

MANAGING CHANGE

By Ken Sande

*“For everything there is a season, and a time for every matter under heaven ...
a time to plant, and a time to pluck up what is planted ...
a time to keep, and a time to cast away” (Eccl. 3:1-2, 6).*

1. Change is inevitable, beneficial and yet painful
 - a. The changing of the guard
 - b. Let’s face it, change is inevitable (Eccl. 3:1-6)
 - c. Done properly, change can be enjoyable, invigorating and beneficial
 - d. But change can also be enormously painful
 - 1) Older people tend to resist change and hold on to their traditions (Mark 7:1-23)
 - 2) People who initiate change focus on what they will *gain*; people who are being compelled to change focus on what they will *lose*
 - 3) Kübler-Ross Cycle: denial, anger, bargaining, depression, acceptance
2. Change is always relational ... it directly impacts how people view and treat one another

3. Human relationships are always three dimensional (Phil. 2:1-4)

- a. God-aware
- b. Self-aware
- c. Other-aware



4. Scripture is filled with practical wisdom for managing change

- a. Pray, pray, and pray some more (Luke 6:12)
- b. Don't let a desire for change turn into an idol (James 4:1-3)
- c. Provide the Three P's of Satisfaction
 - 1) **Process** satisfaction (clear and fair, 1 Cor. 14:40)
 - 2) **Personal** satisfaction (respect and courtesy, Matt. 7:12)
 - 3) **Product** satisfaction (just and reasonable, Micah 6:8)
- d. Give people genuine ownership and influence (Acts 6:1-7)
- e. Be flexible, patient, and kind, even with those who wrong you (1 Thess. 5:14-15)
- f. Ask questions to stimulate thinking (Luke 7:41-42)

g. If you want to see positive, constructive change, PAUSE (Phil. 2:1-4)

- 1) **P**repare
- 2) **A**ffirm relationships
- 3) **U**nderstand interests
- 4) **S**earch for creative solutions
- 5) **E**valuate options objectively and reasonably

5. Advice to the Old Guard

- a. Founder transitions are the most challenging and potentially damaging issues any organization will face ... it's hard to let go of "your baby"
- b. The greatest gift you can leave with your organization is a positive transition
- c. Be an initiator ... it is better to suggest a change than to have it forced on you
- d. Be a servant (not a grasper) until the day you die (Phil. 2:5-11; Mark 10:42-45)
- e. Identify, mentor, and encourage your replacements

6. Advice to the Young Guard

- a. Sincerely honor those who have labored among you (Rom. 12:10)
- b. Don't wait until a crisis compels a hasting transition; put the issue on the table early, discuss it candidly and respectfully, and develop a reasonable plan
- c. Consider term limits, mandatory sabbaticals, objective evaluations
- d. Plan how to hold on to the wisdom and experience and commitment of your elders (emeritus status, advisory council, special projects)

7. Conclusion: "In everything, do to others as you would have them do to you."

Further study:

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