



# MONDAY MOTIVATOR

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MANAGEMENT CONSULTING GROUP

WILL ROBERTSON / JAY McDOWELL

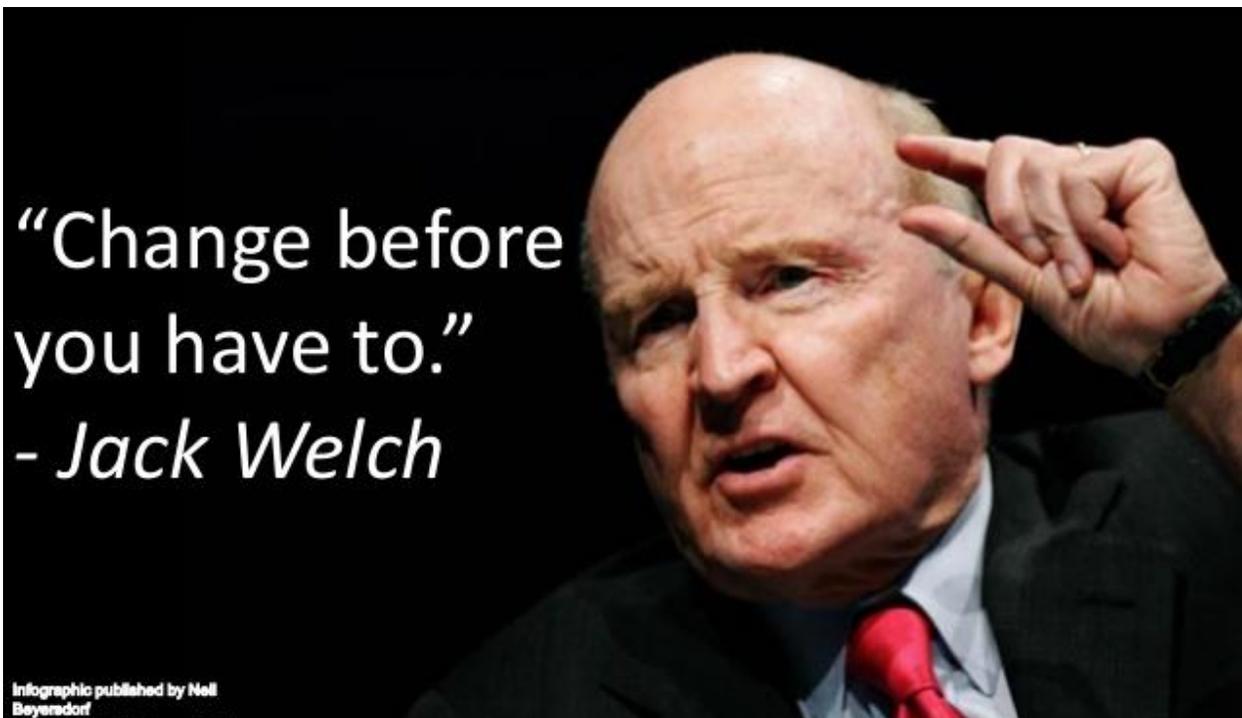
[Will@PS-MCG.com](mailto:Will@PS-MCG.com) [Jay@PS-MCG.com](mailto:Jay@PS-MCG.com)

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## Managing Change

Welcome to the 43<sup>rd</sup> Monday Motivator. In this issue we're going to explore CHANGE. One of the more successful business leaders in American history has to be Jack Welch. He was chairman and CEO of [General Electric](http://www.ge.com) between 1981 and 2001. This was his mantra:



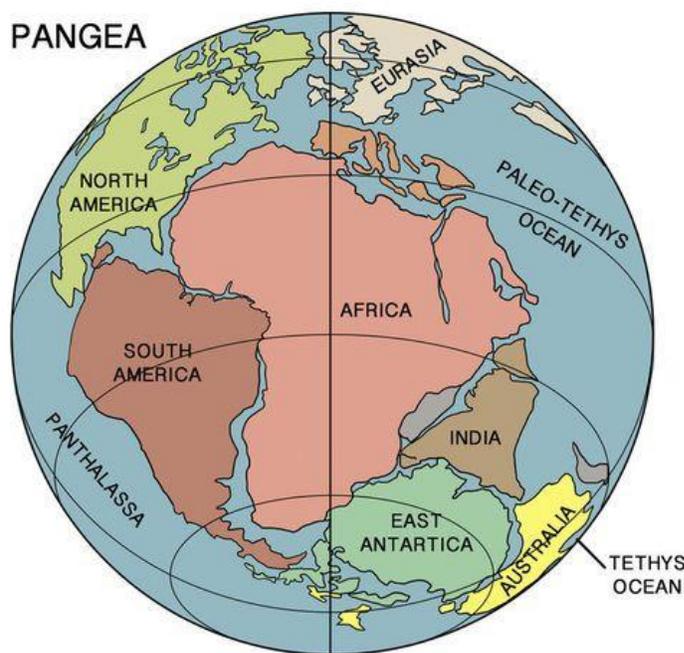
Change is a constant. Nothing in the known universe is standing still. In fact there is no such state of being. The word “still” simply has no meaning in the reality of physics. Everything is changing all the time and has been since the beginning of time, which itself was a huge change from what existed prior to what we now call “the big bang.”

So what does this mean to us? We can look anywhere and find countless examples of change. From the moment your brand new car leaves the factory floor it is changing back to its fundamental elements. The same is true of everything else. This includes your body, your home,

your clothes, your appliances, your computer, your mobile phone and your entire city. Everything is changing from what it appears to be to something else.

Most changes are very slow; so slow we cannot see the change taking place. Other changes are nearly instant such as explosions, chemical reactions, avalanches, trees falling in the forest. The explosion of Mount St. Helens is a good example. Even the planet we call home is changing constantly. To begin with the very earth we walk on is moving right under our feet. We can't feel it until, every so often, an earthquake takes place. Here in California we have the Pacific Plate moving north at about the rate your fingernails grow. The American Plate is much more stationary, so on occasion, the two plates snap and the result is an earthquake. Around here they

tend to get our attention pretty quick. We get a dose of change catching up with itself.



If you look carefully at any map or globe of the Earth you can see where the continents used to fit together like pieces of a giant puzzle. It took millions of years for these continents to drift around creating the map we now call Earth. It was not always the way it looks to us now. The image on the left shows what it looked like a very long time ago. But even as we look at that map the land masses are changing under our feet. Eventually Los Angeles will be sitting right next to where San Francisco is now.

With this in mind, let's turn our attention to the world of business. One cannot doubt for a moment that change is a constant. Let's take a quick walk down memory lane to prove this point. Here is a list of companies that could not adjust fast enough to the reality of an endlessly changing environment. One can debate the causes all day long, but the end result is still the same. They simply went out of business.

What caused these once great companies to go out of business, sell off their assets or otherwise become tiny parts of their original glory was change. Some will argue that illegal accounting or reckless risk taking was the cause but in the end the cause was simply change. What changed?

Everything and everyone who did not see it coming. Remember change is a constant. It is the role of leadership to anticipate it. As an example, if the railroads had realized they were in the transportation business, instead of the railroad business, we might be flying Western Santé-Fe Airlines today. By 1980 the railroad industry had been mostly left for dead as an outdated mode of transportation. We have to consider that it is still a major force in the world of transportation

but not moving people from one place to another. There are now many choices that are faster and more cost effective unless you're a container or livestock.

What are the changes in modern business that causes industry leaders to sweat the small stuff? Let's look at just a few ways:



1. Communications. In 1968 the Internet did not exist. By 1995 16 million people were connected to the Internet. As of June 2016 that number is three billion, six hundred and eleven million! (49.2% of the Earth's population.) Today that medium carries countless terabytes of data every second worldwide and with a very low investment almost anybody who can read and write can have access and a presence in the World Wide Web. Prior to 1865 the radio did not exist. Prior to 1865 the

fax process did not exist. In 1928 WRGB TV went on the air in New York. The rest of TV history is ... well – history. Prior to 1876 the telephone did not exist. These and countless other communications inventions were all “disruptors” to business.

2. Regulations. In 1887 the U.S. government started regulating the railroads. Since then virtually every industry in the country is under the weight of some type of regulatory requirement that make it more complex to do business. Sometimes this is at the state level all the way up to the Federal level and even international. And when regulation is removed, such as deregulation of the airlines or telephone companies, unimaginable changes took place almost overnight. Even if you know it's coming that may not be nearly enough for you to prepare for it.
3. Automation. There was a time when only men and women could build things, create new processes or invent new devices. That was prior to 1947. Once the transistor was invented everything started to change. Today there is a joke about the factory of the future. It will be staffed by one dog and one human. The human is there to feed the dog. The dog is there to keep the human from touching anything.
4. Trends. One thing that is guaranteed about consumers is that they change their preferences the way flocks of birds change direction all at one time, while not one of them knows why the change is taking place.
5. Technology. [https://en.wikipedia.org/wiki/History\\_of\\_technology](https://en.wikipedia.org/wiki/History_of_technology) When we look back at the ways humans got things done we have come a very long way in a very short time frame. Many of the technological advances changed the way entire societies conducted themselves as well as their business. We have witnessed the invention of money, electricity, the telephone, radio, TV, the internal combustion engine, the jet engine, rockets, pharmaceuticals, medicine, dams, power generation, flight, credit, fast foods, refrigeration, interstate highway systems, ships, nuclear power and integrated circuits to name the big ones. There are dozens more including digital everything and that includes

robots that now build our cars and do dangerous jobs most humans would not want to do. We even have computers that are designing newer, faster versions of themselves.

Any one of these technologies alone was enough to cause huge changes in the way business was conducted. Enough of them added together can change entire industries. We are seeing this happen as a result of the Internet. One look inside the average shopping mall on a week night will leave you wondering how they stay in business when the largest department stores look more like mausoleums. Where did all that business go? [Look no further than Amazon](#) for a good idea.

We tend to call these new forms of doing business “disruptors.” But is that really what they are? Is it possible the “new” way of buying online is simply an inevitable step along the unstoppable path of technological evolution? And if we can see it happening in real time what else might there be around the corner that we need to anticipate and prepare for?

In summary, no matter what business or industry sector you’re working in, change is a constant. It is the role of management to anticipate it. How do we anticipate something we can’t yet see? In the case of astronomy it was a bigger and better telescope. In the case of business it’s the brain trust of a group of experts sharing what they see coming so we can form a vision of the bigger picture. Certainly one of the better ways to prepare is to have management coaches who can help create clarity in a complex world with many moving parts. Performance Strategies, Inc. has a team of experts who can help with this.

We coach executives, managers and business owners in addition to providing training programs in our own training center in Santa Ana, CA. The way we deliver guidance is unique in itself. We start with the premise that very little being done today will be done this way in two years.

Until next week, if you know of any business that would benefit with a little coaching in the areas of organization, time and task management, social media, sales, marketing, customer service, operations, HR, leadership or team-building, have them give us a call at 562-577-7000 or send us an email. We will keep you in the loop on how it’s going.

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Will Robertson, Founder / CEO and Jay McDowell, President / MBA are doing business as Performance Strategies as of Jan. 1, 2017. Our offices are located at 1231 E. Dyer Road, Suite 215, Santa Ana, CA 92705. You can reach us 562-577-7000. Our web site is [www.PS-MCG.com](http://www.PS-MCG.com) Our E Mail addresses: [Will@PS-MCG.com](mailto:Will@PS-MCG.com) and [Jay@PS-MCG.com](mailto:Jay@PS-MCG.com)



Will Robertson, Founder / CEO



Jay McDowell, President / MBA

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