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Welcome to the Change Challenge Newsletter

Today, governments, businesses and individuals alike are struggling to afford the things they need without sacrificing any of what they already have. That urgent and painful challenge is the subject of this month's feature article titled: "*Time to Eat Our Broccoli.*"

The *Leading Change* article this month, titled "*The Perfect Solution,*" asserts that in a world that changes faster than ever before, we must sense and react to change promptly. Searching for the perfect solution wastes valuable time since any solution that seems perfect today will be less than perfect tomorrow.

This e-letter also contains the fourth topic in the *Future Changes* series titled: "*Creativity is Valued More Than Analysis.*" Unlike the industrial and information ages, today's economy is ruled by people who, in addition to their analytical skills, are creative in using new relationships, new technologies, and new approaches in their strategic plans.

Your feedback and recommendations to make this e-letter more helpful would be very much appreciated via return email or The Change Blog at www.dickstieglitz.com.

Sincerely,

Dick Stieglitz, PhD

Feature Article **Time To Eat Our Broccoli**

When I was six years old, my mother made me eat my broccoli before I could have ice cream for dessert. I wish my mother were in Congress today, because she would make other

DICK STIEGLITZ, PhD
Business Consultant, Author
and Keynote Speaker

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**Facing tough
trade-offs in your
organization? Taming
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members raise revenue (i.e., eat their *broccoli*) before extending health insurance to 46 million uninsured people, issuing free cap-and-trade credits, and sending \$787 billion in stimulus (i.e., three scoops of *ice cream*) to their favorite special interest groups. The plain truth is we either aren't paying enough to support the government we need or we have more government than we can afford - probably a little of both. There is no perfect plan that gives everybody everything they want - and allows them to keep everything they already have.

It's time to control spending and find new revenue sources, rather than to create new entitlement programs and cut taxes. For example, it makes no sense for Congress to continue ignoring the federal gasoline tax (it hasn't changed since 1993) when we don't have enough money to fix roads and bridges that are literally falling down. We can make these hard choices today while the consequences are relatively mild, or delay action until the world forces a bankrupt U.S. government to make more loathsome decisions - like California is being forced to do. Yes, I mean ending programs, cutting services, and raising income and capital gains taxes (and other revenue sources as well). I say that even though I'm in the income group that President Obama and Congress view as a bottomless source of revenue.

The health care debate is sizzling. Depending on which one you pick, the draft health care bills in Congress provide coverage for most Americans that don't already have it, eliminate pre-existing conditions as insurance exclusions, and fund health care research. Those are all good things (the *ice cream*) but, along with millions of other Americans, I don't believe those actions will reduce the cost of health care. Unless a health care bill addresses controversial issues like the astronomical cost of malpractice insurance, marginally necessary fee-for-service procedures, and expensive end-of-life care (the *broccoli*), we are likely to see more increases in our insurance premiums, reductions in the quality and availability of health care, restrictions on our choice of doctors and treatments, more expensive government bureaucracy, and trillions in new federal debt.

The debates on energy policy and the environment, although playing second fiddle to health care, also have lots of *ice cream* and no *broccoli*. Certainly, investing in solar, wind, nuclear, and geothermal power (the *ice cream*) are essential to stimulate the economy, expand employment, and produce environmentally-friendly energy. But we also have a *broccoli* choice: Do we seize control of our oil supply and its environmental impacts, or continue to out-source those earth-threatening decisions to Saudi Arabia, Venezuela, Iran, and Russia? That is what we do when we import \$700 billion of oil each year instead of drilling our own oil under appropriate environmental controls. Plus, massive oil imports push us closer to national bankruptcy and record unemployment because we buy from other countries what we refuse to produce for ourselves.

Health care and energy policy are microcosms of the challenges that all business leaders face: making tough trade-offs when we don't what know the future holds. Every business leader pushes for positive change - that's what leaders are paid to do. Today, the need for change is intense. Workers are scared about their future and, in some cases, are angry at big business. They want things to change fast. But change isn't just about doing different things - change means achieving better outcomes. Business leaders must be willing to give up the old and embrace the new even when the leap from the old to the new is dangerous. To be successful in times of rampant change, you must anticipate what the changes will be, embrace the changes, and use them to produce new successes. And that may require you to eat some *broccoli* so you can have more *ice cream*.

Leading Change The Perfect Solution

Arguably, the world changed more on September 11, 2001 than any other day in history. We all felt and accepted the urgency of change. Within a year, the government responded with increased airport security, the Patriot Act, the Department of Homeland Security, and a jail for terrorists in Guantanamo Bay. To be sure, those were *NOT* perfect solutions, but they did the job - we haven't had a terrorist attack on American soil since. But recently, we have fallen prey to the *perfect-solutions* dragon, a paralyzing monster that enables otherwise brilliant people to conceal lack-of-action in the disguise of an endless search for a perfect solution. However, action or inaction by an organization, even one as complex as Congress, is merely the sum of its members' intentions. Similarly, on a personal basis, we sense change but put our future success on hold while we agonize over the search for the perfect response.

Today's global economy is driven by increasingly rapid and unpredictable change. The only strategy that can possibly succeed in such an environment is one that senses and adapts easily to market, technological and relationship changes. Adaptation, however, means more than just agility and flexibility. It requires effective responses. If change is unpredictable, it follows that your response may not be predictable either - at least from the perspective that responses that worked in the past may not work today. When the fundamental reality is unpredictability, you must continuously re-examine habitual, comfortable responses to ensure they are still appropriate in the new reality.

In today's changing world, you don't need more data or more analysis to succeed, you need more timely action. Don't wait for the *perfect* response or the *perfect* time. Now is the time to respond to the changes you already see. Make a small response at first, and follow it with another. The first response may not work very well, but you will have tamed the paralysis of the *perfect-solutions* dragon. Don't waste today's opportunities searching for the perfect solution because it doesn't exist. Even if you found what appeared to be the ideal solution today, it probably would be less-than-ideal when you actually implement it because the world changes so quickly. Sense the changes happening around you, and respond with action quickly.

Change will help!

HOW TO THRIVE—NOT JUST SURVIVE—
IN THE GLOBAL RELATIONSHIP ECONOMY

TAMING THE DRAGONS OF CHANGE IN BUSINESS



10 TIPS FOR ANTICIPATING, EMBRACING,
AND BRINGING CHANGE TO ACHIEVE SUCCESS

RICHARD G. STIEGLITZ, PhD

The recession, layoffs, budget changes, new technologies, acquisitions, and out-sourcings have produced a world of perpetual change. Today, ideas travel at the speed of light. You can communicate with anyone, anywhere, at any time, on any subject. To stay on top, you must do more than react. You must anticipate, embrace, and use change to your advantage.

THAT'S WHAT THIS
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TAMING THE DRAGONS
OF CHANGE

10 Tips For Achieving Happiness

Future Change #4

Creativity is Valued More Than Analysis

The industrial and information ages were dominated by people who analyzed and solved problems: executives organized things, accountants evaluated financial transactions, programmers wrote software, engineers designed machines, and lawyers avoided and resolved conflicts. But today's globally-connected economy is ruled by people who, in addition to left-brained analytical skills, are able to integrate new relationships, new technologies, and new concepts into their strategic plans and daily actions.

For the last hundred years, executives in business and government have advanced because of experience and education. While graduate degrees are still valuable, long experience in how things were done in the past may be a liability. Today, instant communications, global markets, and amazing technologies stimulate the creativity of a new breed of leaders. They build unconventional alliances, find hidden possibilities, and combine unrelated concepts into exciting innovations. To thrive in such a world, continue to develop your analytical skills but - more importantly - let your creative juices flow freely. Creativity will propel you to success.

You probably are already seeing this *future change* in your line of business. While you continue using techniques that produced last year's, someone may be rocketing past you with an unlikely idea or unique set of partners. Maybe you're the one who is passing everyone else by using a breakthrough idea or innovative relationship. You are likely to see a lot more success through creativity in the near future. Not that effective analysis and planning are no longer needed. Quite the contrary, they are essential in addition to creativity. But how can you and your organization use creativity to solve the challenges that you face today?

Friends & Colleagues,

If you are facing tough trade-offs in your organization as the pace of change approaches the speed of light, contact me and we'll schedule time to discuss the possibilities. If you found this e-letter to be useful, send it to a friend. If you didn't, let me know why at dick@dragonsofchange.com.

Until Next Month,

Dick



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