

Managing Change: Going from Existing to Excelling[©]

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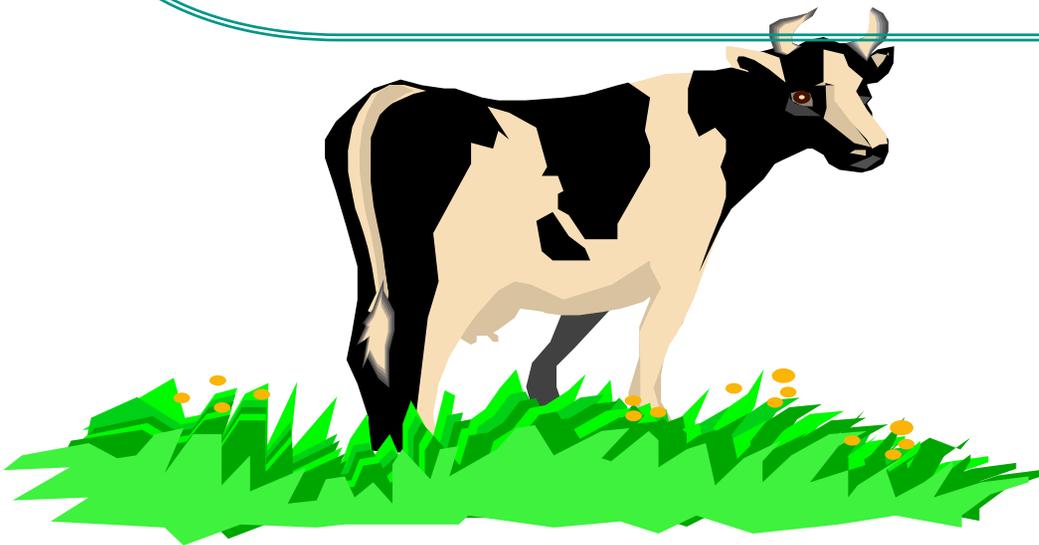
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HAPPINESS
IS WHEN YOU
WAKE UP AND
YOU SEE YOUR
BOSS'S PICTURE
ON THE
MILK CARTON

*“We loved to work
cattle so much, we’d
just be sittin’ around
cryin’ for daylight to
come.”*



**- Will King
Itinerant Cowhand
1903-1985**

CHANGE

is like death

Denial

Shock

Disbelief

Anger

Bargaining

Depression

Acceptance



CHANGE 2

50 Reasons Not To Change

It's too ambitious.

They won't fund it.

It's not our problem.

No es mi problema.

That's someone else's responsibility.

It's too expensive.

We don't have the staff.

It's against tradition.

I'm not sure my boss would like it

We'll catch flak for that.

It won't work in this department.

It's contrary to policy

We're doing OK as it is.

I retire in 4 years!!!

I'm all for it, but ...

What's in it for me?

It's not my job.

This is just a fad.

Change doesn't do any good

Maybe. Maybe not.

We've always done it this way

It will never fly upstairs.

They're too entrenched.

We don't have the equipment.

No one asked me.

We're waiting for guidance on that.

We're just re-inventing the wheel.

They don't really want to change.

We don't have consensus yet.

It's too complicated.

It can't be done.

Another department tried that.

It's impossible!

We can't take the chance.

There's too much red tape

We didn't budget for it.

It's too visionary

There's not enough time.

It needs committee study.

There's no clear mandate.

It is too political

I don't have the authority.

It will take too long.

It needs more thought.

We have too many layers.

We tried that before.

It's hopeless.

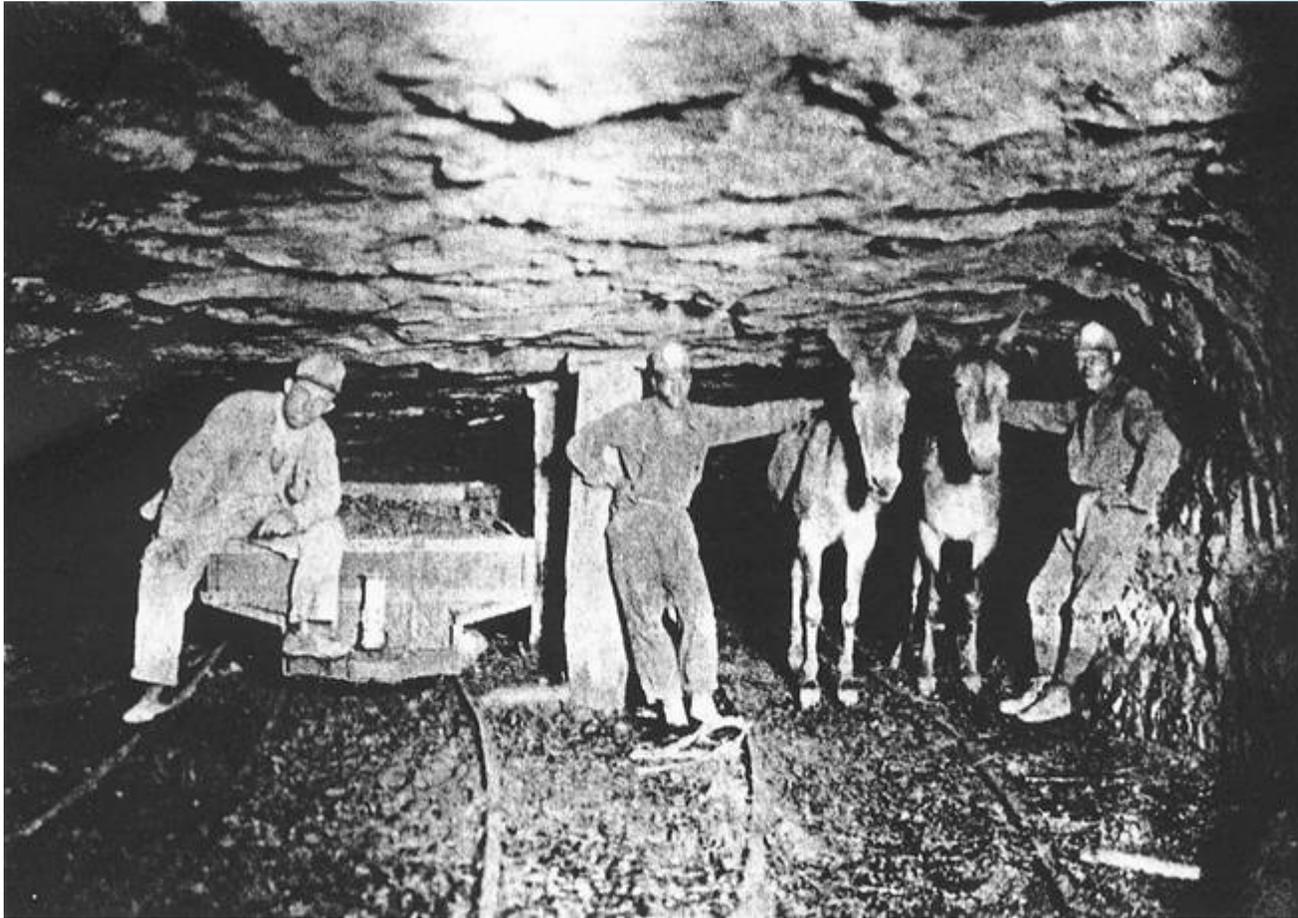
Who Opposes Change in OIG?

Change



Let us look to the past for an answer.

The Sacred Mules: Where Did They Go?



Clues to Finding Sacred Mules: 1

They are “more important” than “ordinary workers.”

Care and feeding is done by others.

Someone else cleans up their messes.

They are kept in the dark or they will “go crazy”.

They are so important they can hold you “hostage”.

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Clues to Finding Sacred Mules: 2

People who work around them work in fear.
They create a “stink” that others overlook or ignore.
People talk in whispers when discussing them.
If they harm people, it is ignored.
Their bad behavior is tolerated.

The Braying of the Sacred Mules: 1



The Braying of the Sacred Mules: 2

“Fear is the best motivator.”

“My way or the highway.”

“There is no such thing as harassment.”

“I Lie, Deny, Manipulate and Punish.”

“As long as our department succeeds I don't care what happens to the company.”

“I don't listen to crybabies.”

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The Braying of the Sacred Mules: 3

“Technology is not for me.”

“There is nothing new in the world.”

“As long as I am loyal, I will have a job.”

“I only work where I am comfortable.”

“Not Invented Here” is a good place to start.”

“All big jobs should be filled internally.”

“They don’t understand people like us.”

The Braying of the Sacred Mules: 4



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The True Cost of the Mules

They hurt morale, recruiting, retention and change.

It costs 2 to 3 times their salary to replace employees who leave because of mules.

Mules increase employee stress and healthcare costs.

Mules undermine employee goodwill toward leadership.

Mules lead to poor teambuilding and factions.

Mules undermine values, vision and mission.

Mules are an example of low EQ run amuck.

How do you corral mules so that change happens?



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LEADERSHIP!



SERGEANT PRESTON'S LAW OF THE YUKON:

**ONLY THE LEAD
DOG GETS A
CHANGE
OF SCENERY**



Sometimes You Are On TOP of Your Game



Sometimes NOT!!!!

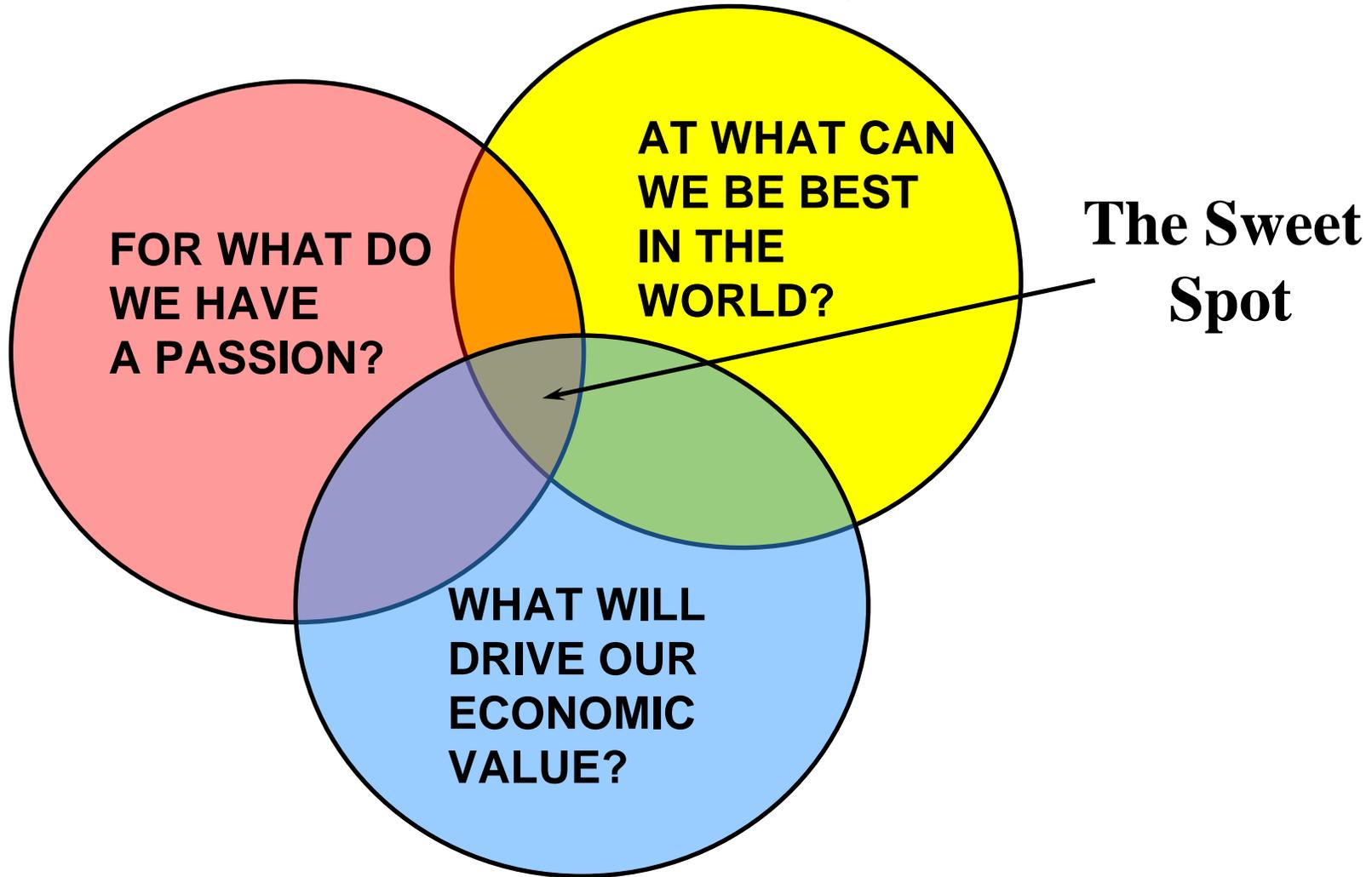
Don't explain
Don't complain
Don't apologize
Keep positive



“Oh, well. After this I will still have 8 lives!!”

GOOD TO GREAT

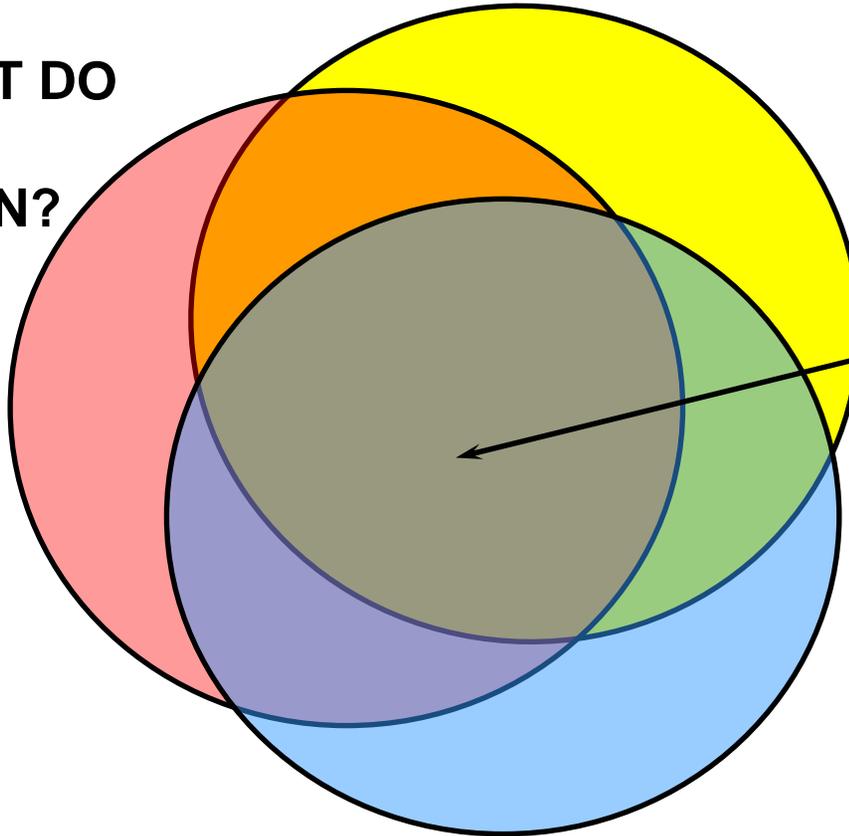
Jim Collins, PhD



GOOD TO GREAT COMPANIES

Jim Collins, PhD

FOR WHAT DO
WE HAVE
A PASSION?



AT WHAT CAN WE
BE BEST IN THE
WORLD?

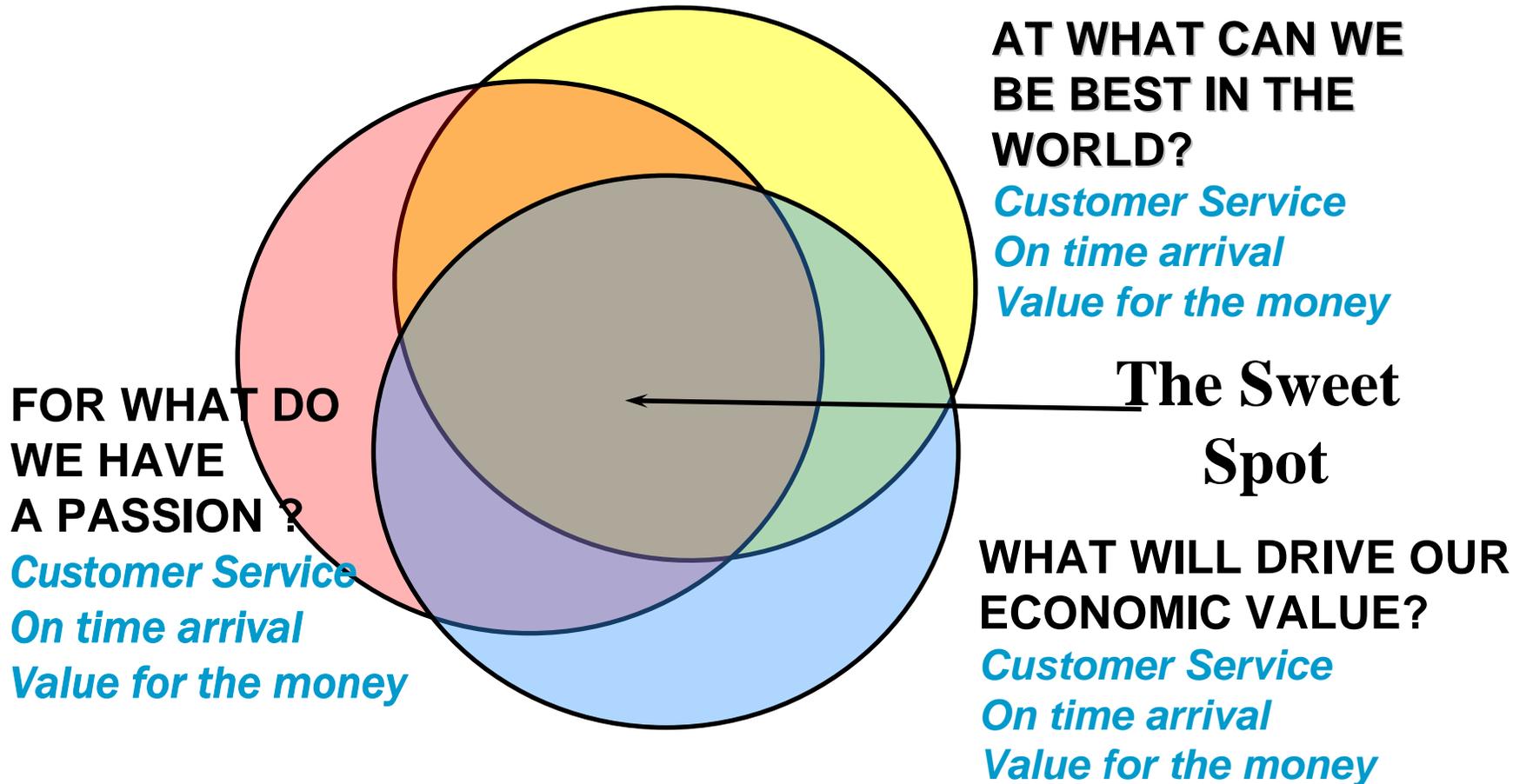
The **Large Sweet
Spot**

WHAT WILL
DRIVE OUR
ECONOMIC
VALUE?

Southwest Airlines

GOOD TO GREAT COMPANIES

Jim Collins, PhD

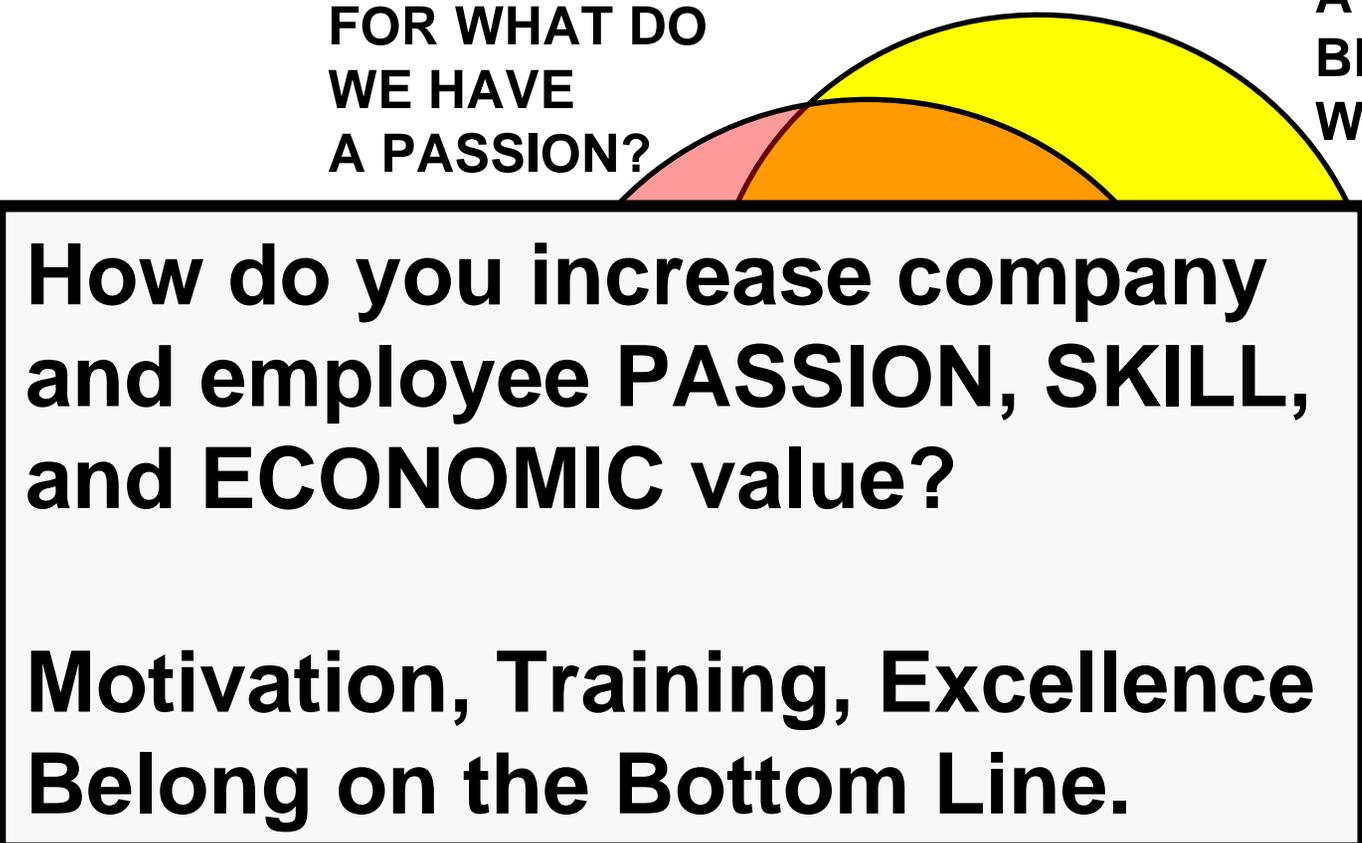


Southwest Airlines

Role of Leadership in Excellence

FOR WHAT DO
WE HAVE
A PASSION?

AT WHAT CAN WE
BE BEST IN THE
WORLD?



How do you increase company
and employee **PASSION, SKILL,**
and **ECONOMIC** value?

The Sweet
Spot

Motivation, Training, Excellence
Belong on the Bottom Line.

WHAT WILL
DRIVE OUR
ECONOMIC
VALUE?

Your Organization, Inc.

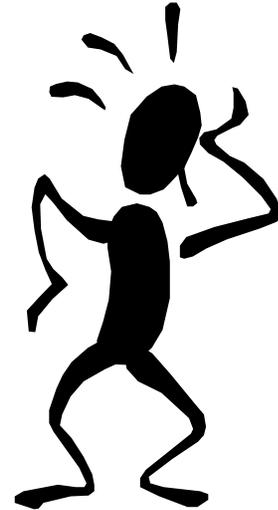
Welcome to the Revolution

Radical changes we are facing:

- ***Globalization***
- ***The explosion of technology***
- ***The dismantling of hierarchy***
- ***The rise of the knowledge-based economy***
- ***Increased customer focus/decreased resources***
- ***Increasingly diverse society***
- ***Universal access to information***

Picture of the Workforce

- *Angry and demoralized*
- *Frustrated and overworked*
- *Insecure and anxious*
- *Cautious*
- *Overly concerned with internal politics*
- *Feel misunderstood and lack loyalty*



Top 15% versus bottom 15%

(Senior managers as rated by coworkers)



The Best Leaders (Top 15%)

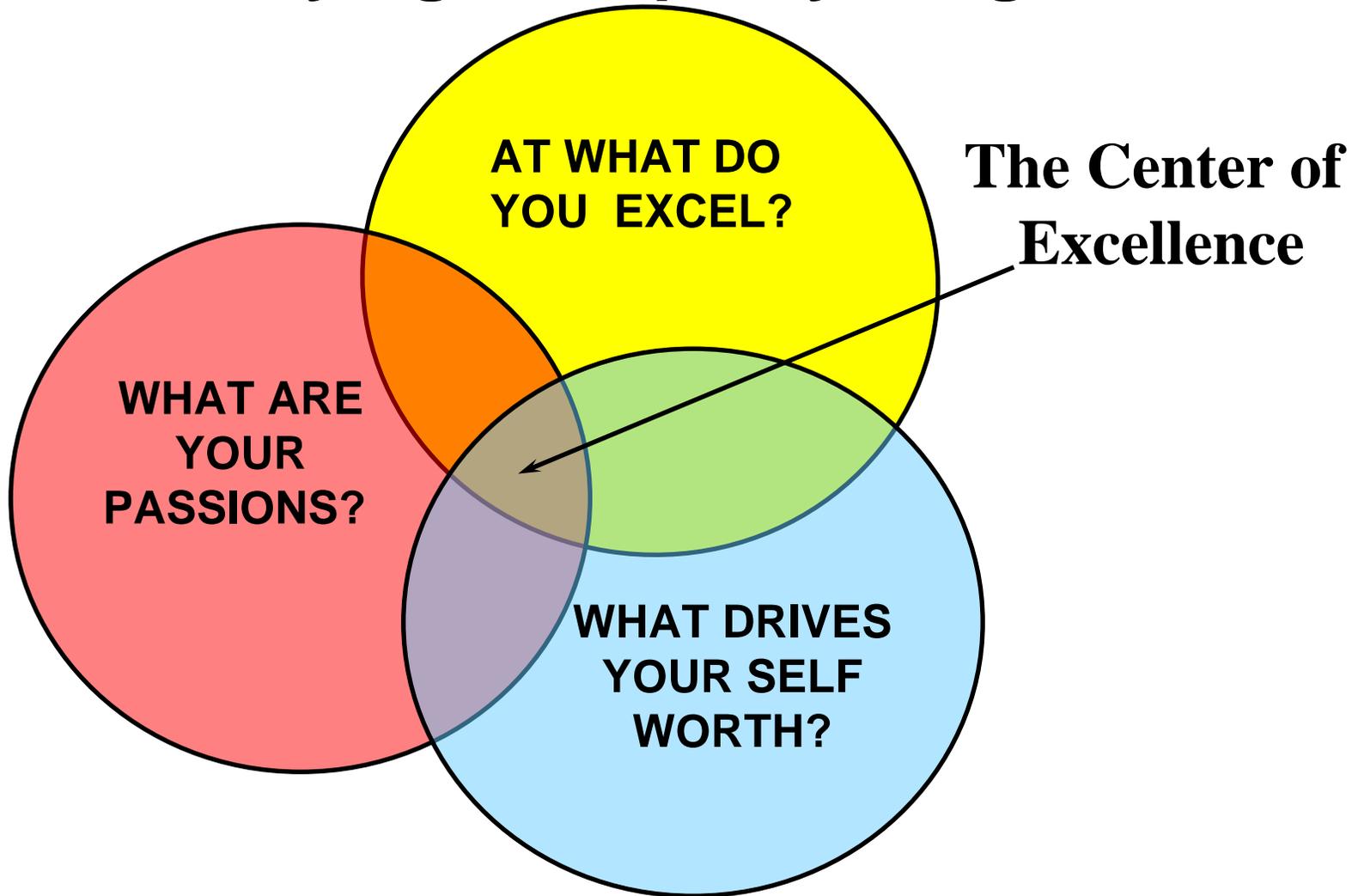
- *Emphasize building teams*
- *Empower their followers*
- *Over-emphasize communication*
- *Inspire with a positive style*
- *Have a bias for action*
- *Set high standards for excellence*
- *Are personally close to subordinates*
- *Coach and mentor subordinates*

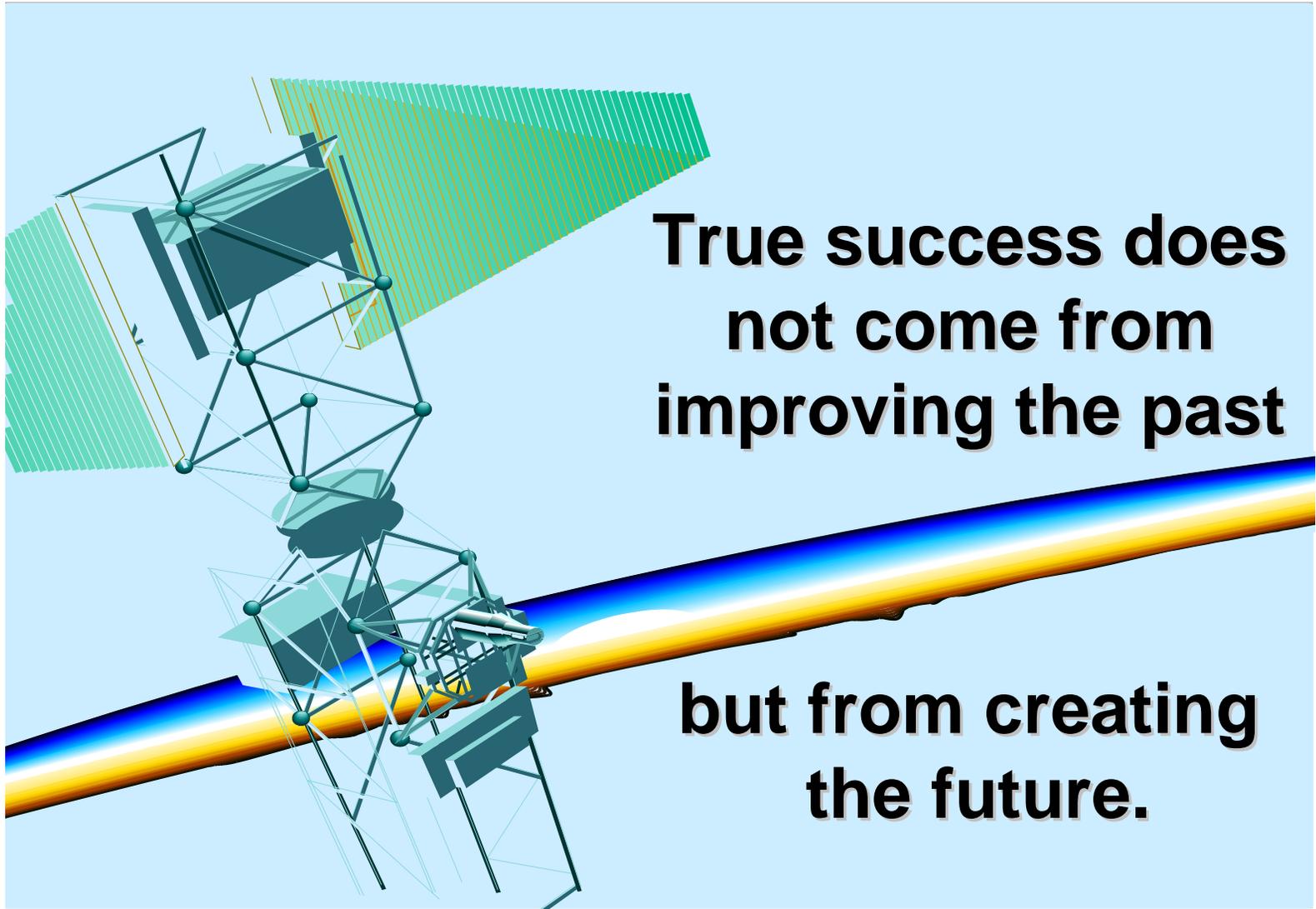
The Positive Leader...

- *Shares the vision*
- *Is a coach, not an autocrat*
- *Over-emphasizes communication*
- *Empowers others - Gives away control*
- *Builds an open culture - values input, diversity, and the free exchange of ideas*
- *Builds self esteem of others*
- *Solicits personal feedback*
- *Builds teams and cross-functional cooperation*

EXISTING TO EXCELLING

Staying on top of your game





**True success does
not come from
improving the past**

**but from creating
the future.**



**If you do what you
have always done,
you will get what you
have always gotten!!**

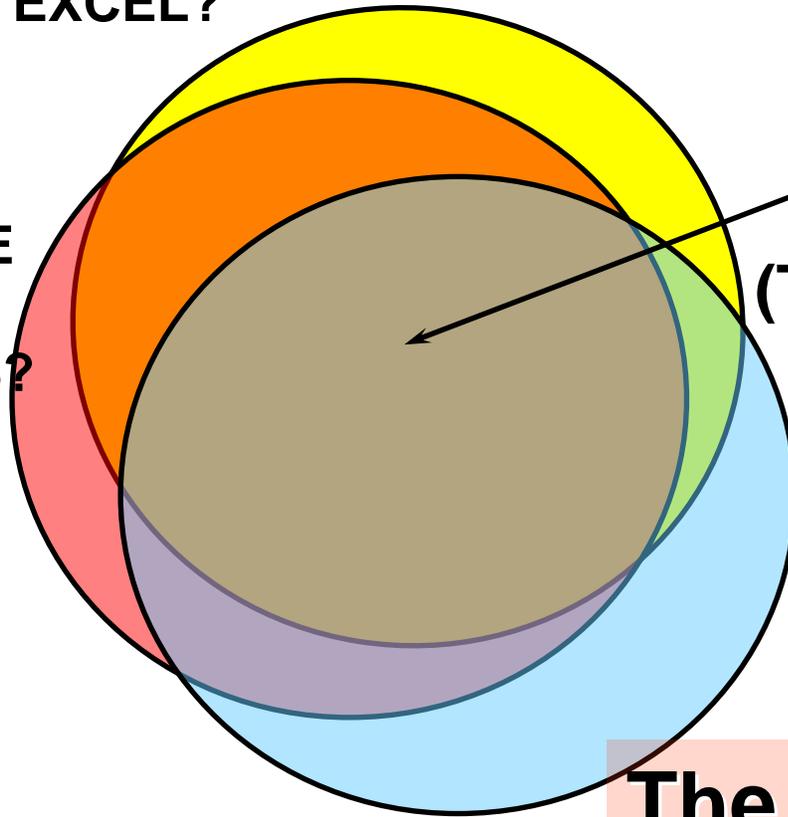
Change Something!

EXISTING TO EXCELLING

Living the Exceptional Life

AT WHAT CAN YOU EXCEL? Joseph L. Mancusi, PhD

WHAT ARE YOUR PASSIONS?



The Center of Excellence

(The Larger the Better)

WHAT DRIVES YOUR SELF WORTH?

The Excelling Person

EXISTING TO EXCELLING

Joseph L. Mancusi, PhD

AT WHAT CAN
YOU EXCEL?

The Center of
Excellence

WHAT DRIVES
YOUR SELF WORTH?

The greatest source of pain is to constantly do things that you know destroy your self worth.

WHAT ARE
YOUR
PASSIONS?

Honesty
Good Person
Helping Others
Caring for People

“Stock Manipulator”

The Greatest Sources of Pain:

Destructive relationships, habits, health behaviors

Thoughts from the past

Trying for perfection – Living for someone else

Unethical, illegal, out of control behavior

Not meeting obligations, potential

Doing things that KILL your passion

Comparing yourself to someone else

Trying to be what you were not meant to be

EXISTING TO EXCELLING

Joseph L. Mancusi, PhD

AT WHAT CAN
YOU EXCEL?

The Center of
Excellence

One of the greatest
sources of pain is to
be good at something
you hate doing – and
you keep doing it.

WHAT ARE
YOUR
PASSIONS?

WHAT DRIVES
YOUR
SELF WORTH?

Motivating People
Helping Others
Teaching

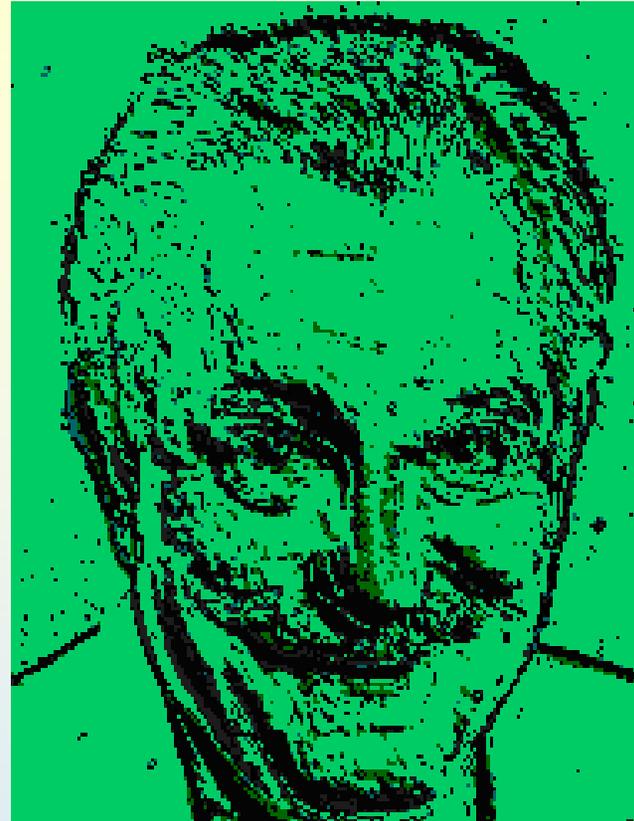
“Depressed
Accountant”

Typical Employee?



**I have so
much fun at
work I
could just
die.**

***“Things done
without Passion
are rarely worth
Doing at all.”***



**Dr. GoodWhale
Joseph L. Mancusi, PhD**

**If you cannot be
passionate about your
job: Sell shoes!!!**



Human Resources Director at Furniture Company:

**“We are the best maker of junk
furniture in the world.**

**No one can compete with us at
making junk furniture.**

**We are the best at making the
worst!!!!”**

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EXISTING TO EXCELLING

AT WHAT CAN
YOU EXCEL?

**Almost Anything
But Art!!!**

**The Center of
Excellence**

WHAT ARE
YOUR
PASSIONS?

**Another source of
pain is never to
realize the limits of
your ability – and
you keep trying.**

“Starving Artist”

WHAT DRIVES
YOUR
SELF WORTH?

Be Accountable in Your Life

When a ship misses the harbor

it is seldom the

harbor's fault.



EXISTING TO EXCELLING

Joseph L. Mancusi, PhD

AT WHAT CAN YOU
BE THE BEST?

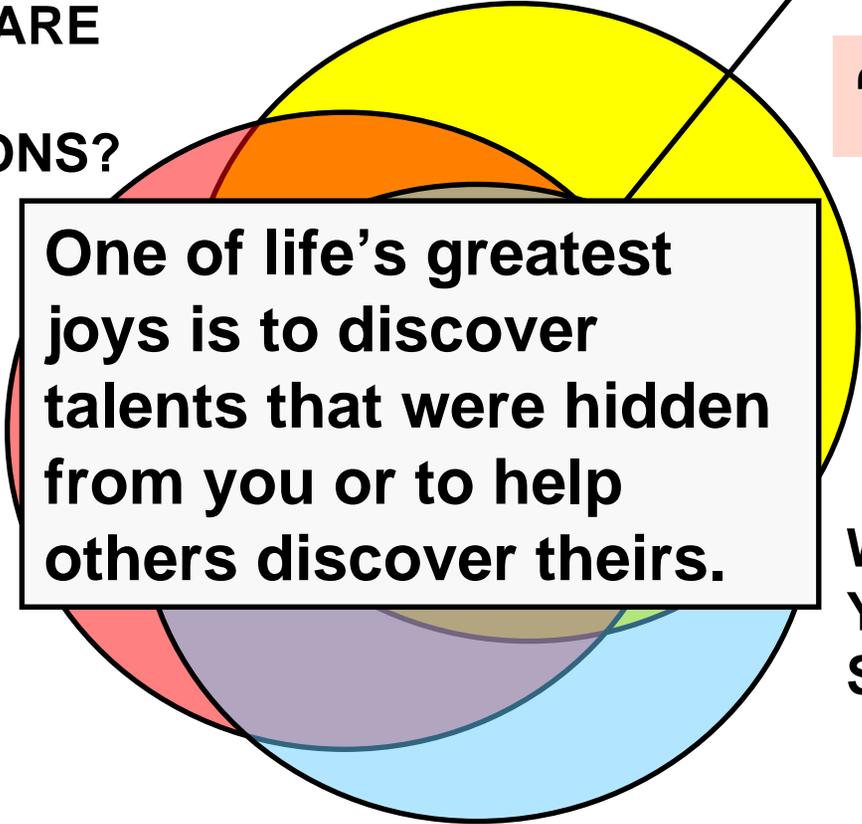
The Center of
Excellence

WHAT ARE
YOUR
PASSIONS?

“Happy Art Dealer”

One of life’s greatest
joys is to discover
talents that were hidden
from you or to help
others discover theirs.

WHAT DRIVES
YOUR
SELF WORTH?



Duke Coach Breaks NCAA Record Number of Wins



**I'm not excited because of the record,"
Kryzewski said. "I'm excited because
that's what I'm supposed to be.
If I wasn't, I shouldn't be coaching.
You'd be cheating the kids...
I'm as passionate and emotional
about what I'm doing now as
I've ever been." - R.G. Charlotte Observer 3/20/05**

**All Great Coaches,
Leaders, Mentors,
Parents, Teachers,
Managers:**



Teach and Reward Skills
Excite and Encourage Passions
Develop and Support Egos
Focus on The Bigger Picture
Lead with Vision and Values

The Ten Percent Solution

Spend 4 Hours Per Week

**Learn new job skill
Research an area
Train for higher position**

**Do Something about
which you are
passionate
Start a project**

**Work on altruism
Work with students
Get or be a mentor**

**Your Center of
Excellence**

**Spend Four Hours a Week
Learning Skill, Starting New
Project, Researching,
Teaching, Administrating,
Supervising, Writing,
Mentoring, Helping.**

Ask yourself, how are...

- ... My PHYSICAL Life ?
- ... My LOVE Life?
- ... My SPIRITUAL Life?
- ... My WORK Life?
- ... My MENTAL Life?
- ... My FAMILY Life?



***If these are not taken care of first,
then any journey could tax
YOU beyond repair.***

The LEADER must remain optimistic!



**Success is going from
failure to failure
without losing
enthusiasm.**

- Sir Winston Churchill

**OPTIMISM
WILL NOT
GUARANTEE
SUCCESS,
BUT
PESSIMISM
WILL ENSURE
FAILURE.**



PESSIMISTS



Pessimists will do or not do whatever it takes to prove themselves right.

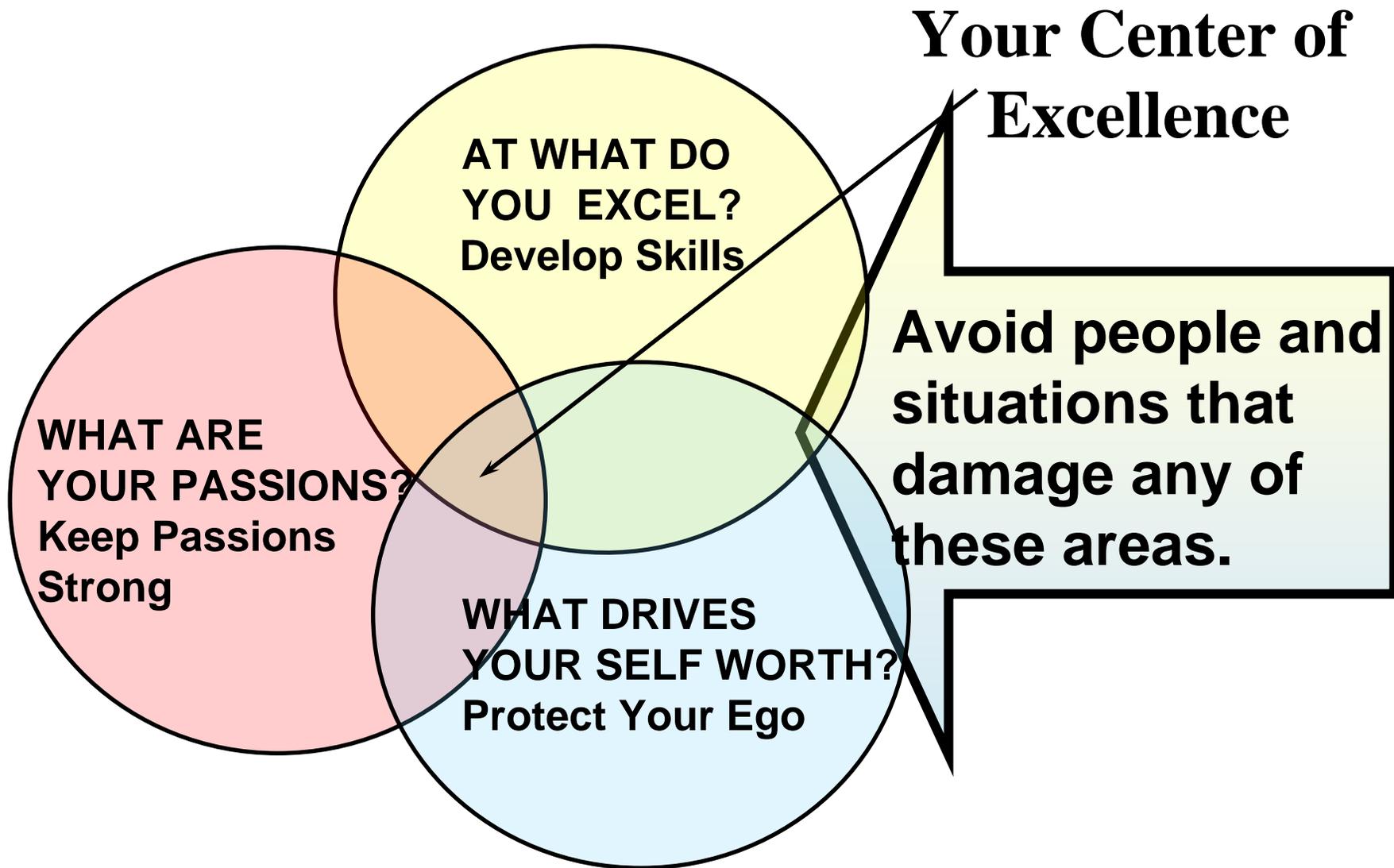
- Joseph L. Mancusi, Ph.D.

SO YOU ALWAYS STAY MAD ?

People who had higher anger and hostility on psychological tests were:

- ☑ ***More likely to have heart attacks***
- ☑ ***Less likely to survive heart attacks***
- ☑ ***More likely to die in heart surgery***
- ☑ ***Even if healthy, more died in 5 years***
- ☑ ***Less likely to recover from back surgery***

How to Stay on Top of Your Game



THE PURPOSE OF TODAY

*The Purpose of Today is to
Create Great Memories for
Tomorrow,
for Ourselves,
for Others.*

**Everyday Spent Doing that
Doubles the Value of our Lives.**

Three Types of Happy Lives: Pleasant Life, Good Life, Meaningful Life.

Pleasant Life: Having as many pleasures as possible.
Maximizing those pleasures.

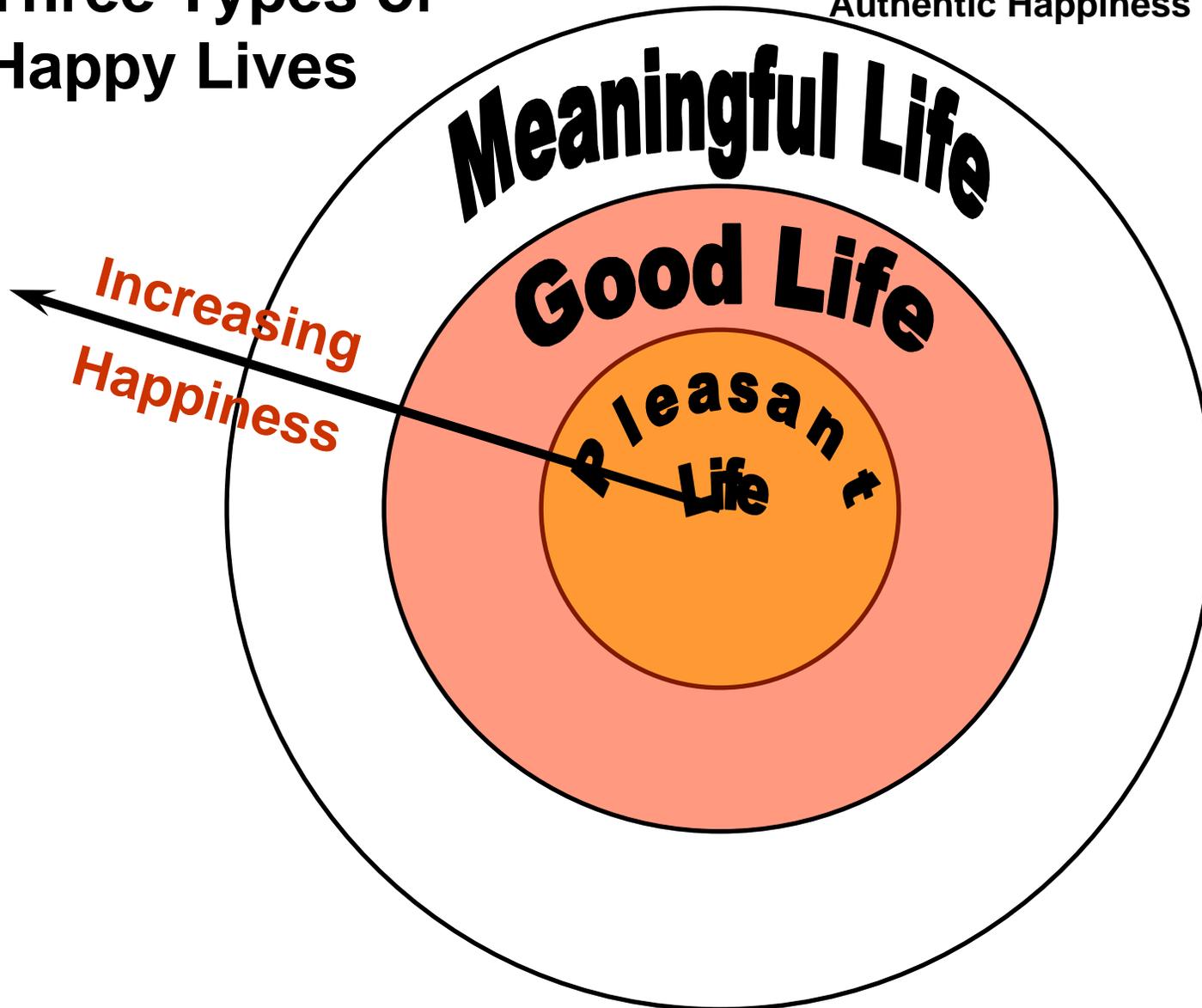
Good Life: Knowing your signature strengths and
crafting life, work, love, friendship to get more “flow” in
life.

Meaningful Life: Using your signature strengths in the
service of something you believe is larger than yourself.

Dr. Martin E. P. Seligman – Authentic Happiness Newsletter - 2002

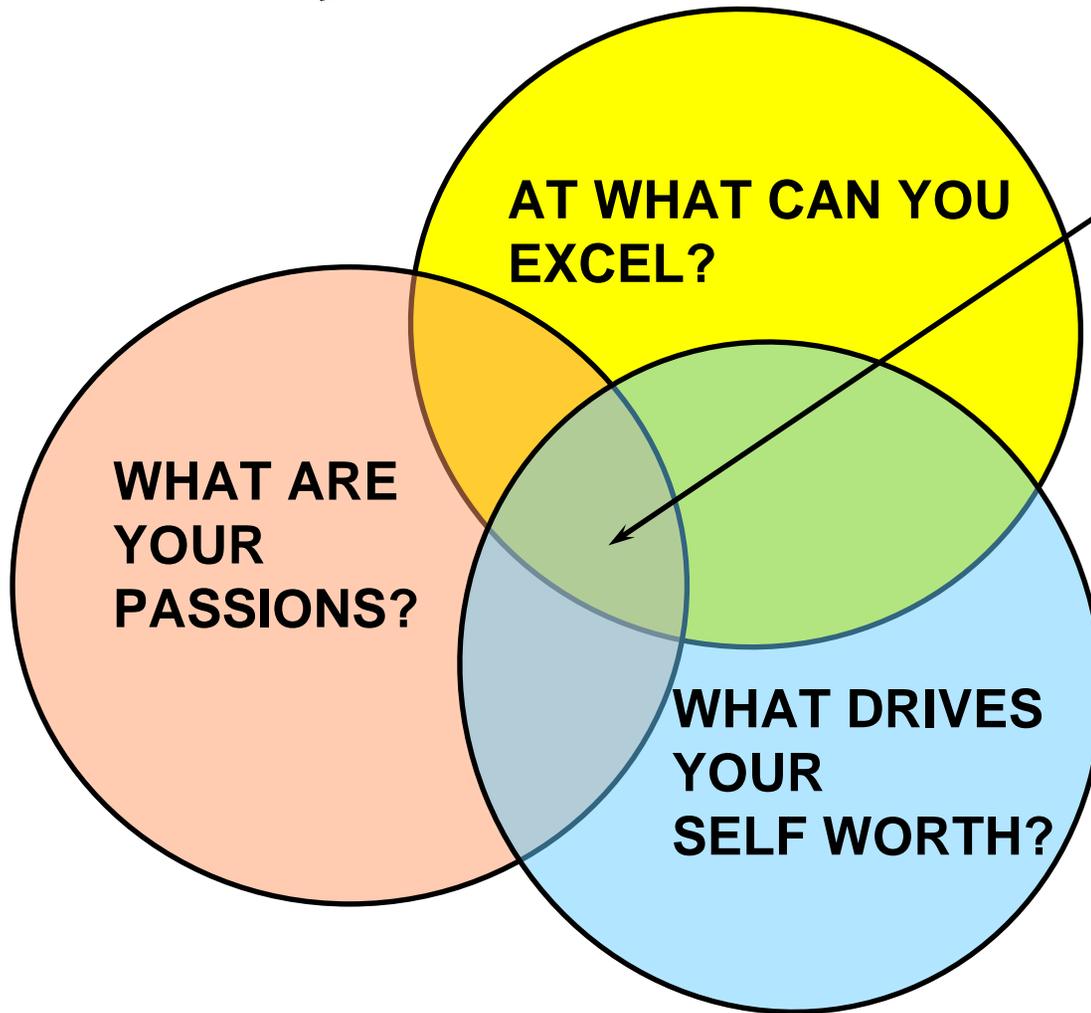
Three Types of Happy Lives

Adapted from Dr. Martin E. P. Seligman
Authentic Happiness Newsletter - 2002

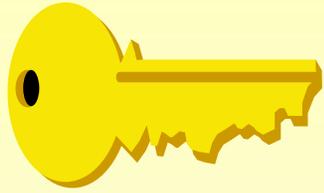


GOD - GREATER POWER

FAMILY - FRIENDS - SOCIETY



The Center of Excellence



KEYS TO SUCCESS

Vision - Do you know where you want to go?

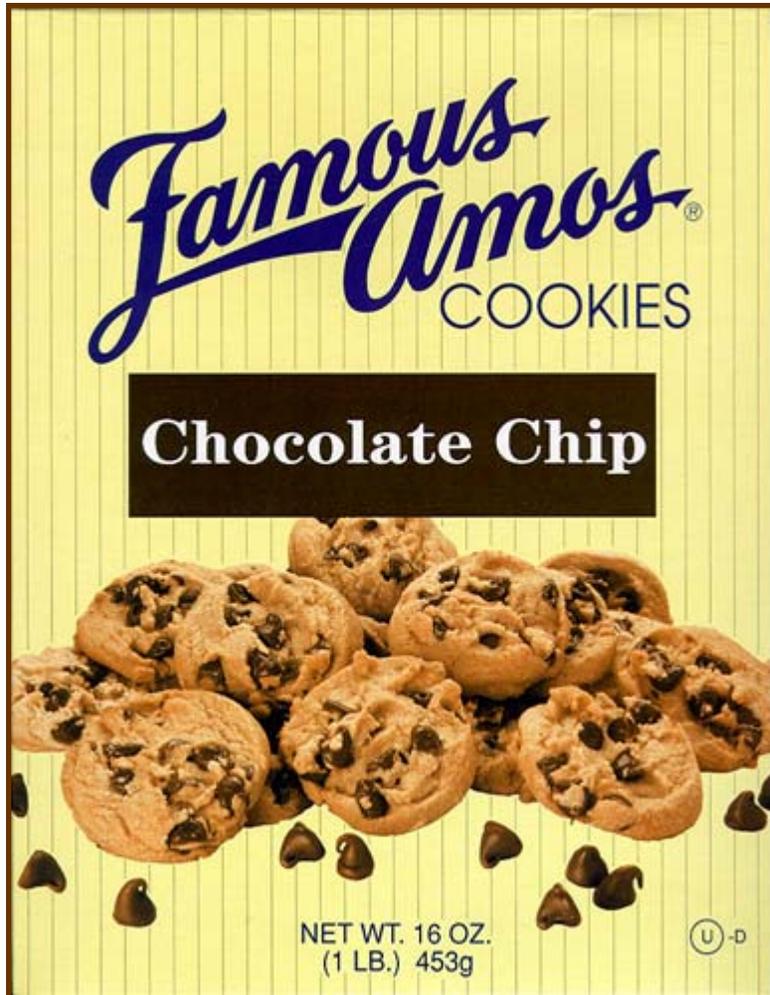
Values - Will your values take you there?
will you be satisfied when you get there?

Action - Do you act to insure success and eliminate failure?

Attitude - Do you reject psychological blocks from the past or imposed by others?

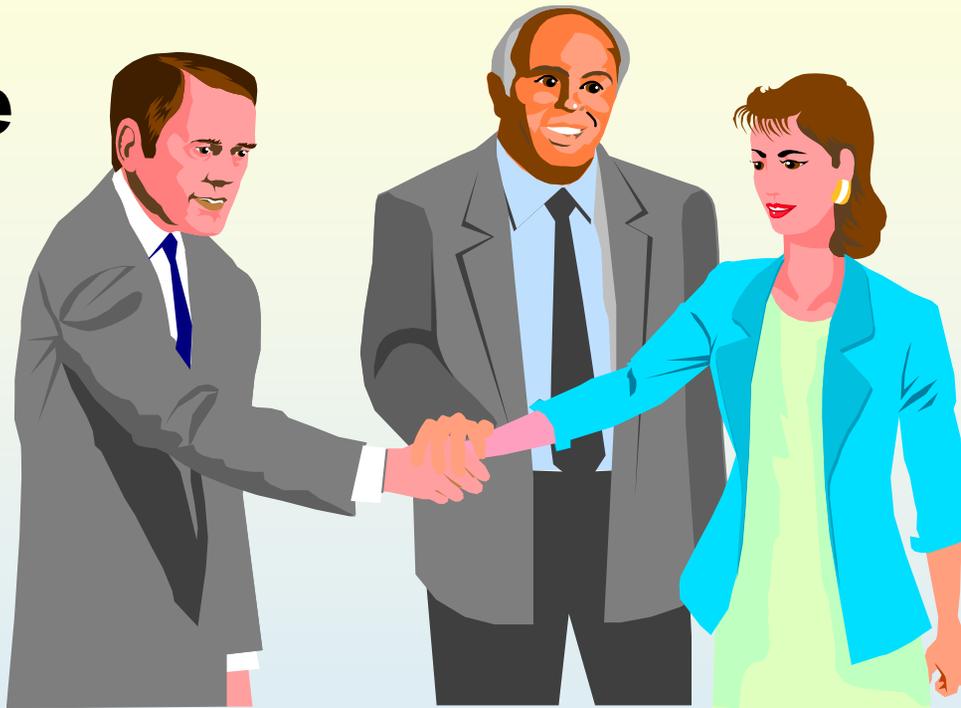
Connections - Can you establish strong ties and relationships with people?.

I call him “Cookie man”



How Many of
You know
my friend
Wally
AMOS?

**People
will
forget
what
you
say.**



**People
will
forget
what
you
do.**

**But people will *never* forget how
you make them feel.**

**UNCLE
NONAME™**

**FAT FREE
GOURMET
MUFFINS & LOAVES**

AVAILABLE MUFFIN FLAVORS:

- APPLE CINNAMON DELIGHT
- CHOCOLATE PASSION
- GOLDEN HARVEST CORN
- HONEY RAISIN BRAN
- NO NUT BANANA

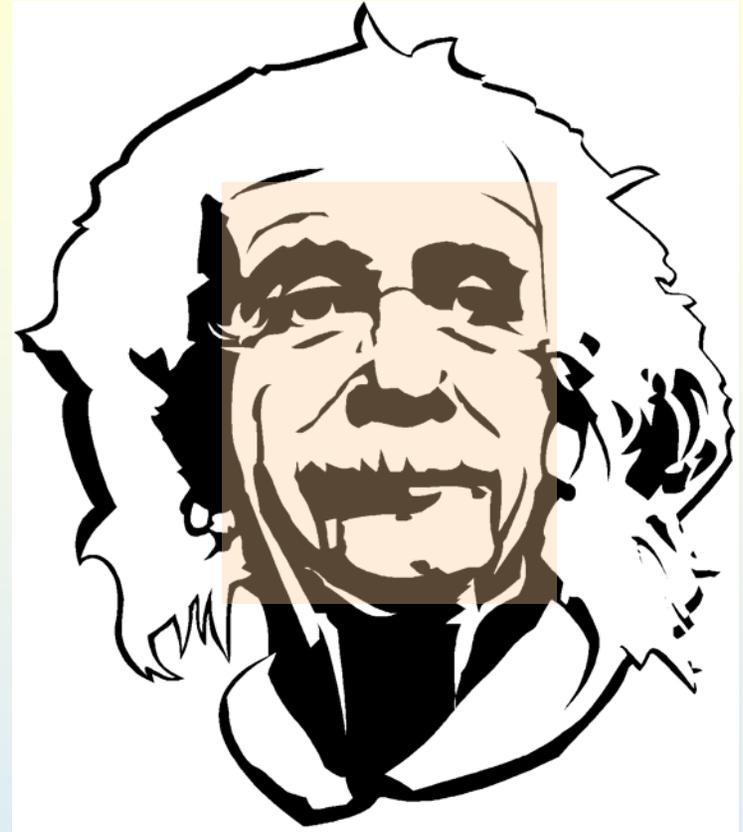
AVAILABLE LOAF FLAVORS:

- CINNAMON CRUMB
- JUST PLAIN GRRAT
- MARBLE MARVEL
- ORANGE CHAMBERLAIN

**Is Wally Amos
successful
because of
his recipes
or his
attitude?**

***"Imagination
is more
important
than
knowledge."***

- Albert Einstein



**What is the best idea you
have heard today?**

Do good ideas change the world?



NO

Ideas don't change anything - they just sit there. It takes active, motivated people to change the world.



***Motivated,
enthusiastic
communicators
and leaders
change the
workplace using
ideas.
You can change
yourself the
same way.***



ACTION PLAN BASICS

Who is going to do
What by When ?

How are you going
to measure it ?

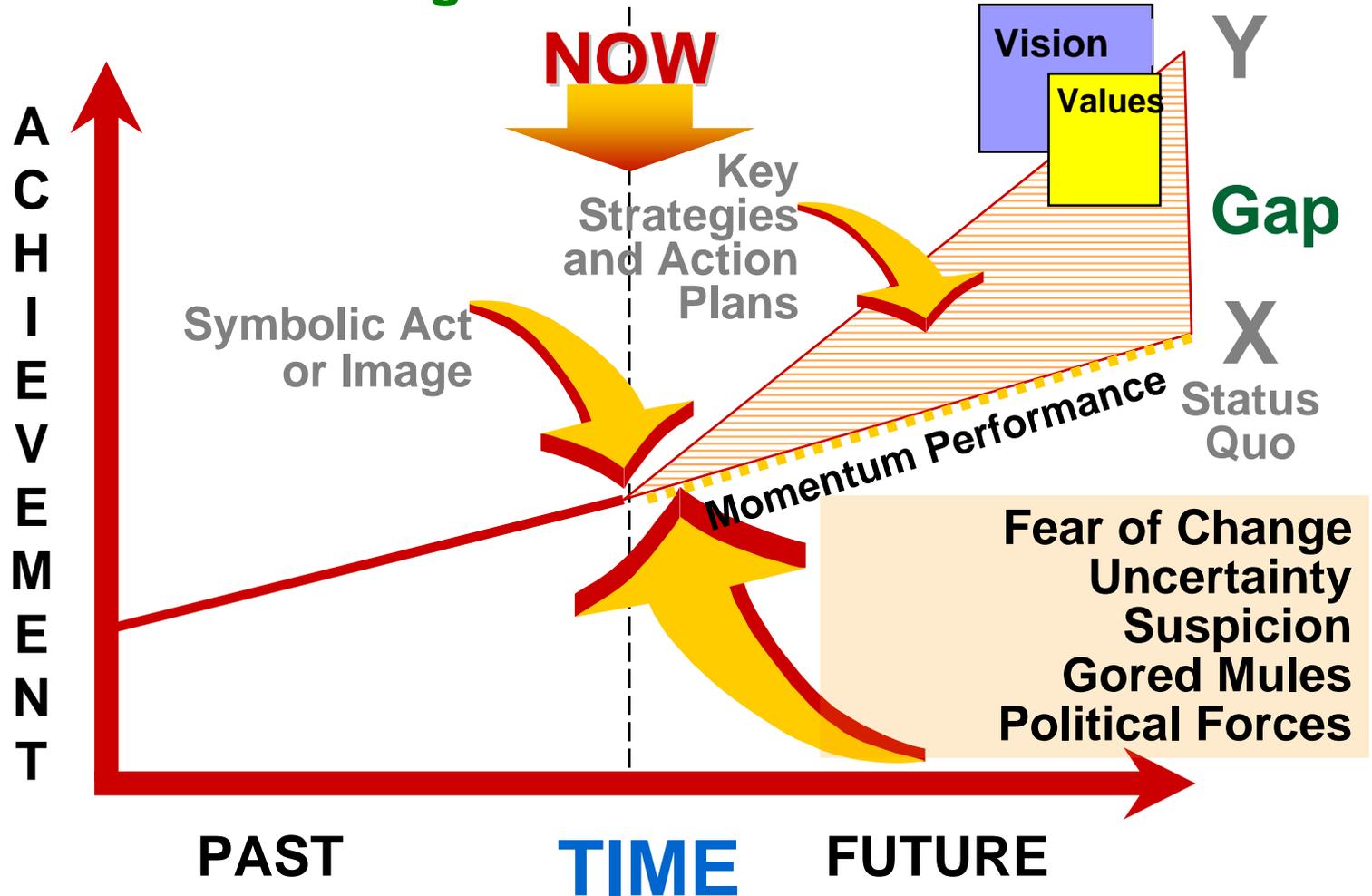
Why is it important?

Who needs to know?



FILLING THE DEVELOPMENT GAP

Leading with Vision and Values



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The Symbolic Act or Image

- 1. A Clear Point Between Past and Now***
- 2. Captures Emotion or Imagination***
- 3. Creative, Emphatic, Dramatic, Novel***
- 4. Highlights Values, Direction or Change***
- 5. Removes Problem or Irritant***
- 6. Shows Commitment of the Leader***
- 7. Becomes Part of “Folk Culture”***

Alexander Performance Management, Argyle Texas

How Vision Fails

- 1. The Vision Responds To Internal Needs Not Those Of Clients Or Constituents***
- 2. Resources Needed To Reach Vision Not Seriously Calculated***
- 3. Client And Constituent Needs Are Distorted Or Misunderstood***
- 4. Failure To Fully Grasp And Commit To Needed Culture Change***
- 5. Lack of Confidence In The Leader's Ability Or Willingness To Implement Vision***

Alexander Performance Management - Argyle, Texas

KEY INGREDIENTS TO VISION

1. Ethics and
Values of the
Leadership

2. Key Result
Areas of the
Organization

3. Needs and
Values
of Employees

I see a
time when...

**THE
VISION
SCENARIO**

Cultures Fail Because..

The Vision is not clear

The Vision is not transmitted

The Vision is not believed

The Values are not rewarded

The Values are not agreed upon

The Values are not uniform

The Actions contradict Visions and Values

The Actions undermine Company Goals

The Actions destroy confidence

The Lion and the Gnats



The Lion and the Gnats

The Gnats Will Always Be There
Do Not Let Them Sap Your Energy
Stay Focused On The Real Prize
Sometimes You Have To Ignore Them
Do Not Let Them Destroy The Hunt
Sometimes You Must Leave Them Behind
You May Have To Roll In Mud To Rid Yourself
Do Everything For The Pride



Urug – Senior Lion

Understanding Yourself and Others are key traits of Emotionally Intelligent Leaders

Self knowledge begins the process.

Assertive behavior continues it.

Liking yourself is essential.

Enthusiasm can be contagious.

Good relationships builds teams.

Caring for others is crucial.

Careful work leads to solutions.

BEHAVIOR

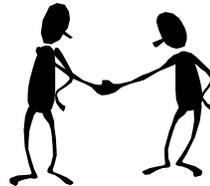
The Emotions of Normal People

DOMINANCE



Overtly Aggressive

INFLUENCE



Verbally Aggressive

STEADINESS



Patiently Aggressive

CAREFULNESS



Defensively Aggressive

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COMPANY VALUES SURVEY

THE CLAN

Consensus Culture for Group Cohesion

DOMINANT VALUES	DECISION STYLE
------------------------	-----------------------

Consideration
Cooperation
Fairness
Humor
Moral Integrity
Openness

Discussion
Participation
Consensus

PAST:
FUTURE:

RELATIONSHIPS

THE ADHOCRACY

Developmental Culture to Deal with Change

DOMINANT VALUES	DECISION STYLE
------------------------	-----------------------

Adaptability
Autonomy
Creativity
Development
Experimentation
Flexibility

Insight
Invention
Innovation

PAST:
FUTURE:

CHANGE

THE MARKET

Rational Culture to Pursue Objectives

DOMINANT VALUES	DECISION STYLE
------------------------	-----------------------

Aggressiveness
Decisiveness
Diligence
Goal Focused
Initiative
Purposefulness

Quick Action
Goal Clarification
Individual Judgment

PAST:
FUTURE:

TASK

THE HIERARCHY

Structured Culture to Execute Regulations

DOMINANT VALUES	DECISION STYLE
------------------------	-----------------------

Cautiousness
Economy
Formality
Logic
Obedience
Orderliness

Measurement
Documentation
Computation

PAST:
FUTURE:

STATUS QUO

CHANGE

CONTEXT FOR CHANGE:

Become planners.

Influence our own destiny.

LIVE the new organizational rules.

(Guiding Beliefs)

Better meet our Mission.

Reform and enhance relationships.

Put new values in place.

***If you want
to change
the world,
start with
yourself.***



- Joseph L. Mancusi, Ph.D.

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Mirror, Mirror on the Wall



**Already
The Best...
And Getting
Better!!!!**





**No Bigga Deal.
You will just be like
the rest of the bums**

Old Italian Man

Julia Mancuso



**She forgot her credentials
She got to bed too late
She ate Pop Tarts and pasta
They said she had an attitude
They told her to bag the tiara
The weather turned ugly
She did everything wrong
She did it her way**

Julia Mancuso



Her Moral to the Story

“Well, the lesson she learned is that it doesn’t matter. The only thing that matters is believing in yourself, kicking out of the gate and leaving everything else behind.”

- Julia Mancuso

Washington Post

February 25, 2006

The world needs more people filled with attitudes of limitless imagination, genuine self-confidence, unrelenting persistence, concern for others, and playfulness.

Wear your tiara before the race.

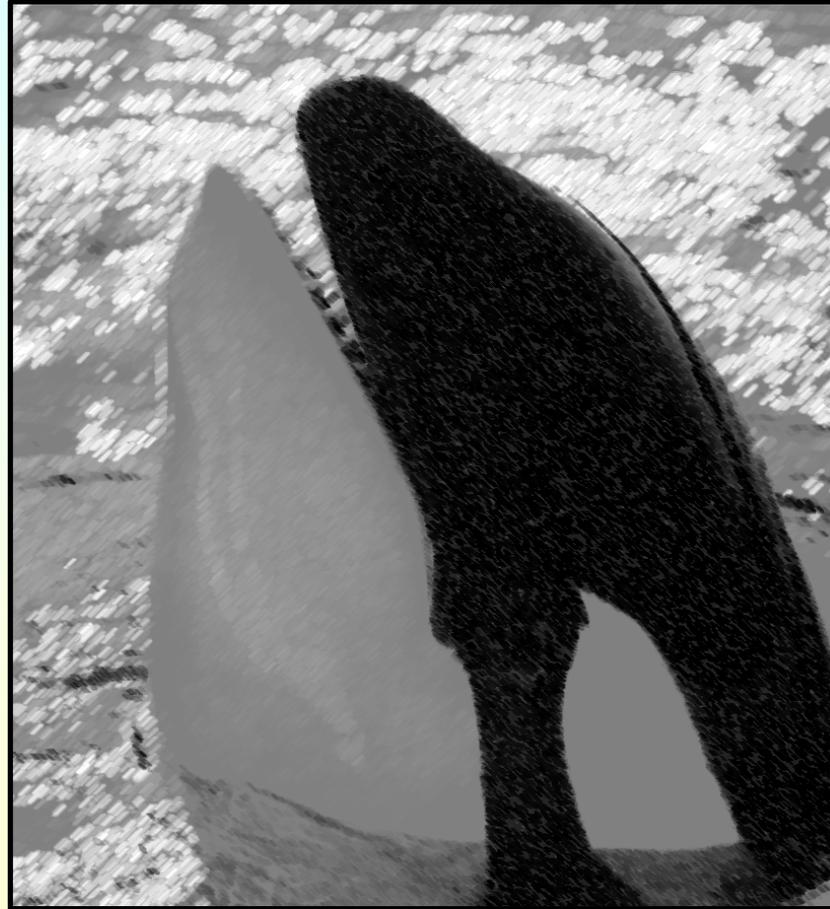
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P R I D E

P R A I S E

E N T H U S I A S M !!!

Over communicate



Passion



Enthusiasm

BUILD TEAMS



Inspire Unity Of Purpose



Curiosity



Open To New Ideas

Take Advantage Of



Opportunities

Mentor



Develop Others

Share Rewards



Altruistic



CREATIVE



TELL SOMEONE YOU KNOW:
GOOD WHALE,
GOOD WHALE,
GOOD WHALE!!

**AND THEY WILL
LEAVE IT IN THE ACT!**

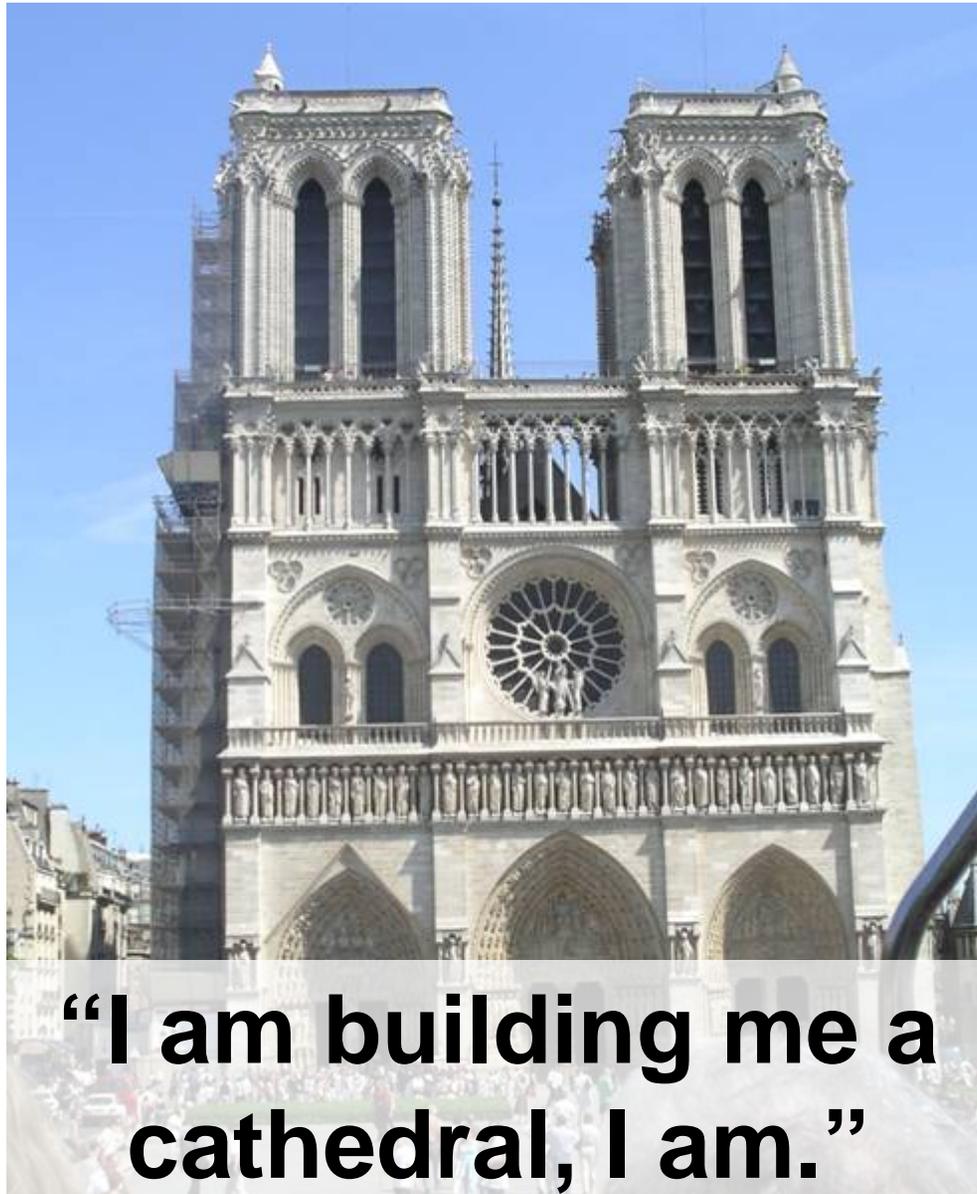
- Joseph L. Mancusi, Ph.D.



Sir Christopher Wren

Lived 1632 – 1723
Built St. Paul's Cathedral
in London and 50 other
churches after fire in
1666.





“Our Most Important Leadership Task Is To Have Each Worker Believe That He Or She Is Building A Cathedral”

**Joseph L. Mancusi, PhD
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Remember:

- Take a good first impression
- Be willing to change - Write down goals
- Use passion, self worth and skill
- Use positive messages from past
- Tell someone you know “Good Whale!!!”
- If people ask “Who do you think you are”

tell them: “I am -”

THE

BEST!!!

Thank

You!

Heroes win it at the end of the race.



***Legends win it before
the race is run.***

Heroes wear the medals



Legends give them out.

Heroes pull the fat out of the fire.



Legends never let it fall in.

Heroes are known to all.



Legends are known to those who matter.

Heroes are carried on shoulders.

Legends carry them.



Heroes SHOUT!!!

Legends whisper.