

CHANGE STARTS HERE

A Step-by-Step Workbook

1. Fuel:
The Reality
2. Fire:
The Inspiration
3. Damper:
The Obstacle
4. Catalyst:
The Energy



Change Starts Here:

Discover Your Path to Organizational Change and Leadership

By Heather Stagl

ENCLARIA LLC

Equipping Individuals To Lead Organizational Change

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CHANGE STARTS HERE: DISCOVER YOUR PATH TO ORGANIZATIONAL CHANGE AND LEADERSHIP
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Change Starts Here

Leadership and Change

You have picked up this workbook because you want to make a positive difference in your organization, within or even outside of your sphere of influence. Whether you are an executive wanting to change course, a business owner striving to take your business to the next level, a human resources manager planning a culture change, or a department manager seeking to develop a high-performance team, you have seen a gap and you want to fill it.

Leadership and change cannot be separated, because leaders exist to create change. The status quo continues easily without a leader. And yet, there is no simple formula for how to create change or for how to become a leader. The truth is that whether leadership exists depends on the leader, the followers, and the situation, combined. And the desired organizational change happens with every thought, every decision, every action we take - or don't take.

Change Starts Here Model

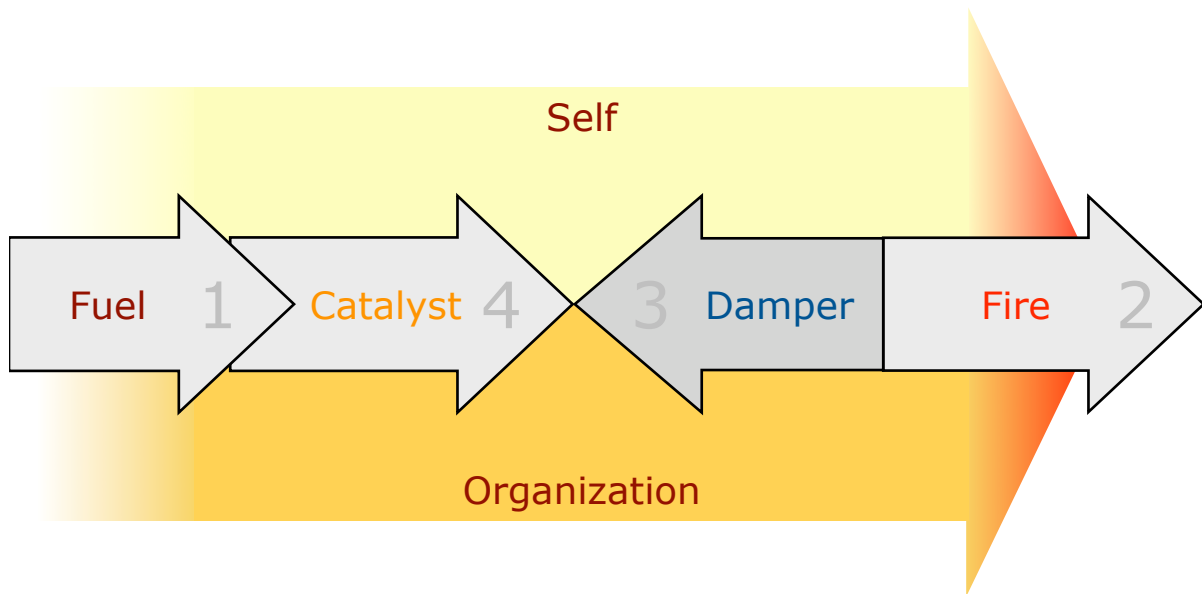
Mahatma Gandhi once said, "You must first be the change you want to see in the world." In other words, if you want the world to change, you must change yourself as well. That organizational change and leadership development are inextricable is at the heart of the *Change Starts Here* model. In order to achieve organizational change, a leader must also work on self.

The metaphor of the *Change Starts Here* model is starting a fire. The ability to make fire is an essential part of survival, just like change is essential to organizational survival. There are four steps that will get you from Fuel to Fire.

1. **Fuel:** Every fire must start with fuel, the material that the fire will consume. Fuel is the current inventory of assets, including what will burn and what won't. **Fuel is the reality.**
2. **Fire:** While fire might seem like the last step, the concept of the fire is where you want -- or need -- to go. Fire is the vision that will keep you on track and give you the motivation to go on. **Fire is the inspiration.**
3. **Damper:** The damper is what stands in the way of the Fuel becoming the Fire. It tries to snuff it out, sometimes even before it starts. **Damper is the obstacle.**
4. **Catalyst:** A fire will not spontaneously start. A spark is needed to get it going. Also, when the fire is dampened, it's the catalyst that will keep it burning. **Catalyst is the energy.**

"You must first be the change you want to see in the world."

Mahatma Gandhi



As you can see in the diagram, all the elements except Damper point in the direction of change. All three -- Fuel, Fire and Catalyst -- can be used to overcome Damper. The implication is clear: change is possible if you can tap into reality, inspiration, and energy to overcome obstacles.

About the Workbook

The author of this workbook, Heather Stagl, is a leadership coach who partners with individuals to help them become purposeful leaders and make change happen in their organizations.

By completing the *Change Starts Here* workbook, you will discover your path toward both organizational change and leadership. For your organization, you will think through where you are, where you are going, what is in your way, and what you will do to overcome it. Along the way, you will look at your personal contribution as a leader of the organization. The purpose of the workbook is to provide a starting point for change by better understanding your organization and yourself in each of the four steps of the model. In the fourth section, Catalyst, you will determine action steps to start moving on your path to change. Then, it's up to you to make it happen.

This workbook addresses one element of the *Change Starts Here* model at a time. Each chapter focuses on your Organization and then brings your role as a leader into the equation to review how they interact and affect each other. The following chapters provide a means of self-coaching on how to become the leader who will start a Fire for your organization.