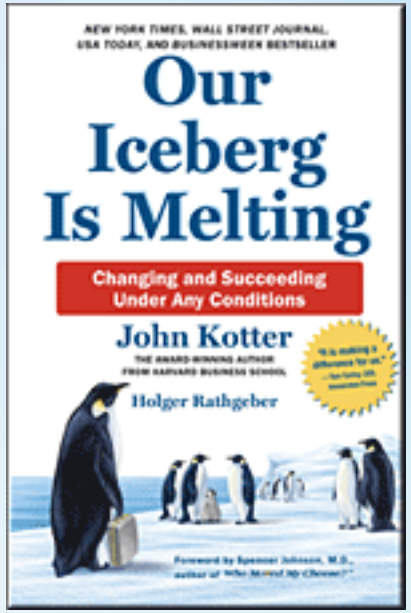
# Changing and Succeeding Under Any Conditions

**“EVERYONE THINKS OF CHANGING THE WORLD, BUT NO ONE THINKS OF CHANGING HIMSELF.”**

**LEO TOLSTOY**

"THERE IS NOTHING PERMANENT
EXCEPT CHANGE"

# Changing and Succeeding Under Any Conditions




From the authors of the best selling book

**Our Iceberg Is Melting**

John Kotter
and Holger Rathgeber

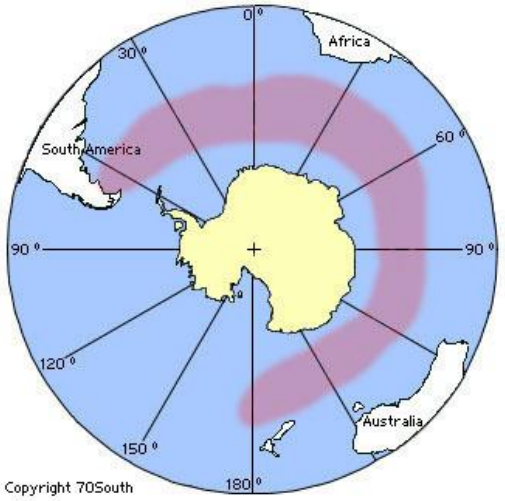
**Their home is not safe.**
**What about yours?**

Retold of the story by
Chulatep Senivongse

# About the Book

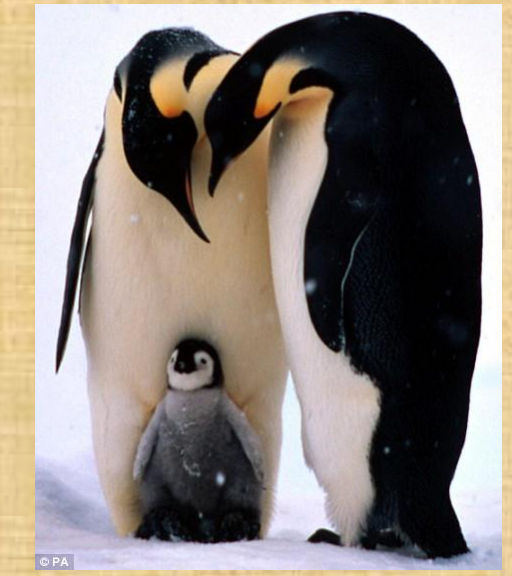
- It's a story that is occurring in different forms all around us today — but the penguins handle the very real challenges a great deal better than most of us.
- It's a story that can be enjoyed by anyone while at the same time providing invaluable guidance for a world that just keeps moving faster and faster.

I wish to tell you a story about a flock of penguin who live on an iceberg in Antarctica, the South Pole. 268, to be exact.



This flock of penguin has been living as a colony on this iceberg for years as far back as they can remember. It was heaven. It was home.

They learn to live together in harmony like a big family.  Penguin is monogamy.  They build family with love and marriage.



Penguins always go hunting for creatures in the sea and spend much of their time with friends and relatives. Except this one. “Fred”. Fred is very curious and observant.

This is Fred.
He is watching the sea

Fred was a great husband, father, and employee.
And observer.

He noticed……that the iceberg was melting.

Fred had a briefcase stuffed full of observations, ideas, and conclusions.

One day Fred notice an iceberg collapsed into many piece.  Their home is becoming fragile!

Icebergs are not like ice cubes. The bergs can have cracks inside, called *canals*. The canals can lead to large air bubbles called *caves*. If the ice melts sufficiently, cracks can be exposed to water, which would then pour into the canals and caves.
During a cold winter, the narrow canals filled with water can freeze quickly, trapping water inside the caves. As the temperature goes lower, the water in the caves will also freeze. Freezing liquid expand dramatically in volume, an iceberg could be broken into pieces.

- Fred wanted to warn his fellow penguins….

  … but he remembered the last time someone—Harold-- tried to warn the penguins about the melting iceberg.

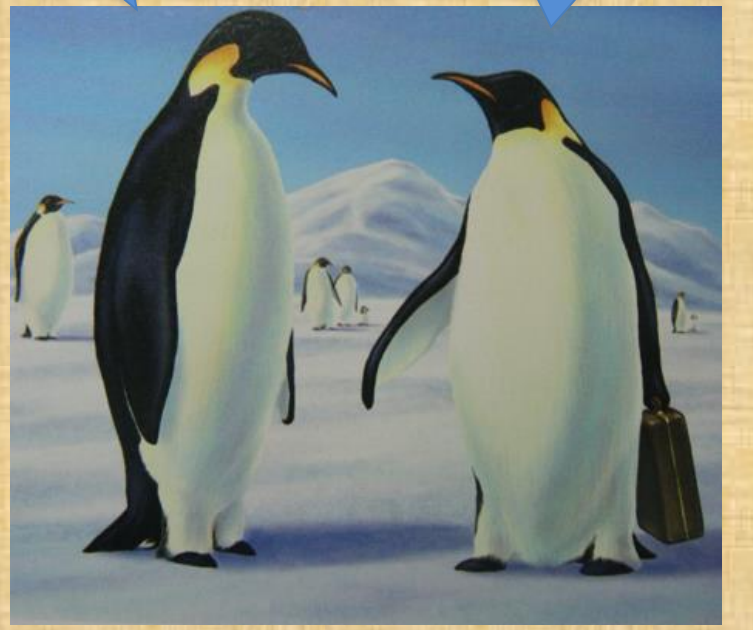
  – Harold was now ostracized from the colony.

## Leadership Council

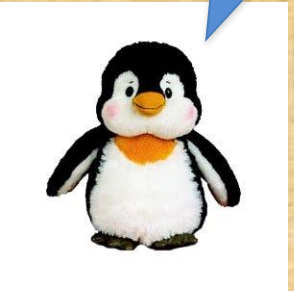
- Fred decided to meet with Alice, one of the ten penguin bosses.
- At first, Alice wondered if Fred was having some sort of personal crisis.
- BUT…she listened. And asked Fred to take her to the most problematic place on the iceberg.

Show me how it happened.

Alice, our home is in danger!



Alice is one of the Leadership Council member. She was tough and has reputation of getting things done.



Fred took Alice to dive down the water and pointed out fissures and other symptoms of deterioration caused by melting. Alice followed Fred into the heart of the iceberg to see it with her own eyes.

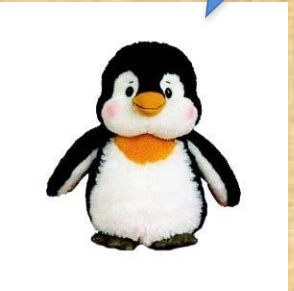
# Proof

- Fred and Alice swam around the iceberg.
- Fred pointed out the fissures, canals, and caves that weren’t there before.
- The caves were filled with water.
- Water is fine for the summer.
- But when winter comes…
- The water freezes, expands, and breaks apart the surrounding iceberg.
- (Not good for anyone living on the iceberg.)

This was not good. I must talk to all the leaders.

I will prepare presentation to convince them

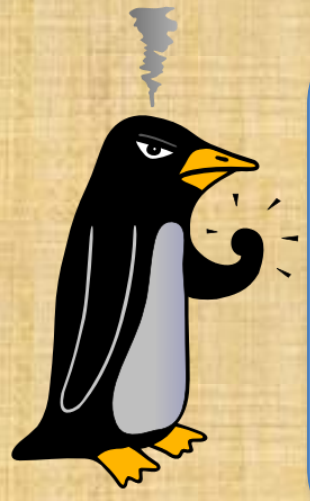
Alice was shaken by what she had seen.



Fred felt relieved as someone else had shared his worries, but felt worse as he did not have solution to it.

Louise was the head of the council and the most respected of them all.

Alice was a practical, aggressive, and make things happen.



NoNo was one of the council member who was responsible for weathering forecast. He was accustomed to being blamed for being wrong in his forecast.

Buddy, handsome, slightest bit ambitious.

Fred prepared an iceberg model made of ice to show to the council.

After seeing the demonstration, Louis was hesitant for the assumption, while NoNo said “No iceberg is not melting”.

Can you guarantee that your data and conclusions are 100% correct?

I can't. But if our iceberg break into pieces in winter, would many of us die?

Imagine parents who lost their children come and ask "How could this happened?" "What were you doing?" "Why didn't you foresee the crisis?"

If Fred is right, we will have only two months till winter to prepare things.

Worrying them is VERY bad

PANIC! Don't want to panic anyone!

MUST keep this as a secret!

Alice said "We must inform everyone. We must call a General Assembly of the Colony".

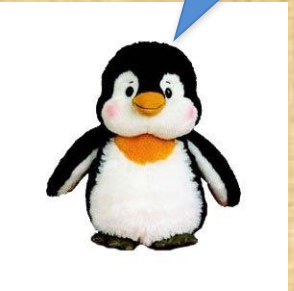
Louis needed proof if the assumption was not a mistake before calling the meeting

Before deciding if to call for General Assembly, Fred proposed an idea. With a bottle that he found washed up ashore, and was harder and stronger than ice but as much as clear, He would fill up this bottle with water, seal it with a cap, and leave it in the ice for a night. If the next morning his assumption was correct, the bottle will be broken.

We have to tell Everyone.

The next morning, they found the bottle broken.

Their nightmare came true.



- Everyone got to see the ice model and the broken bottle.
- They also got to hear the first-hand reports of the warning signs and ask questions.
- They were thoroughly concerned.

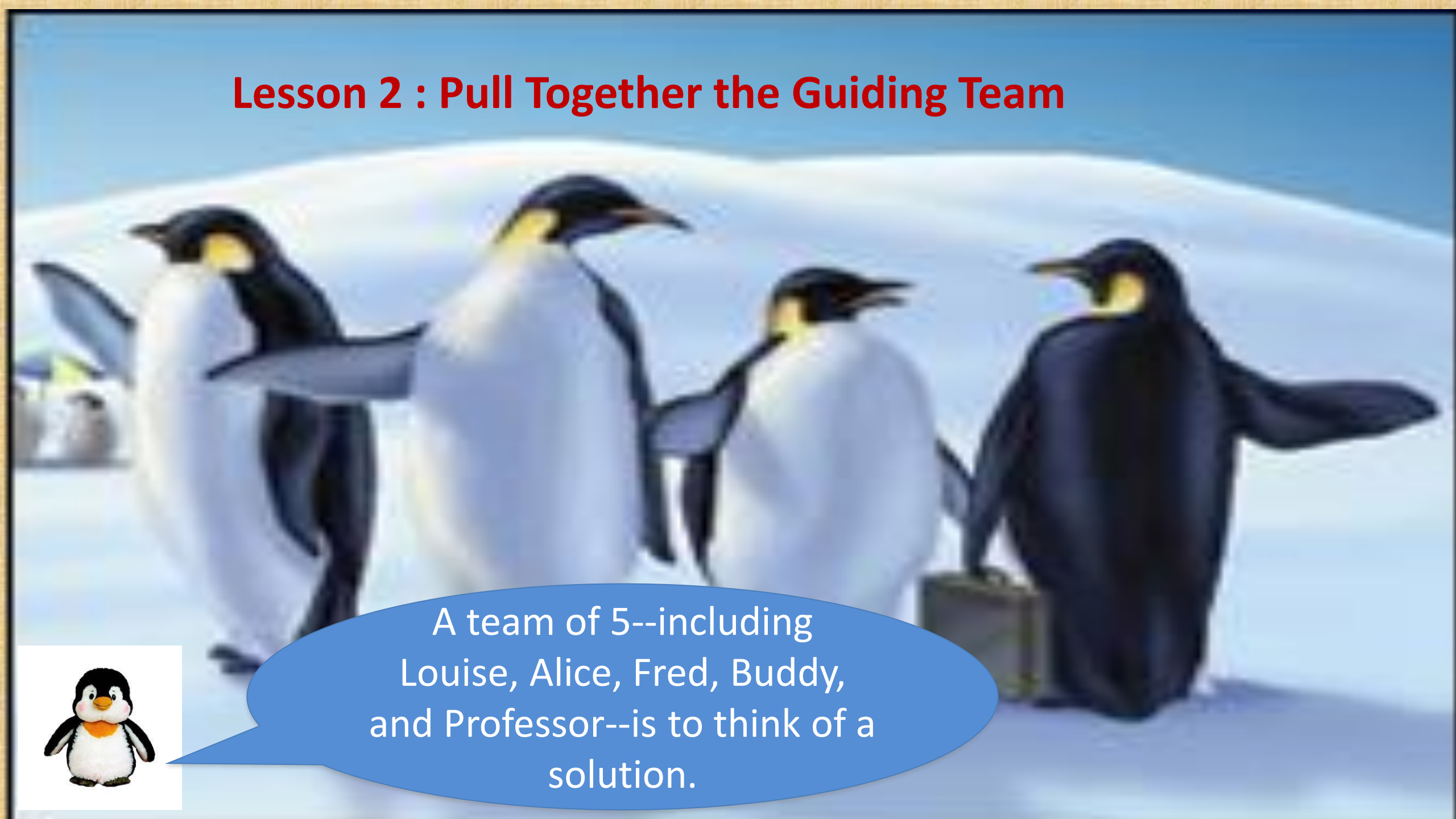
- **Fred had accomplished the Step One of successful change.**

# Lesson 1 : Create the sense of Urgency

Louis, the head penguin, decided to form a **TEAM** to solve the problem. It consisted of:

1. **Mike:** Head Penguin; wise; experienced; patient; conservative; respected; smart (but not an intellectual heavyweight)
2. **Alice:** Practical; aggressive; a do-er; smart ; doesn't care about status; treats everyone the same; impossible to intimidate
3. **Buddy:** Boyishly handsome; not ambitious; well trusted; well liked; definitely NOT an intellectual heavyweight
4. **Fred:** Younger; curious; creative; level-headed
5. **"Me":** Logical; well read; curious; not very social

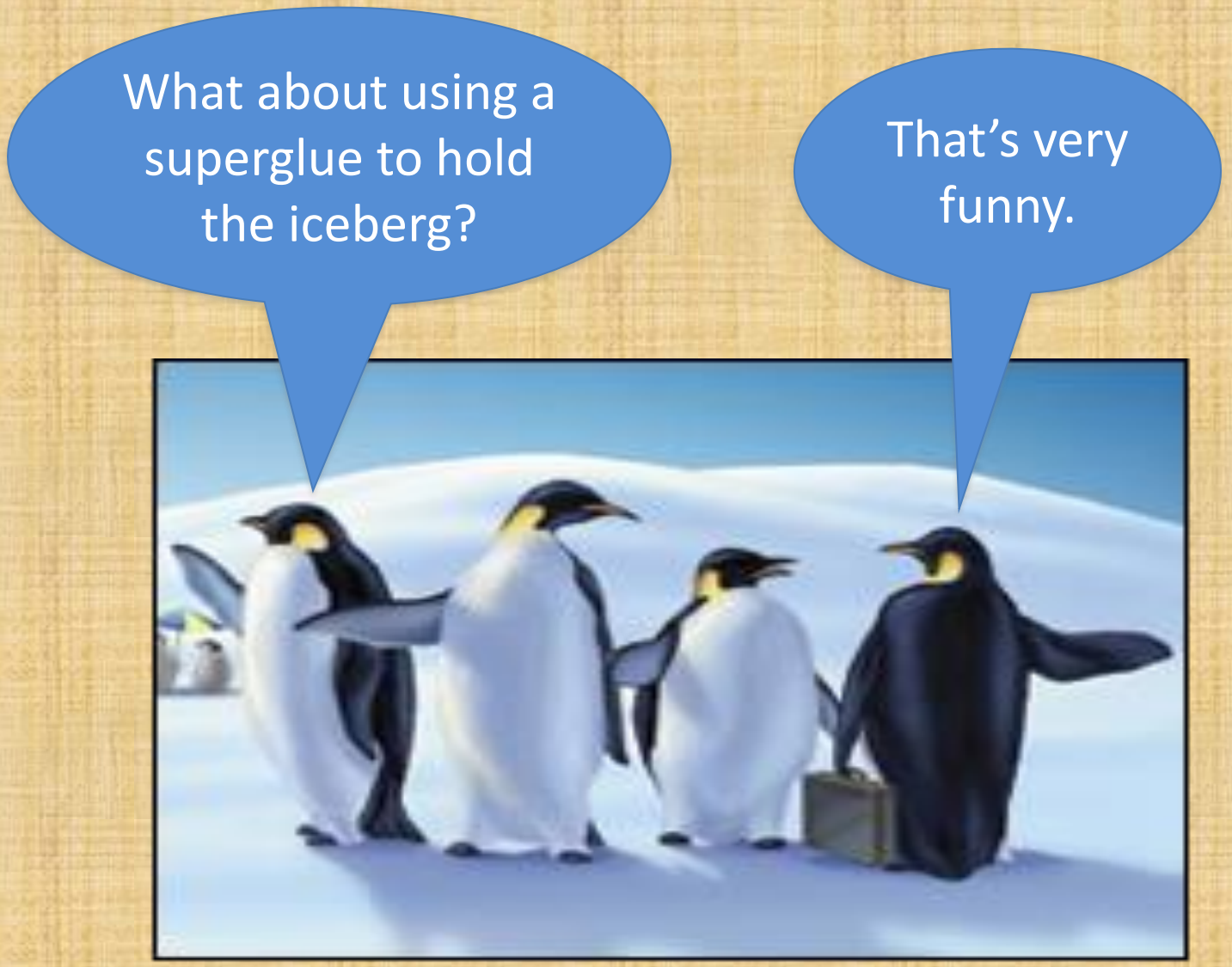
# Lesson 2 : Pull Together the Guiding Team



A team of 5--including Louise, Alice, Fred, Buddy, and Professor--is to think of a solution.

Let’s drill the frozen ice and release the water just like they did it to an oil well.

With all our 268 birds helping hand-in-hand, it would take 5.2 years to do that


What about using a superglue to hold the iceberg?
That’s very funny.

Look up there! The bird. It can't fly forever. It must have home somewhere.

It could be very lost, but it does not seem to be afraid. What if moving from one place to another was just the way it lives?

You say it's a *nomad*?

Yes. Moving around.

We wouldn't try to fix melting icebergs. We would just face up the fact that what sustains us cannot go on forever.

# Lesson 3 : Develop Change Vision and Strategy

We will move and move

We will not stick to our ice.

Louise called a General Assembly again to inform the new strategy.

- Louis, the head penguin, called another general assembly of all penguins the next day.
- They spoke to the crowd about the life of the seagulls and the freedom they experienced.
- Although it was a powerful speech, the crowd was not sold.
- Some were still skeptical; others confused; others were downright against this absurdity.
- Alice decided they needed to constantly remind their fellow penguins of their impending doom and their hope for a new future.
- And so they did.

# Lesson 4 : Communicate for Understanding and Buy-In

- This communication campaign worked—enthusiasm for the new future grew.
- Many penguins volunteered to be scouts—to look for a new iceberg to call home.
- BUT….
- They also became discouraged by all the naysayers and other obstacles.
- And by the fact that the scout penguins would need much more fish than normal to survive their venture.
- (Penguins DO NOT SHARE FISH.)

There were nearly a dozen birds expressed interest in being scouts.

NoNo and friends were forecasting storms and dangerous currents. Gods are mad and will punish them.

Teacher told the young how scary the moving is. The young are scare and start having nightmare.

Penguins need a lot of food to build up fat for winter. The scout would have insufficient time to fish.

Some leaders think the *Scout* team should need a leader and start lobbying Louise. This cause conflict among leaders.

Words of mouth spread for obstacles from NoNo and the feeding scout problem. More and more discourage and did not attend the meeting.

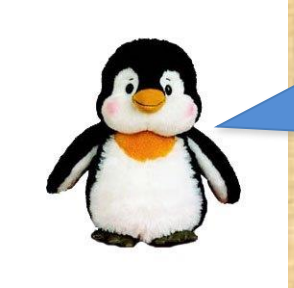
Louise told NoNo that his forecasting service is not needed at this moment.

- The penguin leaders got creative.
- They met with the school teachers and instilled in them the need for a new home.
- And the need for HEROES to *find* the new home.
- The teachers realized this need and imparted this enthusiasm to their students.
- The students created the idea of a “Tribute to Our Heroes Day”.
- Now nearly everyone felt involved.

Hi teacher, I would love you to tell your students how heroic it was to do something for the colony.

OK… But can I kiss you?

Buddy helped talking and convincing the teacher to speak of bravery to the young, instead of scaring them.



Son…What about your nightmare? Are you still scared?

Oh, they are gone. I'm going to help the colony. My teacher said no matter we were small or big, we could all help, Dad!

I will help fishing and spare for the scout. I will help with the promotion campaign.

We will celebrate the "*Tribute to Our Heroes Day*" when they return.

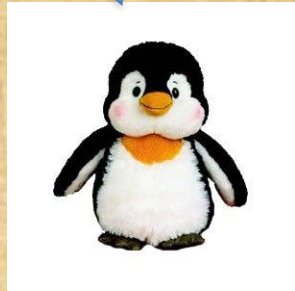
**Lesson 5 : Empower others to act.**

Life was boring.
This is FUN.

I must help.

Jane will be proud of me.

Strong, Bright, and highly enthusiastic scouts jumped into the water and search for a new iceberg that is good enough for them to move to.
The scout had been looking and trying to find the answer.

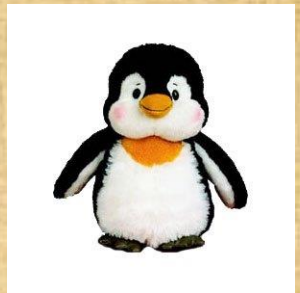


When the scouts returned, they told amazing tales about the sea, about swimming long distances, and about new iceberg they had seen.

They used up a lot of energy and were hungry, the little member of the team gave them the spare squid for food.

## Lesson 6 : Produce Short Term Win

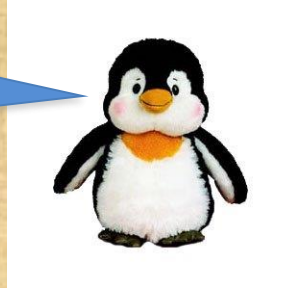
The little one also gave them the medals to honor them as their Heroes.

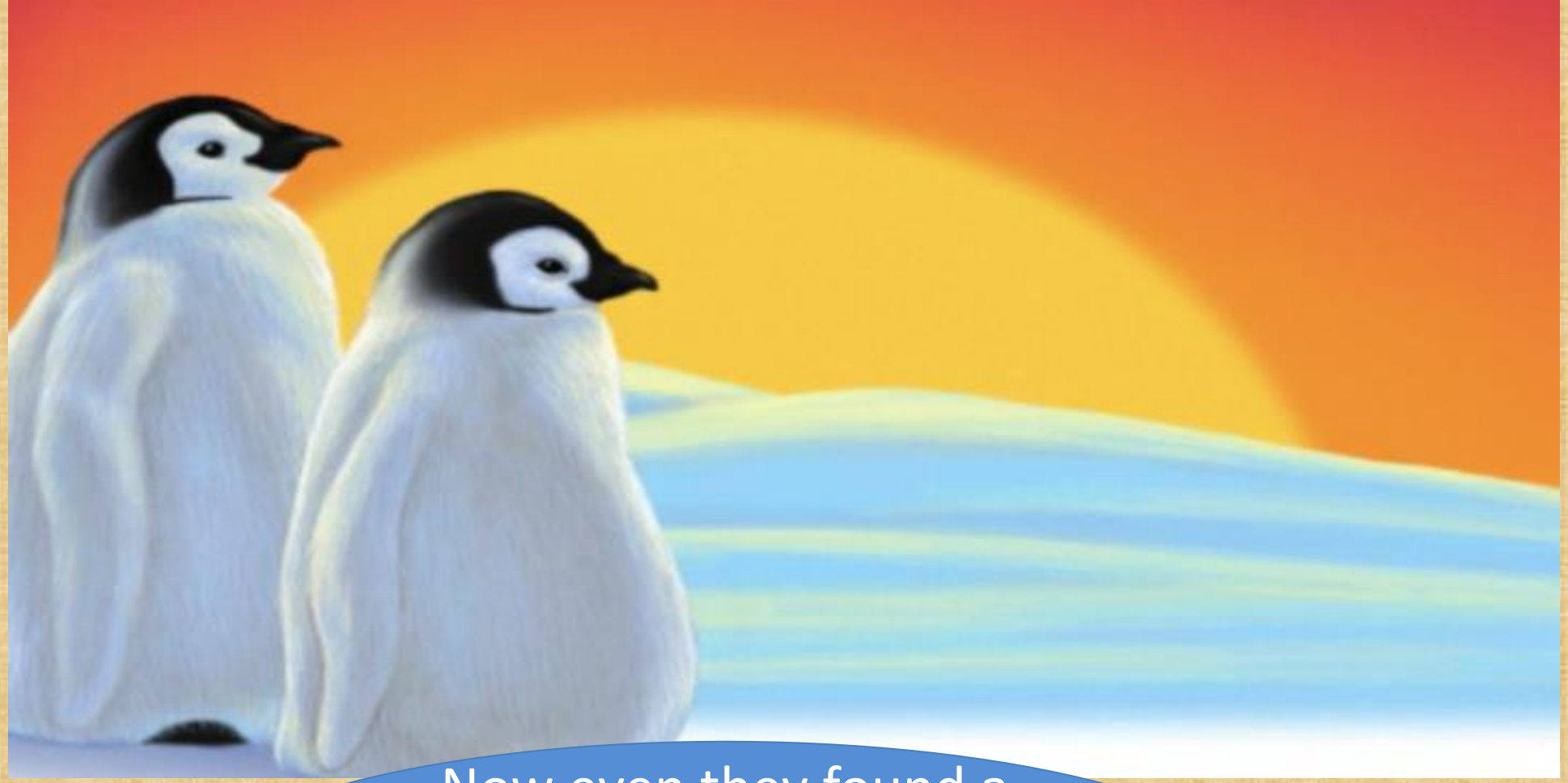


The next day, wasting no time, the second group of scouts were out to find the right iceberg which will be a safe home, have tall snow wall to protect from icy storm, close to fishing sites, and locate on a route with enough for small ice bergs or ice plateaus along the way so the young and old can rest while migrating.

# Lesson 7 : Don’t Let Up, Press Harder and Faster After the First Success

A perfect iceberg was found. Later the colony move to the new home. The year after, they were moving again to find a better iceberg.



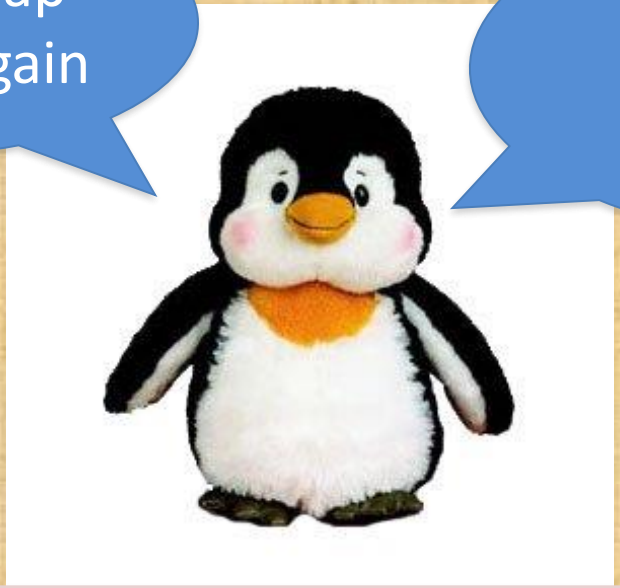


Now even they found a perfect iceberg, they still keep moving, Nomadic become their culture

# Lesson 8 : Create a New Culture

Just to wrap up once again

These are the Change Management Process



Create a Sense of Urgency

Pull Together the Guiding Team

Develop the Change Vision & Strategy

Communicate for Understanding & Buy-in

Empower Others to Act

Produce Short-term Wins

Don't Let Up

Create a new Culture

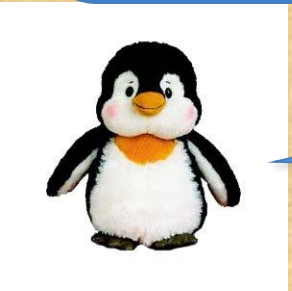
Louise retired becoming only a grandfather raising his many niece and nephews

Alice took over Louise job as the Head of the Council

Buddy was offered many jobs, but turn them down and stay with family

No one believe NoNo anymore. His weather forecast job is handed to Professor

Fred become Head of the Scout



Like other good stories, you want to know what happened to them, right?

That’s the end of the story, but just the beginning for you to think if your organization is safe?

**Are you sure the iceberg is not melting?**

# The ADKAR Model

ADKAR describes the required phases that an individual will go through when faced with change.

# The five building blocks of successful change

**A**wareness of the need for change

**D**esire to participate and support the change

**K**nowledge on how to change

**A**bility to implement required skills and behaviors

**R**einforcement to sustain the change

# *Thank You*