



Cape Cod Human Resources Association

HR NEWS

Cape Cod Human Resources Association P.O. Box 665, Hyannis, MA 02601

March 2009

www.cchraonline.com

Meeting Review

Effective Organizational Change Peggy Holtman

“With the end of Endurance, Shackleton saw his dream of crossing the Atlantic Continent die as well. And he faced more than failure: Shackleton was not expected by the world to reappear until February 1916, and his chances of rescue were nonexistent.

In this wrenching moment of personal challenge, however, Shackleton was able to shift quickly his long-term goal from the crossing of the continent to bringing every man back alive. Refocusing his efforts, he wrote, ‘A man must shape himself to a new mark, directly the old one goes to ground.’ With no prospect of rescue, facing an unknown future with little chance of survival, he turned to his crew and simply said: ‘So now we’ll go home.’ Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton’s Antarctic Expedition.

Ms. Peggy Holtman, who co-authored the above book, spoke about the critical components of change and organizational transformation, the human side of change and communication strategies, and how to leverage conflict and master resistance.

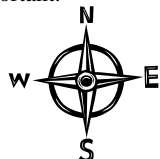
One of the critical components of change is building and communicating the business case. Ms. Holtman states: “If your managers can’t answer these questions you’re doomed.” They are: What is the reason for the change, what is the vision of the future, what is the plan for getting there, do you believe the change is achievable and do you have clear expectations? There are 3 top things you want to have in place when communicating the business case: shared vision, clear priorities, and role clarity.

People must be told what they are accountable for and managers should provide the incentives, resources and action plan to get it done.

In managing change there are four important competencies and skills. They are: decision making, conflict resolution, communication, and comfort with ambiguity. We can observe this in Shackleton’s story. In 1914, 27 men out of the 5,000 who applied went to Antarctica to conduct scientific experiments. Six weeks after their departure their boat, Endurance, got stuck in ice and eventually sunk. Through Shackleton’s leadership and the determination of the crew all returned safely in good mental and physical shape. According to Ms. Holtman, Shackleton cared about his crew and showed compassion. He was a master at resolving conflict and boosting morale. He took risks but he kept the team together.

During times of change Ms. Holtman emphasized the importance of communicating with stakeholders. Stakeholders are those who are either, targets, sponsors or those who will profit from the change. Identify the stakeholders, their roles, what resources they have, what are the key messages to them, what form of communication will be used, and what are the time frames.

Ms. Holtman tells us to anticipate potential obstacles during change. One tool she recommends is the Force Field Analysis which helps prioritize obstacles allowing us to place our efforts on what is most important.



CALENDAR OF EVENTS

This Season’s Speaker Series

Building A Strong Workforce

March 26, 2009, 7:30 am

Enhancing Employee Communication

Charlotte Kells, Kells Associates

To be most effective in their role, HR Managers need to be the “eyes, the ears, and the voice of the employees.” Clearly, they are the catalyst to enhance communication throughout the organization. This presentation will address the importance of the HR Manager’s role as the communication catalyst. We will discuss what is most important to communicate, and brainstorm creative ways how best to make that happen!

Charlotte L. Kells is owner and president of Kells Associates, an organizational effectiveness consulting firm in Kingston, MA; specializing in organizational development, leadership coaching, human resource consulting; group facilitation, mediation, and custom training. Charlotte holds Masters Degrees in both Education and Business from the University of Michigan and Lesley College.

Holiday Inn, Route 132 Hyannis

Meeting Review, Cont.

To effectively manage conflict Ms. Holtman has used the Thomas-Kilman Conflict Mode Instrument. She defines conflict as “any time your desires/wants differ from another person.” By answering 30 questions you can determine your most often used conflict style from the five Modes. These include Competing Skills, Accommodating Skills, Avoiding Skills, Collaborating Skills, and Compromising Skills.

William Bridges states “Change is the easy part – it’s the transition that will kill you.” In change there is a current state from which we are transitioning to a desired or new state. Therefore in the beginning we must let go of the past while respecting it and building on it. During the middle, or transition, we must live in the present state of ambiguity and often chaos. This is when we may experience fear and should ask ourselves and others “What are you afraid of losing?” The beginning is building a new future. This is when people catch on and things take root.

“Acutely aware of his responsibilities as the leader, Shackleton let go of his original plan, shifted his focus, and devoted himself completely to this new mission. By the intensity of his conviction and the force of his will, he instilled in others the deep belief that they would achieve their new goal: returning safely, without loss of life.”

Before moving forward in the process of change, check to make sure the reason for making the change is clear, that the business case is clear and that there is a compelling reason for individuals to change. Communicate this clearly and often. Celebrate small wins and incremental change. Shackleton was able to envision the change by articulating a compelling vision, setting high expectations and modeling consistent behavior. He energized his crew by demonstrating personal excitement, expressing personal confidence and seeking, finding and using support. He also enabled his crew by expressing personal support, empathizing and expressing confidence in people.

For example he shared his personal library with his crew, he thanked them for their hard work, and had many celebrations. He never asked his men to do anything he wouldn’t do himself. He left all his own belongings when Endurance sank and he threw away his prized belongings including gold coins and a gold lighter.

We thank Peggy Holtman, of Margaret P. Holtman & Associates LLP, for sharing her research and expertise.

Membership

Dues are \$60/\$165. For more information contact Laura Johnson, Membership Chair at ljohnson_ma@hotmail.com or 508-385-3009.

Scholarships Available

Apply at www.cchraonline.com

Resources

Book of the Month

Fish! A Remarkable Way to Boost Morale & Improve Results.
Stephen C. Lundin et.al.

Up-Coming Events

2009 SHRM Staffing Management Conference. April 18-30. Las Vegas
www.shrm.org

SHRM Annual Conference
June 28-July 1. New Orleans
www.shrm.org

Women’s Business Exchange
April 3: Your Credit, Your Business, Your Life: How to Improve Your Scores for Success
www.communitybank.com

Cape Cod Chamber of Commerce
April 3: Webinar. Issues Around Hiring Guest Workers and Student Workers Under the J1 Program.
Ecapechamber.com

Cape Cod Young Professionals
April 14: Financial Well Being
April 23: Nighttime Networking at Colombos
www.capecodyoungprofessionals.org

MEMBER SPOTLIGHT

Kristina (Healey) Ierardi was born in Framingham, MA. Prior to moving to Bourne in 1998, she lived in Nanuet, New York; New Canaan, Connecticut; Needham, Massachusetts; Boston, and on the South Shore.

Kristina began working in higher education, at Babson College, while she was still in high school. She has over 20 years of experience in higher education in athletics, alumni relations, wellness education, admissions, academic advising, student activities, community relations, and career services. She graduated *magna cum laude* from Framingham State College with a Bachelor of Arts degree in psychology. She earned a Master of Arts degree in Higher Education Administration and Student Personnel at Boston College. She is an internationally certified Global Career Development Facilitator and a Qualified Administrator of the Myers-Briggs Type Indicator (MBTI). She has worked at Cape Cod Community College for over a decade and is currently the Coordinator of Career Planning and Placement. She also teaches as an adjunct instructor and serves as the College’s Rotaract Club Advisor. She is an active member of the Hyannis Rotary and a Board Member of the Cape Cod Human Resources Association.

Kristina and her husband, Chris, just celebrated their tenth wedding anniversary. Chris is a graduate of UMass Amherst and is employed as the Property Manager at A.D. Makepeace in Wareham. They have a five-year-old son, Eric.

In her spare time Kristina is a member of the Mothers of Bourne (a.k.a. the “MOB”), competed in the Falmouth Road Race as a member of the Children’s Hospital Miles for Miracles team, and is a budding writer. Her first article was recently published in the Maine and New Hampshire Employment Times.