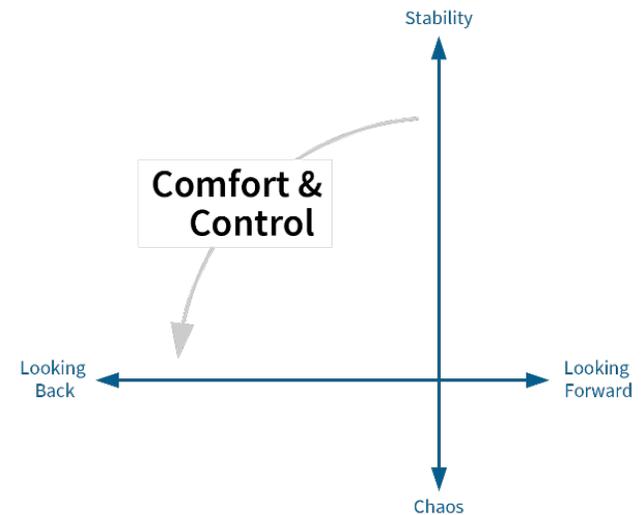


# Leader Actions for the Comfort & Control Quadrant

## Ways to Create a Felt Need

- Identify *what* needs to change.
- Identify *why* it must change – identify the problem that needs to be solved.
- Immerse people in data – from the customer, from other stakeholders, from the City's performance successes/failures – that support the need for change.
- Identify the consequences for the team, department, and the City if we're not able to solve the problem or respond to the oncoming challenge.
- Explore others' aspirations for a better future for themselves and others: *What possibilities for the future offer significantly better opportunities for us than the current status quo?*
- Get people's attention – give them a reason to move away from comfort and complacency and be open to new ways of thinking/acting.



## Ways to Deal with the Emotions of Those Who are in Comfort & Control

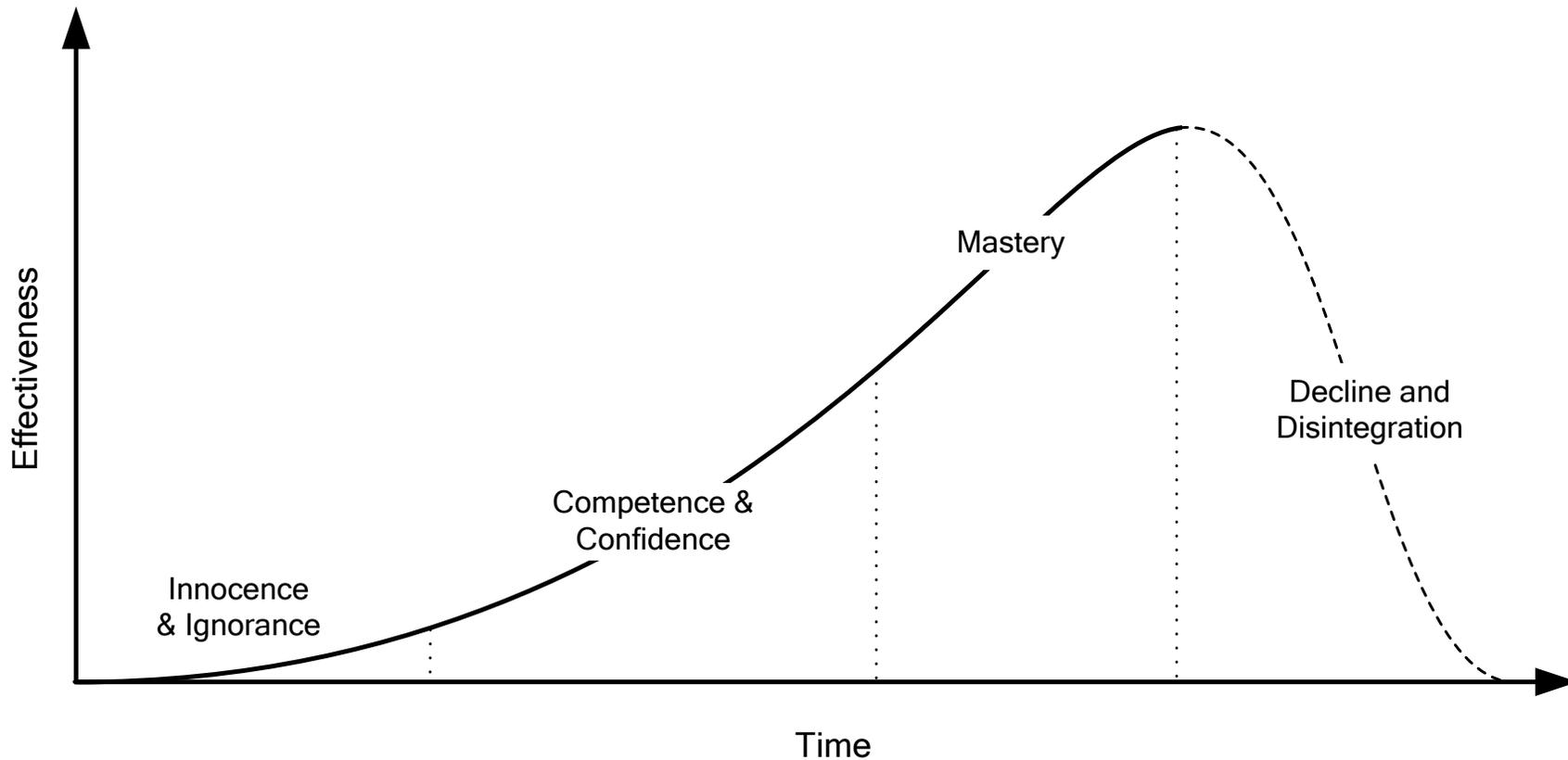
- Acknowledge others' successful past and their contributions to the success we've had – contributions that enabled us to be where we are today.
- Honor where people are while giving them a reason to be open to hearing about the need for change.
- Continue selling the need for change, the "why" of change. Sell the pain and the consequences of NOT changing – for them as individuals, for the team, for the people they serve, for the City.
- Continue sharing information about the drivers of this change: customer complaints, budget data, increasing costs, changing demographics, the need to stay responsive to changing customer needs, etc.
- Let people know it will happen — one way or another – and that facing the challenges ahead will be made easier when they bring their knowledge, experience, and insights to the effort.
- Give people time to let the idea of the need for change sink in. People absorb information in different ways and at different paces. Start the conversation around the need for change early and don't expect a sudden conversion.
- Don't focus on selling solutions or the change vision (they may not be interested). Instead, sell the problem: why the change is needed to meet current and emerging challenges.
- Tell them that the City needs their knowledge and experience to find the new way forward.

Adapted from **Change Basics**, by Linda and Jeff Russell  
ATD Press, 2006

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# The Sigmoid Curve: The Natural Life Cycle of All Living Systems

The Sigmoid Curve traces the path that all living systems (individuals, teams, organizations, societies, etc.) tend to follow as they strive toward high performance and mastery. The curve highlights the hazards of complacency and hubris – characteristics that sometimes occur before or at Mastery. It's at Mastery when we may find it difficult to see shifts in the environment around us and, subsequently, fail to adapt, adjust, or begin a new learning curve (which is the only way to avoid Decline and Disintegration).



Adapted from the work of Jonas Salk as summarized in *The Paradox of Success*, by John R. O'Neil  
 Published by G. P. Putnum's Sons, 1993

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