the model
- Capture your reasons for your choices.

Transformer:

Reactor:

Resistor:

Controller:

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Learning Outcome 2: Review the eight stages of the Journey to Newland.

The story of the Journey to Newland takes us through the adventures of the animals that lived in Oldland and shares with us the path that they took to reach Newland. But the animals did not just take any path. Eagle, with Owl's wise counsel, took them through an eight-step process that allowed them to reach Newland as quickly as possible.

The table below briefly summarizes each stage and describes its relevant location on the Journey to Newland map.

The stage	Brief explanation of this stage
1. Prepare for the Journey	<p>This is the start-up of the journey to Newland where you make your initial preparations. You need to:</p> <ul style="list-style-type: none"> • Get to know your fellow travellers • Learn the language of “Journey to Newland” • Collect the tools and skills needed for the journey • Review and update the map to plan the best route for the journey <p><i>This stage begins in Oldland.</i></p>
2. Survey the Territory	<p>This important stage is where you map your context. You need to:</p> <ul style="list-style-type: none"> • Identify your position on the map • Clarify the meaning and the consequences of change • Look for available possibilities and opportunities, Decide the general direction you want to go and not go. <p><i>The leader finds a high spot in Oldland from which he or she can see the big picture.</i></p>
3. Set the Guidelines	<p>Now that you know the general direction of your journey, you need to:</p> <ul style="list-style-type: none"> • Structure guidelines for behavior both on the journey and in Newland <p><i>The leader begins to move, traveling through Comfort Valley.</i></p>

The stage	Brief explanation of this stage
4. Gather the Team	<p>This crucial stage is where you:</p> <ul style="list-style-type: none"> • Review your options • Choose a coalition team to help you lead change • Establish trust to ensure a successful journey. <p><i>The leader gathers the coalition team close to Leverage Lake.</i></p>
5. Choose the Path	<p>Now you and your team perform a number of important tasks:</p> <ul style="list-style-type: none"> • Clarify the vision of Newland • Choose the strategy • Determine the course into Newland <p><i>At this point everyone is allocated authority, accountability, and responsibility. Before you and the coalition team tackle the pass through Timing Ridge, you debate which path to choose.</i></p>
6. Navigate the Terrain	<p>Once all of these important preparatory stages are behind you, you need to:</p> <ul style="list-style-type: none"> • Lead your team as you navigate toward Newland • Use all your skills to deal with uncertainty and resistance • Keep the team on track • Identify and overcome all obstacles, using timing, leverage, and capacity <p><i>Now you are deep into the journey, navigating through Timing Ridge on your way to Transition Valley.</i></p>

The stage	Brief explanation of this stage
7. Make the Transition	<p>As you stand on the brink of Newland, it is all too easy to drop your guard. It is critical that you:</p> <ul style="list-style-type: none">• Maintain the momentum• Confront any obstacles you encounter• Celebrate the milestones you have achieved• Sustain momentum <p><i>You and your team has traversed Transition Valley and stand poised at the edge, waiting to move on.</i></p>
8. Cross the Border	<p>You have finally reached Newland. Your tasks now shift from leading the journey to performing the following tasks:</p> <ul style="list-style-type: none">• Embed the new culture in your organization• Find and develop new pioneers to keep focused on transformation <p><i>This is where you and your team cross into Newland.</i></p>

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DISCUSSION

Can you relate any of your experiences with change initiatives to these stages?

How do your experiences match up with these stages?

How do they differ?

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TIME TO THINK

We have all experienced working through *some* of the eight stages as part of a change initiative. However, successful transformational change demands that you move through *all* of the stages. As you complete each stage, consider these questions:

- Did we complete this stage in its entirety?
- Are there tasks that we left undone?
- How can we best go back and fill these gaps?
- How can I best plan this stage from scratch?

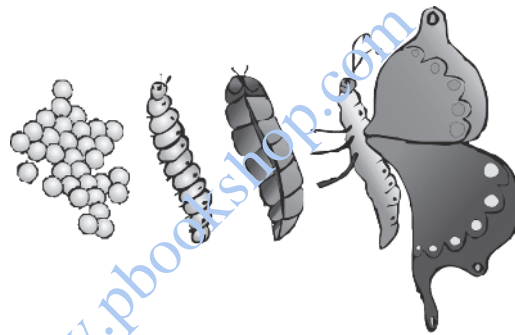


Learning Outcome 3: Explain the meaning of key terms used in *Journey to Newland*.

KEY TERMS

Transformational Change

Transformational change is a *complete change* usually into something with an *improved appearance or usefulness* and requires *transformers* and a *complete transformation*.



Trim Tab

A trim tab is a relatively small issue, action, or event that might seem unimportant but that has the potential to make a significant impact on your context.

Leadership

Leadership means turning *Intention* into *Reality* (Warren Bennis, 1989).

Circles of Influence

Circles of Influence represent your potential to influence another group or circle of people.





INDIVIDUAL ACTIVITY

On a piece of paper, capture your circles of influence at work. Consider the different circles you work within, for example:

- A management circle
- A team circle
- Project circles
- Volunteer circles
- Social circles
- Customer support groups

Write down a brief description of the circles that you influence. Then write down the number of people that you influence in each circle.

DISCUSSION

Choose one of the circles you described and trace the ripple effect as far as you are able. Consider these questions:

- What do you think are the implications of these ripples?
- Are there any overlapping circles?
- Do you think that overlapping circles are advantageous? Why?



Learning Outcome 4: Describe the Big 5 core capabilities for transformational change.

1. Leading *Change*
2. Developing *Leadership*
3. Building *Teams*
4. Valuing *Differences*
5. Optimizing *Communication*

1. LEADING CHANGE

Leading change means actively using your *influence* to help move your organization along its change initiative.

Leading change requires an “opportunity and possibility” mindset, rather than a “security or solution” mindset. Looking for security prevents you from seeing the opportunities and possibilities in your context.

The best way to lead change is to *pull* your team and/or organization toward change, as opposed to *pushing* it.



DISCUSSION

Think about experiences that you have had when you have been pushed toward change. Perhaps your spouse or partner or a friend decided to take a particular action that affected you and you were *pushed*—rather than pulled—toward it. Or perhaps a change was pushed onto your team at work.

- How did you feel?
- Would you have felt differently if you had been *pulled* toward that change? How would you have felt?

2. DEVELOPING LEADERSHIP

Developing leadership means identifying people in your context who have leadership potential. It means developing them personally and giving them the tools to help them perform in a leadership role. Again, the desired result in this process is to move from being **a leader of followers to a leader of leaders**.

3. BUILDING TEAMS

Effective transformational change requires building effective leadership teams.

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TEAM ACTIVITY



The best teams are built with the right people in the right seats, all pulling together as they perform tasks to achieve a vision or purpose.

—Jim Collins, *Good to Great*, 2001

In your teams, focus on one phrase from the quote on this page. Your task is to tease out the implications of your phrase for building the right team for effective transformational change. Record your thoughts below and be prepared to share them with the entire group.

4. VALUING DIFFERENCES

When you value differences, you are making an effort to see how diversity can add value to your context.



TIME TO THINK

- What do you think we mean by differences? What would fall under the heading of differences?
- What is significant about the phrase *valuing* differences as opposed to *accepting* differences?
- What does it mean to value differences?

- How important was *valuing differences* in the story?
- What is the importance of valuing differences rather than just “learning to get along”?
- Why do you think that valuing differences is the key to lasting change?
- How can valuing differences impact change?

5. OPTIMIZING COMMUNICATION

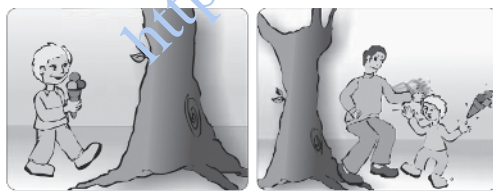
One of the critical goals of transformational change is to use communication to collect *correct* and *complete* information so that you can make the best decisions.

There are three important skills that help to achieve this goal:

- Suspending and challenging assumptions
- Active listening
- Dialogue

Suspending and Challenging Assumptions

Most of us make assumptions by looking at **snapshots** of the world around us. In other words, we catch *glimpses* of events and base our thinking on those glimpses. We naturally jump to conclusions based on these snapshots. Instead of relying on snapshots, we must try to fill perception gaps by seeing the full **movie** version. A movie fills in the frames between individual shots to give a *full picture* of reality. Suspending assumptions is a major **trim tab** for transformational change.





DISCUSSION

- In the movie, what assumptions, or snapshots, did the inhabitants of Oldland make that controlled their behavior? How could Eagle see the full picture from above and miss the significance of their assumptions?
- What experience have you had of assumptions drawn from snapshots?
- How do you think that suspending assumptions can help you with your transformational change initiative?

Active Listening

Active listening is the key to deep understanding. It is another **trim tab** for transformational change.

There are five levels of active listening:

Level	Brief description
Level 1: Reassure	<p>Use any short word or phrase that shows you are open to listening. <i>Really? Tell me more.</i></p> <p>Note: Use this level sparingly. It is ideal for beginner active listeners</p>
Level 2: Repeat	<p>Repeat a key word or phrase from the other person that encourages him or her to carry on. <i>I've been waiting for this position to open up for years and I finally got it.</i></p> <p>Repeat: <i>You've waited for years . . .</i></p> <p>Note: Use this level while you learn active listening.</p>
Level 3: Rephrase	<p>Paraphrase in your own words what you heard the other person say. John Powell explains this best: <i>"I can never tell you what you said, but only what I heard. I will have to rephrase what you said, check it out with you to make sure what left your mind and heart arrived in my mind and heart without distortion."</i></p> <p>(John Powell, <i>Why Am I Afraid to Tell You Who I Am?</i>)</p> <p>Note: This is the best level to operate at. It achieves the best results. Rephrasing is an effective tool for obtaining <i>correct</i> and <i>complete</i> information.</p>

Level	Brief description
Level 4: Reflect	<p>Use reflection to demonstrate your understanding. Robert Bolton explains this critical skill as follows: <i>"[Reflection is] when the listener restates the feelings and/or content of what the speaker has communicated and does so in a way that demonstrates understanding and acceptance."</i></p> <p>(Robert Bolton, <i>People Skills</i>)</p> <p>This is why reflecting builds mutual respect and trust.</p> <p>Note: This level shows the speaker that you have truly understood where he or she is coming from. The quicker you can get to this level, the better.</p>
Level 5: Review	<p>When a person has shared much content or used much emotion, you review the main points to see whether you heard the important essence of the information. <i>I've been waiting for this position to open up for years and I finally got it.</i></p> <p>Repeat: <i>You've waited for years . . .</i></p> <p><i>Yes, I got an increase, my working hours are more flexible, and I get car expenses. It's taken a while to get this job, but I'm glad I waited.</i></p> <p>Review: <i>Sounds like you got the perfect job for your situation.</i></p> <p>Note: This is a difficult level to reach and maintain, but it is an ideal to strive for.</p>



NOTES

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Dialogue

Dialogue means “thinking out loud together.” It is a two-way sharing of ideas whereby participants suspend their assumptions and table diverse viewpoints. Dialogue is always open-ended. The intention of dialogue is not to come to an immediate decision, but to allow for an open exchange of ideas prior to making a decision. This is another important **trim tab** for transformational change.

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DISCUSSION

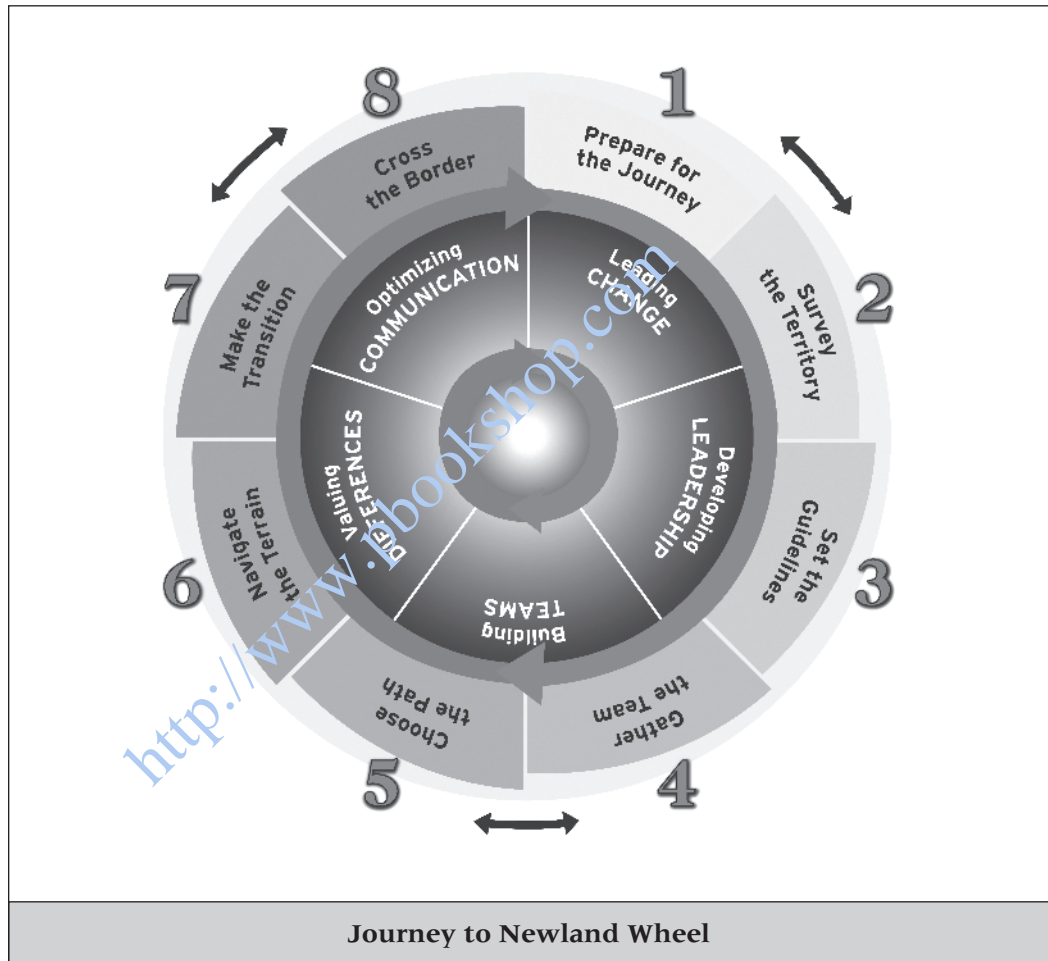
What role did Dialogue play in the story?

How do you think that dialogue can help you with your transformational change initiative?

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CONSOLIDATION

The Journey to Newland wheel below maps the content of this workshop and shows the relationship between the eight stages and the Big 5 core capabilities for transformational change.



REFLECTION ACTIVITY

Your assigned character: _____

How did this character practice (or not) each of the Big 5?

- Leading *Change*
- Developing *Leadership*
- Building *Teams*
- Valuing *Differences*
- Optimizing *Communication*