

When Change Happens *Adjust Your Sail*

Leader's Guide

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A Message from Sam...

“Let’s face it; change is happening all around us. When I speak of change, I often use the analogy of being on a small sailboat in the middle of a storm. Change is blowing us all around and we need to adjust our sails to get out of the storm. It can be difficult...

I have a simple goal, I want people to understand that a positive attitude can help them cope with all kinds of issues. You have the ability to overcome changes, challenges, the unexpected and negative people. My three simple navigational tools in this video can help”

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Program Overview

When Change Happens, *Adjust Your Sail*

Laughing while learning... Everyone loves to laugh and wouldn't it be nice to enjoy learning while smiling? Enter Sam Glenn in "When Change Happens, *Adjust Your Sail*." Sam Glenn has a unique way of telling stories by using anecdotal situations that have occurred in his life. They are often very funny and many times they conjure up memories from our own past.

In "When Change Happens, *Adjust Your Sail*" Sam uses the metaphor of being in a small boat on a stormy sea. The boat is being rocked by the winds of the storm and might not be able to keep its navigational path. That boat (you) has to adjust it's sail in order to navigate through the storm and get back on track and that starts with a positive attitude.

This video will guide you through Sam's three helpful tools for navigating the storm of change and will keep you smiling throughout! With his help, you can overcome changes, challenges, the unexpected, and negative people.





About the Author...

Sam Glenn has become one of the most in-demand, inspirational, and motivational keynote speaker in the country. This once nighttime janitor who slept on borrowed floor space now invigorates audiences of every size with sidesplitting humor, insights, and candid simplicity. Sam Glenn is regarded as The Authority on Attitude™ and has written 17 books on the subject of Attitude and Peak Performance in life and the workplace. Sam is the founder of Attitude Digest magazine, which targets senior level managers and entrepreneurs who are looking to inspire their staff members. The magazine is motivational and fun! In Sam's free time he enjoys dining and laughing with his family, fishing, and making others look good on the golf course.

About the Producer...

Enterprise Media is a leading producer and distributor of entertaining and informative documentaries and TV programming to the global broadcast, corporate, and educational markets.

Enterprise Media's principals have been involved in the production of television programming and educational videos on topics relating to business strategy and management, with more than 60 business titles to their credit including **In Search of Excellence** with **Tom Peters** and **Who Says We Can't Do It?** with **Lance Armstrong**.

Enterprise Media's material is unique. We specialize in "high end" business stories, produced in a lively and entertaining manner that make the domain of free enterprise interesting and accessible to a general audience, while containing content that is inspiring and useful at all levels in an operating business.

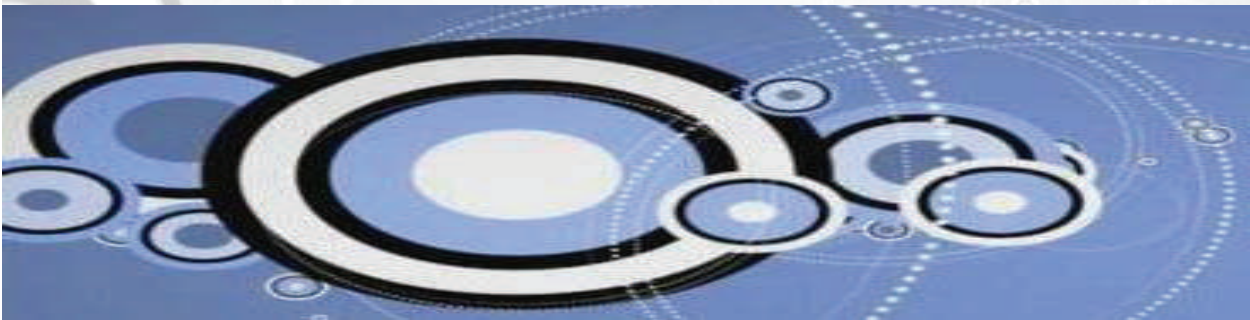
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Using This Program in a Training Session

It's easy to get nervous and discouraged when change occurs. Change can happen quickly, be scary, and is often unexpected. But how you adapt and handle change will set the tone for your future. The message that Sam Glenn shares with us in "When Change Happens, *Adjust Your Sail*" is that we can overcome changes, challenges, negative people, and the unexpected by adjusting your attitude and staying positive and productive. The program is ideal for many audiences.



MANAGEMENT AT ALL LEVELS: Let's face it, employees look to their leaders to set the "tone." Particularly in times of change. Managers need to view the program – and they should talk about it to their employees. They need to lead the way and define what the future will look like and inspire staff to make it happen despite obstacles.

CUSTOMER CONTACT EMPLOYEES: Whether they are on the phone, dealing with customers in person, or helping deal with customer complaints or concerns, every employee who has contact with customers should view this program. It's a powerful reminder that one of the core elements of great service is a great attitude and its fun to watch. Fear of change can impact customer service and this program can help employees overcome their apprehension.

ORGANIZATION-WIDE TRAINING: "When Change Happens, *Adjust Your Sail*" has a simple and powerful philosophy that everyone in an organization can use. Everyone has to deal with change. Security personnel, sales people, cleaning staff, managers, financial personnel etc. Everyone will benefit from this program because when change occurs, having a positive attitude and a constructive plan to deal with change will benefit the entire company.



Suggested Agendas

Two separate agendas are provided below to help you prepare for your training session. They can easily be modified to fit your needs and or desired timeframe. On the following page we have also provided you with an untimed agenda so that you may customize your own training session.



1.5 Hour Agenda

	<u>Time</u>	<u>Page</u>
Introduce the Training Session to Participants	15	12
Watch and discuss the DVD	30	13-14
Break	10	-
Discussion and Participate	30	15-17
Session Debrief	5	23



3 Hour Agenda

Introduce the Training Session to Participants	15	12
Watch and discuss the DVD	20	13-14
Break	10	-
Create small groups to discuss current changes facing your company	25	
Use the Color-Coded Change Exercise to mix up the groups	10	16
Review the changes facing your organization and make suggestions		
Use the Change Game	25	15
Break	10	-
Use the Change, Change and More Change Exercise	30	17
Review how people felt after the Change, Change and More Change	10	18
Review the changes facing your organization to see if the groups have new ideas	20	
Session Debrief	5	23

Note to Facilitator:

If you do not have time to do the full 3-hour training session then you may distribute the remaining exercises to your participants so they may continue the complete the training on their own.



Facilitator's Personalized Agenda

You may wish to plan your own customized agenda that is different than the ones on the previous page. Here is a blank agenda for your use.

Activity	Time	Page
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
9. _____	_____	_____
10. _____	_____	_____
11. _____	_____	_____



Checklist for Facilitator

This checklist will help you gather everything that is needed to complete this training session.

Meeting Preparation



Write down your training objectives.

Send the Program Overview (page 3) to your participants prior to the training session.

Location



Create an atmosphere that is comfortable and conducive to learning.

Book the room in advance.

Provide a surface for writing and be sure it's adequately lit.

Check for sound.

Be sure all of the seats have a good view of the visuals.

Equipment



Make sure that your DVD player or computer is working.

Check the DVD all the way through to be sure it works properly.

Check the PowerPoint equipment ahead of the training session.

Check all of the other equipment that you are planning on using ahead of the training session.

Materials



Leader's Guide

DVD of "When Change Happens, *Adjust Your Sail*"

Paper and pens or pencils

Any required additional equipment

Nametags



A Message to the Facilitator

You do not have to be a professional trainer to use this program. Sam Glenn's philosophy is straightforward and easy to implement. He believes that everyone can bring their creativity, positive attitude and enthusiasm into every interaction with customers and co-workers. The facilitator will act as a liaison to spread Sam's message. This is a process not an instant cure. Not everyone will "buy-in" right away. But if you can help several people in your workplace become more creative and positive it will spread like wildfire. You will also help create a more enriched workplace and it will become contagious. We promise!

Sam's message is uplifting and most participants will leave with a renewed sense of energy. Be sure to emphasize this and help them set high goals. Keep communication open and continue to reinforce the positive. Let them share their thoughts and brainstorm new ways to keep the energy alive both in the workplace and their lives. When you are preparing the program remember the following:

Create an environment where the participant's feel free to have an open discussion.

Send out a memo to participants with an agenda and goals you wish to accomplish ahead of time.

Play fun music while people enter the training room.

Make sure you watch the DVD several days before the training session.

Invite people to sit up front and not hide in the back.

Remind participants the day before via e-mail.

Try to stay on topic by using workplace examples and stories.

Plan out your exercises ahead of time to ensure you have all the materials needed.



Facilitator Instructions

This program and video will focus on helping the participants through change with the following 3 training lessons:

Don't Panic
It's Okay To Complain, But...
Stay Positive

We have given you an overview of each training point that corresponds with a PowerPoint display if you wish to use them. Each training point also has several discussion questions and an exercise. Feel free to use these or create your own! Sam would want you to be creative! On the following pages, you will find the introduction to the training session, the discussion questions and three exercises to conduct with your group.

Remember to take a moment with each training point and find a way to help your participants relate it to their lives either at work or at home. That's the best way to communicate the messages and help them find a way to navigate their own stormy seas of change!

Introducing the Session to the Participants

Time Required: 15 minutes

Materials Needed: PowerPoint Program Overview

Objective: To introduce the subject, explain who Sam Glenn is and introduce the Facilitator and the participants to each other.



Introduce yourself and what you hope to accomplish. Smile, tell them something about yourself, and create a positive and energized atmosphere. Have everyone introduce themselves to each other. Explain to the group that you are there to discuss how they can use their unique abilities to create memorable and lasting relationships with customers and co-workers by using Sam's training lessons.



Show PowerPoint slide of Sam's 3 training lessons for navigating change:

Don't Panic
It's Okay To Complain, But...
Stay Positive



Explain to everyone that these 3 learning points will be fully featured when they watch the video. Ask them to take notes when they watch the video and start to think about how they can implement the 3 training lessons into their job and lives. If your organization is experiencing change, you may want to discuss those changes in advance as well so your audience can use the video to build perspective.



Screen The DVD and Discuss it

Time Required: 45 minutes

Materials Needed: DVD "When Change Happens, *Adjust Your Sail*"
Discussion Questions Worksheets Pages 26-32

Objective: To understand how Sam Glenn incorporated the 3 training lessons into his life and how the participant can better understand how they can be incorporated into their lives.

1. Distribute the DVD discussion questions.
2. Watch the DVD "When Change Happens, *Adjust Your Sail*."
3. After you finish watching the DVD, instruct your group to answer the discussion questions and then be prepared to have a group discussion upon completion. If you have a large group, it might be beneficial to have them break into smaller groups and assign a group member to report back to the larger group.
4. There is a lot of flexibility for you (the facilitator) in the discussion
5. questions that follow. You could:
 - Watch the video all the way through and then complete the discussion questions.
 - Watch the video through once and then go back to review each training point before doing the discussion questions that pertain to that training point.
 - If you are pressed for time, you can do a few of the discussion questions and then re-group at a later date by reviewing the individual training points in the video and then complete the corresponding discussion questions.
5. Work through the group exercises.
6. Debrief with your participants. Find out what they learned and how they enjoyed the training session.



Discussion Questions

Sam's first story is about having to schedule a flat tire. Certainly a flat tire, or any other problem with your car, can wreak havoc in a day's schedule. What are some other very common day-to-day things that can happen that sometimes wreak havoc? For example, getting a phone call from your child's school that your child is sick and needs to be picked up but also having a conference call in the next half hour. Once you have identified some very common things that "could" happen but you didn't plan for, think about how you would react utilizing Sam's training point, "Don't Panic".

You may have a team in your workplace that easily "hits the panic button" when a stressful change situation is taking place. As a group, discuss how you can avoid "hitting the panic button" in the future.

We all need to vent our frustrations and in times of high stress this might happen in a negative way. Think about how you typically vent your frustrations and the possible effects this has on your co-workers and family members. If it's easier...first think about how THEY vent their frustrations on you. See if your style compares. How can you improve your style?

"It's Okay To Complain, BUT..." is really important! Do you or your co-workers know when everyone has had enough? Discuss ways that you can politely tell your co-workers or family members that you care about their feelings and are ready to help them find a solution to their problems.

Sam's third training point is "Stay Positive". This can be hard in the face of change. Think of three things you can do today to create a more positive atmosphere for you and your co-workers. For example, smiling when you walk into a room is a simple way to Stay Positive! List others.

You are most likely watching this video because you are experiencing change. We're always experiencing change. List the top three changes that are occurring in your environment right now and rate them on level of importance. Think about how you can Stay Positive through these changes.

Change can be very stressful and frightening to many people. This is what causes the reactions of negative feelings, complaining and panic. How can you help your co-workers and family members positively adapt in times of change? Think about what you can do in your office or your home that will help the people around you know that you are there to help them navigate through the storm.



Change Game

Time Required: 5 to 25 minutes

Materials Needed: PowerPoint of Cross Your Arms
Worksheet Page 33

Objective: To help the participant's identify, in a simple way, how difficult change can make them feel. This exercise is great if you don't have much time or have a large group. The additional questions can be used to extend the exercise into a meaningful discussion.

Exercise: Ask the participants to stand up and "cross their arms". The definition of "crossing their arms" is folding their arms together as if they were bored, mad or waiting for someone. Once they have completed this, ask them to "cross their arms the other way" – reversed of what they just did.

Approximately 90% of the participants will struggle with this and will laugh at their struggle. When people cross their arms, they do so naturally and without even thinking about it. When they are asked to cross them the other way, they have to stop and think about it. They usually start with how they know how to do it and then dissect the process and attempt to reverse it. You can use these additional questions to expand on the exercise and relate it to a much more difficult change your organization is facing.



Discussion Questions:

How did it feel when you were asked to cross your arms the other way?

Did it come naturally or did you have to stop and think about it?

Were you comfortable with doing this differently than your normal process?

What are some things that make people resistant to change?

What can you do to make it easier for people in your organization to accept the changes?

What kind of support is necessary to maintain the changes?



Color-Coded Change

Time Required: 10 minutes
Worksheet Page 34

Objective: To help your participants identify how “imposed” change feels in an atmosphere where they can discuss it.

Required Materials: Envelopes and four different colors of index cards. Make sure you have enough cards for the participants.

Set Up: Create four groups based on the color cards to try and evenly distribute the number of participants. Put a card in an envelope and mark the envelope “Do Not Open Until Told To Do So.”

Exercise: Make sure each participant has an envelope at the beginning of the training session as part of their material. People will generally sit where they want in your training area and then watch the DVD “When Change Happens, *Adjust Your Sail.*”

Ask your participants to open their envelopes and re-group in the room with other people of the same colored cards.

Discussion: This is an imposed change. The participants now have a new team to work with and are in a different area. Go ahead and work through some of the discussion questions on page 14 with the new groups and then return to these discussion questions to explore how the participants felt about an imposed change.



Discussion Questions:

Did you find it difficult to work with your new group?

What element of choice did you have with this new change?

The cards were randomly drawn and your group was a product of that – does it feel random?

What did your group do to assimilate yourselves?



Change, Change and More Change

Time Required: 30 minutes
Worksheet Page 35

Objective: To get your participants to think about how they respond to change and how to creatively find new solutions. This exercise is very interactive and really gets people “feeling the change.”



Activity:

1. Line up the participants in two rows facing each other.
2. Label one row “A” and the other “B”. You can put a piece of paper on the floor at the beginning of each row to keep the confusion to a minimum. This exercise will get rowdy!
3. Ask the people in Row A to turn around while asking the people in Row B to change one thing about their appearance. This can be removing their glasses or a tie.
4. Tell Row A to turn back around so that they are facing Row B again and see if the participants in Row A can spot the changes.
5. Ask Row B to turn around while Row A changes something about their appearance and see if Row B can spot the changes.
6. Go back to Row A and ask them to turn around while Row B changes something else.
7. Ask Row A to face Row B again and identify the changes.
8. Repeat
9. Repeat
10. Repeat

Depending on your group, after the third time a Row is asked to change something you will see the panic start as they struggle to find something to change. You might even have people ask for the activity to stop! If you are met with a lot of resistance you can encourage their creativity by suggesting they exchange items with other people in their Row, such as someone’s glasses or a scarf. You can also suggest that they use items around the room – such as making a paper hat.



Change, Change and More Change Continued



This exercise can be very stressful to some people so keep the atmosphere light and be ready with some creative suggestions.

Discussion: After the group has calmed down, use the following questions to allow them to discuss their reactions to change.

Finish this sentence: "It was a fun activity for the first three times..."

As you ran out of things to quickly change, did you feel pressure to find another "thing" to change quickly even though there was no time limit imposed on the activity? Why do you think you felt pressured by time?

This exercise called for some creative solutions. Can you think of a change that you have experienced at work that required a creative solution?

How do you think you reacted to this exercise? Was it exciting? Did you enjoy it? Did you feel stressed and pressured? Did not enjoy it? Discuss with your team how you felt.

If you had to do this exercise again now that you have had time to think about it, do you think you would do it better? Do you think you could find creative solutions easier now that you know what to expect? How can you relate that to how you feel about some of the changes in your organization or at home?



Make Learning Fun!



Often people hear about training (or any other form of learning) and they have visions of something boring and unpleasant. With this program, we hope that we've shown that learning can be enjoyable.

Why is this important? Studies show that students learn more if they are engaged. Moreover, lessons, when presented in a humorous and entertaining fashion, will stay with students longer – their retention will improve!

How can you continue to keep these lessons fresh in the minds of everyone who views this video? We have put down a few ideas. We also encourage you and your team of leaders to get together and brainstorm new ideas.

Have fun with this and remember to keep everyone laughing!



Post Training Discussion

Use the examples that Sam provided in the video to spur a final discussion around the training points from “When Change Happens, *Adjust Your Sail*”.



Don't Panic
Sam didn't panic when he had a flat tire!



It's Okay To Complain, BUT...
Sam knew that he had to stop complaining and do something to resolve the problem when he needed to wash his car.



Stay Positive
Staying positive is the key to dealing with changes, challenges, the unexpected, and negative people.



Worksheets

Training Points

Don't Panic

**It's Okay To
Complain, But...**

Stay Positive



Change Game Discussion Questions

How did it feel when you were asked to cross your arms the other way?

Did it come naturally or did you have to stop and think about it?

Were you comfortable with doing this differently than your normal process?

What are some things that make people resistant to change?

What can you do to make it easier for people in your organization to accept the changes?

What kind of support is necessary to maintain the changes?



Color-Coded Change Game Discussion Questions

Did you find it difficult to work with your new group?

What element of choice did you have with this new change?

The cards were randomly drawn and your group was a product of that – does it feel random?

What did your group do to assimilate yourselves?

Change, Change and More Change Game Discussion Questions

Finish this sentence: "It was a fun activity for the first three times..."

As you ran out of things to quickly change, did you feel pressure to find another "thing" to change quickly even though there was no time limit imposed on the activity? Why do you think you felt pressured by time?

This exercise called for some creative solutions. Can you think of a change that you have experienced at work that required a creative solution?

How do you think you reacted to this exercise? Was it exciting? Did you enjoy it? Did you feel stressed and pressured? Did not enjoy it? Discuss with your team how you felt.

If you had to do this exercise again now that you have had time to think about it, do you think you would do it better? Do you think you could find creative solutions easier now that you know what to expect? How can you relate that to how you feel about some of the changes in your organization or at home?

