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There may be people who will resist change because it is different or new. Resistance to change is a common and universal malady. Therefore, understanding some of the barriers to change may help in creating and implementing successful growth strategies.

Some common barriers to change and innovation are:

- ♦ **Lack of data makes decision making difficult**
- ♦ **Personal goals conflict with professional goals**
- ♦ **Management behavior discourages implementation**
- ♦ **Employees don't understand or really want to make the change**
- ♦ **Poor communication of vision, values, and mission**
- ♦ **Recognition and appraisals are inconsistent with attaining goals**
- ♦ **Unwillingness to develop new goals**
- ♦ **Lack of process and structure**

Addressing resistance to change becomes a major focus and an integral part of a unified implementation strategy.

To successfully implement change, several issues must be addressed:

First, the organizational vision must be compelling enough to generate the excitement needed to propel people through the chaos of change.

Second, your formal structures must support the behaviors you are looking to develop and extinguish the behaviors that no longer serve your organization.

Third, your behavior and the behavior of all management must match the words. Learning new skills and improving existing skills must be encouraged.

Fourth, employees must understand and really want to make the change.










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List of Sponsor/Exhibitors

NAPS Annual Conference New Orleans

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Fifth, recognition and appraisals must be frequent, supportive, and consistent with the vision and values of the organization.

Sixth, communication strategies and programs must be developed and implemented in all areas. Regular updates on progress and milestones reached must be provided.

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Learning Leadership From Rudy Giuliani

Are you wondering how to lead your staff during a crisis? Well former New York Mayor Rudy Giuliani certainly showed us how to lead during a crisis. He gave us all comfort and direction leading us through the worst disaster in recent history.

Here are only a few of the things Giuliani did correctly and what you can do when faced with a crisis:

Ground Zero. In the aftermath of the September 11th, 2001 terrorist attacks, Rudy Giuliani stood tall at ground zero to console and encourage not only New York, but also the entire country.

All too often leaders hide behind closed doors, trying to turn things around, when they should be standing side by side within the crisis area inspiring their people to greatness.



Identify the damage from the crisis and communicate a direction. Giuliani never downplayed the attacks' devastation and effects. However, at the same time, he showed determination and faith that New Yorkers would handle the situation and be stronger and closer together than ever before.

Provide a direction and vision of the future. Giuliani gave New Yorkers a larger sense of perspective and helped them to see the future, especially when set backs confronted them and could have easily immobilized them.

Rudy Giuliani helped all of us by standing tall right in the middle of it all. His leadership abilities blossomed when we needed it the most.

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"Continuous effort, not strength or intelligence, is the key to unlocking our potential."

– Winston Churchill

NAPS Bulletin Board

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Making The Most Of Meetings

Meetings can be very effective for maximizing time, or they can be tremendous time wasters! More than 11 million business meetings take place each day in the U.S. and many, as you know, either go longer than necessary or are not need at all.

If you are in charge of a meeting, here are some ways to make it more productive for all involved:

1. Always have a written agenda with copies for all attendees.
2. Spend time in preparation.
3. Define and write up topics to be discussed and distribute your notes a day before the meeting, along with a short memo asking others to come along prepared with discussions and solutions. Clearly identify the meeting's purpose and objectives.
4. Set a time limit and stick to it. Also, start promptly.
5. A good follow-up tool is to have someone take notes during the meeting with the details of who is going to do what, by when. A summary of the meeting and future action to be taken should be submitted to all who attended.
6. Make summarizing statements throughout the meeting, (anyone can do it!)



— Arnie Rintzler, AWR

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without writing it yourself”***

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