



Managing Change For Success: Architect Or Victim

by Dr. Michael Williams, Ph.D., SPHR,
Dean of the Graduate School of Business
at Touro College and Esther Muller,
Academy for Continuing Education

What would be the consequences if you continue to conduct business as though you were still in the 20th Century? How do you take control and manage change to become the architect who designs the change that will affect your success?

The 21st Century Business Context: Change and Opportunity
Change is foundational to life. Its relentless flow through our lives influences how we think, feel, and behave; in turn leaving its indelible imprint on our relationships and work.

Change is a daily exchange for real estate professionals. We continually share and trade change related ideas, strategies, and innovations harvested from our constant engagement with change. As a result, change is always present and influential.

Now the choice. Change while an enabling force for achieving business goals requires guidance and management to fuel success. Therefore, we must choose to become architects or victims of change.

A Call to Action

Becoming an architect or victim of change requires our commitment and work. Architects envision, design, and steward, while victims are unaware, unable, and underperforming.

To get us thinking about structuring and managing change, here is a change management model incorporating seven guiding principles engaging change.

Architect of Change

As architects of change, we assess the viability of business strategies relative to emergent opportunities driven by change. Determining whether change will enable or disable a business strategy depends on professionals' capability to identify interdependent relationships between market change and goals of the business strategy.

To explore these ideas, let's apply these three guiding principles toward becoming an architect of change:

1. **Envision:** Envision desired outcomes, associated business challenges, and necessary resources. Determine how change could influence achieving desired results. Envisioning serves two purposes: first, as a platform for goal setting. Second, it supports building a conceptual scaffold enabling reflection and assessment relative to business strategy feasibility and existing professional knowledge, capabilities, and skills corner-

ing change management.

2. **Reflect:** Reflection requires honest and accurate assessment of personal capacity and professional capability. Therefore, we need to understand and prioritize our reflective findings. This step will inform you if you possess the capacity and capability to effectively structure change and manage change.
3. **Accountability:** From reflection and assessment emerges accountability. You've integrated key personal, professional, and market data and are empowered to reach informed decisions. You're ready to take focused action and be accountable for your results.

Manager of Change

Managing change is a dynamic process. Frequently, managing change is viewed as a confusing experience, possessing few definable structures and offering scant predictability. As a result, change is considered a complex experience influencing our lives and work, yet subject to little or none of our control.

However, the influence and impact of change can be anticipated, channeled, and initially managed by incorporating these four guiding principles into your professional development plan:

1. **Learn-to-Learn:** Learn critical thinking skills. Gain fluency in the higher order thinking abilities including analysis, synthesis, and evaluation. These skills will enable you to define change.
2. **Become a Life-Long Learner:** Education is the cornerstone of 21st century advisory-based selling. In this millennium, knowledge is power—the power to acquire a comprehensive and integrated understanding of the residential real estate industry. Learning change's characteristics and structures will enable you to effectively manage change.
3. **Practice:** In his latest book *Outliers*, futurist Malcolm Gladwell writes that to be great in any vocation, we, as well as geniuses and prodigies, must practice at least 10,000 hours. So, practice...practice deliberately with coaching. Practice enables performance consistency and flawless execution in managing change.
4. **The 5 A's—Assess, Acquire, Apply, Adapt, and Adjust:** This simple formula enables you to harness the power and potential inherent in change. The resultant nimbleness provides perspective and direction in managing change, in turn maximizing return-on-investment and promoting success.

Apply these seven guiding principles and watch yourself become more adaptive, resilient, and intelligent about structuring and managing change in building your business. ■

Esther Muller

Co-founder of Academy for Continuing Education & Master Coach

Cell: 646-391-7406

esther@esthermuller.com

www.esthermuller.com