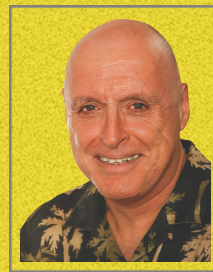


# THE EXTRA POINT

BY JERRY ROBERTS



## # 1706 When New Management Takes Over — Part 2

Yesterday, we began talking about two very different ways to assume control of an operation, when management changes in an existing operation. Our first example was taking fast action, making big changes, cost-cutting including staff reductions, and sending a message to the market that the organization has new momentum. Today, we look at this from a different perspective. We want to go slow, observe the operation, then make changes when we feel the time is right. I'm Jerry Roberts, and that's coming next on the Extra Point.

While new management often feels compelled to implement sweeping changes once they are in control of an operation, taking a more gradual approach can be equally beneficial. Observing operational flow and how people work together before introducing changes, can lead to more sustainable outcomes. I've got five key points to go over.

1. Understanding the culture.  
Every organization has its unique culture, shaped by its history and the people within it. In the gradual approach, management takes time to understand this culture before making changes.

Rushing into reforms without grasping the existing dynamics can lead to resistance and resentment among employees. By observing and engaging with staff, leaders can identify areas for improvement that resonate with the team.

2. Identifying core issues.  
Immediate changes can sometimes target symptoms rather than root causes. Just like in medicine, the patient gets immediate relief, but the underlying condition is still there.

A thorough assessment allows management to distinguish between superficial problems and deeper systemic issues. By taking weeks or months to analyze operations, leaders can develop informed strategies that address the organization's true needs.

3. Taking time to build relationships.  
Establishing trust with employees is vital for successful change management. By spending time observing and listening, new leaders can build rapport and two-way communication. This collaborative approach encourages buy-in from staff, making them more likely to support future changes.

4. Minimizing disruption.  
Some organizations thrive on chaos, but most people seek stability. Rapid changes can disrupt workflows, create confusion, and lead to decreased productivity.

By gradually bringing changes, management can minimize disruption and allow employees to adjust, ensuring a smoother transition.

5. Encouraging continuous improvement.  
Gradual change matches up with gradual and continuous improvement. Smaller, incremental changes can be tested and refined based on feedback, leading to more effective solutions.

People who want to go faster won't agree on the value of this, but the slower method allows organizations to adapt as they learn what works best.

A simple analogy is you're driving along and see an oncoming vehicle headed right for you. If you're going fast you'll have less time to react and get out of the way. The slower driver has a better chance to avoid the collision.

In conclusion, while new management may feel the pressure to implement sweeping changes, a gradual approach can lead to more effective and sustainable outcomes.

By understanding the organization's culture, identifying core issues, taking time to build relationships, minimizing disruption, and encouraging continuous improvement, leaders can create a more resilient group that is poised for success.

(Con't.)

So, which is best, the fast way or the slow and more deliberate style? I see advantages to both, and can imagine situations where both are appropriate.

Tomorrow, we'll apply what we've learned the past two days in looking at the controversial efforts of Elon Musk and his team at the Department of Government Efficiency.

That's the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I'm Jerry Roberts.

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