

Paul Hoyt's "Office Hours" Series



THE **Awakened** CEO System

Office Hours

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Welcome to Office Hours

- A relaxed, informal mentoring program
- Held every Monday at Noon Pacific Time
- All recordings, slides, and exercises are archived in our member's area
- All recordings are available on my YouTube channel:

www.YouTube.com/user/PaulHoyt

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The Reasons

- Being a successful small business owner can be a great experience!
- It's tough - you need Education, Training, Tools, and Team to be successful
- We want you to get to know us

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The Reasons

- First and most importantly, we want you to know that we care about you.
- We want you to succeed in every area of your life, whatever that means to you.
- We want you to find the **greatness**, the **happiness**, the **divinity** within yourself, and then remember it, embrace it, and live it every day.

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Our Passion

To increase the survival rate...

Accelerate the growth rate...

And reduce the struggle rate
of businesses in America

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Our Vision...

To help millions of CEOs and
Entrepreneurs accelerate their business
growth and enjoy greater harmony and
balance in their lives

Please Pass the Word!

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Office Hours Agenda

- In depth discussion of a business success principle
- Closing remarks, special offers, and invitation for next weeks session
- Open Q&A and coaching
- Best question or comment wins!

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Join Us!

- The Awakened CEO Communities on both LinkedIn and Facebook
- Business Success Principle of the Day postings on both Facebook and LinkedIn
- Energy of the Day posting on Facebook

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Today's Topic:

Leading Change

by Dr. John Kotter

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The Key Performance Areas



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The Key Performance Areas



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THE **Awakened** CEO
System



A Balanced and Comprehensive Approach
to Business Growth, on multiple levels

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Levels of Performance

- **Mindset** – your beliefs and perspectives
- **Methods** – your plans, processes, and procedures
- **Momentum** – taking action, accelerating your velocity



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The Awakened CEO System



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Agenda

- About the Author
- Change Management
- The Eight Step Change Model
- The Bottom Line

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Background

- Undergrad and Masters at MIT
- PhD at Harvard
- Professor at Harvard Business School
- Studied 100 companies
- Released the book in 1995

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Change Management

- One of the four critical competencies of managing the company
 - Project Management
 - Operations Management
 - Opportunity Management
 - Change Management

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Change Management

- A systematic approach to dealing with change both from the perspective of an organization and the individual
- Three different aspects:
 - adapting to change
 - controlling change
 - effecting change

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Why You Need to Understand It

- There is a direct correlation between managing change and the success of the business
- Managing change isn't enough – you have to be proactive
- “Change is the only constant” - Heraclitus
- “Change or Die!”

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The Eight Step Model

1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision and Strategy
4. Communicate the Change Vision

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The Eight Step Model

5. Empower Employees for Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains and Produce More Change
8. Anchor New Approaches in the Culture

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Establish a Sense of Urgency

- Change requires willpower and courage!
- Motivate and inspire others
- Explain the benefits of the change
- Explain the consequences of not changing
- Develop opportunities for users
- Connect to their emotions!

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Create the Guiding Coalition

- To get people to support the change, the leaders must be involved in designing the change
- The change team must be trusted and respected by the rest of the company
- They must have expertise and positional power
- They need the opportunity to be heroes



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Develop a Vision and Strategy

- Begin with the end in mind
- Paint a clear picture of where you want to be
- Understand where you are today
- Develop the step by step plan to achieve the vision
- Should be easy to communicate and understand

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Communicate the Change Vision

- Use simple and formal language so that the ideas can be spread
- Use metaphors, analogies, and examples
- Make it simple, vivid, repeatable, and invitational
- Over-communicate!

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Empower Employees for Broad-Based Action

- Give them the opportunities to improvise, adapt, and overcome – as appropriate
- Reward them for creativity and progress
- Senior management needs to immediately remove obstacles

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Generate Short-Term Wins

- Have a milestone based project plan whenever possible
- Success must be undeniable and unambiguous
- Make it visible throughout the organization
- Make early goals relatively easy to achieve
- Develop a culture of achievement

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Consolidate Gains and Produce More Change

- Do not let up!
- Don't declare victory too early
- Keep the level of urgency up
- Bigger rewards as you get closer to the end
- Analyze what is working and what is not at each phase

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Anchor New Approaches in the Culture

- Burn the bridges
- Modify the reward system to honor lasting change
- Formalize the system

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Practically Speaking...

- Be flexible – not every project needs to follow the eight-step model completely

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The Bottom Line

- Change management is an essential aspect of leadership
- Important in every organization – critical in startups, companies rapidly expanding, and those in turnaround mode
- The better you manage change, the more successful you will be!

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Homework / Exercise

- Get the book and read it!
- Look for opportunities to change
- Practice changing with the eight step model
- Get support

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Related Office Hours

- 14 – Old Dog, New Tricks!
- 48 – Project Management
- 49 – Operations Management
- 56 – Switch: How to Change when Change is Hard
- 103 – How to Be Great at Leadership

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Open Q & A and Coaching – in a minute

- Comments and questions on the topic of the day, then any other issues
- Tell me what your biggest “take-aways” are and what insights you gained from this presentation
- Tell me what you are going to focus on

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Our Support Services

Service	Teach You	Do It With You	Do it For You
Education	X		
Training	X		
Coaching	X		
Advising / Mentoring	X	X	
Consulting		X	X
Growth Management		X	X

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Next Office Hours: July 18th

- Topic is: TBD
- Let me know what topics you would like for me to address: www.PaulsSurvey.com
- Do your homework!

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Open Q & A and Coaching

- Comments & questions on the topic of the day, then any other issues
- **Best question or comment wins!**
- Contact Me at paul@paulhoyt.com
call or text: 415.997.8001
- www.SchedulePaul.com

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