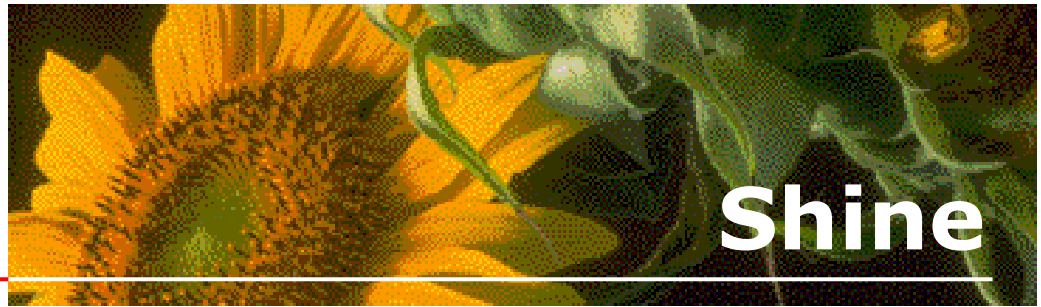




Level 1  
203 Blackburn Road  
Mount Waverley  
VICTORIA 3149

Phone: +613 8678 1823  
Mobile: +61404528269  
E-mail: diana@smartcareerlife.com

[www.smartcareerlife.com](http://www.smartcareerlife.com)



Work SMART, Play SMART, Live SMART

## Inside this issue:

Change Management — **2**  
The What, Why and How?

Book Review: Who **3**  
Moved My Cheese? By  
Dr. Spencer Johnson

Movie Review: Gandhi **3**

## Inspirational Quote:

**"God give me the courage to change what I can, the serenity to accept what I cannot and the wisdom to know the difference".**

- Niebuhr

## Coachees' Corner:

"Coaching for me has been an enjoyable and enriching experience helping me to identify and constructively deal with personal difficulties concerning careers, such as: resume techniques, time management skills and mental exercises for coping with difficult situations like job interviews.

With Diana Lim's help I was successfully able to find a job in the area I was hoping to enter after finishing University, using the skills she had taught me."

- Adam Twite (Melbourne)

## The "Chameleon" Age

### Change Management

Whatever the context, be it the weather, politics, world economies, the local labour market or personal lifestyle choice, everything is changing at a rate more noticeably fast-paced than what generations before us have had to face.

Whether these changes or the rate of change is considered healthy is open-to-debate but first we must understand what is change, why is change management important and how to approach change. In this issue we address these questions.

Our Inspirational Quote highlights an important element of change management, the recognition of what is within our power or control to change.

The Book Review looks at change management as described by Dr. Spencer Johnson in his business book entitled "Who Moved My Cheese?" His unique approach of story-telling in presenting his principles and business process of change management has resulted in over 12 million copies being sold worldwide. A parable story, its simplicity helps illustrate the depth of Dr. Johnson's message, that uncontrollable change requires a positive, proactive and yet simple response.

Our Movie Review of "Gandhi" looks at the life of this unconventionally modest and yet powerful man, who not only succeeded in obtaining India's independence from British rule peacefully but who provided the world with an example of how best to approach and manage change.

### SMART Career and Life Coaching — Life Change

As I take maternity leave in late June to welcome the arrival of my second child and embrace this positive life-change, I reflect on the personal/business implications of change and how the principles espoused throughout this issue directly apply to SMART Career and Life Coaching right now.

Niebuhr's quote comes to life at times like these when one needs the wisdom to distinguish between what is within their control to change and what isn't. For example, it serves no purpose to dwell on where the business might be heading if I was not taking this maternity break. Rather, I choose to focus on what is the achievement of a personal life goal — having more than one child to call my very own.

As Dr. Spencer Johnson suggests, uncontrollable change requires a positive, proactive and simple management response. I choose to take each day as it comes, having gratitude for the small daily achievements and being proactive in creating a routine that will provide me the most appropriate time to return to work/the business.

As Gandhi once said "the way of truth and love has always won", I choose this path, having faith in the final destination wherever that might be!

### SMART Career and Life Coaching — Program Development

Unfortunately, over the last two months, there has been slow progress in the development of both our Parent Life Transition Program and the Professional Series of

workshops. While "behind-the-scenes" efforts have been ongoing to develop the business infrastructure supporting these programs, the results do not reflect the amount of effort put in.

SMART Career and Life Coaching are committed to both of these programs and will continue to push forward despite the setbacks experienced in the last two months.

### SMART Career and Life Coaching — Coachees

One of the key strengths of any coaching relationship is the self-confidence and self-reliance that manifests within the coachee. There is nothing to be gained in creating a dependence between the coachee and their coach.

In my latest sessions, I have been briefly covering 'The Art of Self-Coaching', providing coaching methodologies, practical techniques and reinforcement for each coachee to continue their progression toward goal achievement. I look forward to hearing of their triumphs, celebrating their achievements and supporting them through challenges upon my expected return in October 2011!



Diana Lim

Director & Professional Coach



### "Agents of Change"

(Image Source: [www.sxc.hu](http://www.sxc.hu) | PorcelainB)

Change management is important to an individual in terms of their adaptability to a changing environment. It is also important in providing personal growth, managing general wellbeing and ensuring effective decision-making throughout life. Change management is fundamental to society's evolution. As we discover our purpose and journey towards it, change management will ensure a smoother transition for all of us.

### "Changing Gears"

(Image Source: [www.sxc.hu](http://www.sxc.hu) | Sachyn)



## Change Management – The What, Why and How?

'Change' is often associated with varying emotions, either apprehension and anxiety or anticipation and excitement. So what is it concerning change that creates these strong reactions in us? How do we take charge of any change in our lives and successfully manage its consequences? This article attempts to answer these and many more questions concerning change management.

### What Is Change Management?

According to Webster's Concise Edition of the English Dictionary (2005, Summit Press), **change** is defined as "vt. to make different, to alter; to transform".

**Manage** is defined as "vt. to control the movement or behaviour of; to have charge of; to direct; to succeed in accomplishing".

So, **change management** is the "ability to control the movement or behaviour of an event that transforms" an individual's situation.

### Why Is Change Management Important?

We all come face-to-face with change in our work and personal lives. Creatures of comfort and familiar routine, the natural response is to resist or ignore change, hoping that it will go away. This response perceives change as negative and threatening, an experience to be feared for its uncertainties and its inability to be controlled. This response is instinctual, dating back to Neanderthal man when change threatened more than our way-of-life; it threatened our basic survival and triggered a natural physical reaction, now referred to as the "fight or flight" response.

Where our response demonstrates an inability to manage fear and uncertainty ("flight"), increasing our knowledge of the proposed change can mitigate the perceived risks and reduce these fears. By understanding how the intended change will be implemented we are better able to manage the change process and our transition to a new, pre-determined state.

Where our response demonstrates a need to control the situation ("fight"), the following quote by Niebuhr validates this response:

*"God give me the courage to change what I can, the serenity to accept what I cannot and the wisdom to know the difference".*

As Niebuhr suggests, there are situations or circumstances outside of our control where resistance or defensiveness merely creates stress within us and around us – it does not alter the resulting consequences. Having the serenity to accept these changes outside of our control allows us to focus our attention and emotions on what we can constructively change in response to our circumstances.

Change management is important to an individual in terms of their adaptability to a changing environment. It is also important in providing personal growth, managing general wellbeing and ensuring effective decision-making throughout life. Change management is fundamental to society's evolution. As we discover our purpose and journey towards it, change management will ensure a smoother transition for all of us.

### How Do You Manage Change?

Dr. Spencer Johnson wrote a parable story called "Who Moved My Cheese?" that suggests a process to deal with uncontrollable change. The story illustrates both reactive and proactive responses to change – characterising the emotional "fight" reactor ('Hem'), the emotional "flight" reactor ('Haw'), the proactive sensor ('Sniff') and the action taker ('Scurry'). The story describes an irony that challenges each of us. Our evolution has gifted us with complex cognitive and emotional capabilities allowing us to 'progress' beyond other animal species on Earth. However, those same capabilities prevent us from using our more natural instincts to keep things simple and be proactive towards change.

The characters in the story are symbolic of the different responses

within us, we choose what we feel is most appropriate in accordance with our situation.

The following process was suggested by Dr. Spencer Johnson in dealing with uncontrollable change:

1. Change Happens – They keep moving the Cheese
2. Anticipate Change – Get ready for the Cheese to move
3. Monitor Change – Smell the Cheese often so you know when it is getting old
4. Adapt to Change Quickly – The quicker you let go of old Cheese, the sooner you can enjoy new Cheese
5. Change – Move with the Cheese
6. Enjoy Change – Savor the adventure and enjoy the taste of new Cheese!
7. Be Ready To Change Quickly And Enjoy It Again And Again – They keep moving the Cheese.

Here is our process for dealing with controllable change:

1. Establish Purpose – Why change?
2. Set a SMART Goal – What will be achieved from this change?
3. Breakdown Change – What actions ('baby steps') need to be taken to implement change?
4. Address Fears – What concerns are there to protect me from unrecoverable loss and what concerns serve as irrational, emotional thoughts that limit our progress?
5. Take Action – What small success is yours immediately from implementing the next action?
6. Enjoy Change – Where is your sense of adventure? How will you celebrate the small successes along the way?

In summary, we've defined change management by explaining what it is, why it is important and how it is achieved.

For further details, check out our blog — <http://smartcareerlife-change-management.blogspot.com/>

**"Haw looked down the dark passageway and was aware of his fear. What lay ahead? Was it empty? Or worse, were there dangers lurking? He began to imagine all kinds of frightening things that could happen to him..... Then he laughed at himself. He realized his fears were making things worse. So he did what he would do if he weren't afraid. He moved in a new direction. As he started running down the dark corridor he began to smile..... He was letting go and trusting what lay ahead for him, even though he did not know exactly what it was....."**

- Dr. Spencer Johnson

## Book Review: Who Moved My Cheese? By Dr. Spencer Johnson

★★★★☆

The first book title that comes to mind when the topic is 'Change Management' is this one - "Who Moved My Cheese?" Why? Perhaps it is because the book is only 94 pages long and presented in the larger font of a children's story. Perhaps it is because it tells a story for all ages to enjoy. Or perhaps it is the profound truths that underlie its simplicity.

Here's one undeniable fact, over 12 million copies have been sold worldwide!

The book's subtitle 'An A-Mazing Way to Deal With Change In Your Work and In Your Life' summarises the story, the key theme and its application.

Four characters that are symbolic of different responses to change, live in a maze searching for 'cheese'. The story begins with them finding it and how comfortably each settles into

routine. As with all stories regarding change, one day the characters find that the 'cheese' is no longer where it used to be — it has gone! The story unfolds describing how these different characters respond to the change and the learning outcomes that arise for all of us.

There has been criticism of the story's simplicity, of its assumption that change is always something to be followed without question.

To put this into context, the book describes change as an external event, something that affects us but is outside of our control. In such circumstances, there may be little or no choice but to accept that the change has occurred. Dr Johnson does not imply that the change itself is positive but rather his process for change recommends a positive, proactive response to the event.

Change could also be an internal

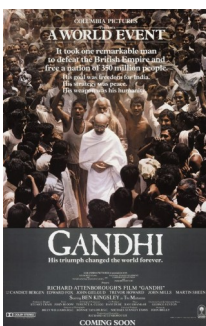
event, something that affects us and is within our control. There may be choice or room to decide whether or not this change will occur. This type of change is not dealt with in the book, else the book would have to be renamed 'To Move or Not to Move My Cheese, That is the Question!'

What makes this book memorable is in its telling of a parable story. We remember the authors' message and the learning outcomes much more readily because of the experiences of the characters in this story than if Dr. Spencer Johnson had spelt it all out in a non-fiction business book on change management.

For all its simplicity on the surface, there is greater depth beneath and therefore 'Who Moved My Cheese?' has earned each one of its awarded four stars!

## Movie Review: Gandhi

★★★★★



Gandhi

Richard Attenborough's epic film "Gandhi" starring Ben Kingsley as The Mahatma won 8 Academy Awards including Best Picture in 1982. Almost 30 years on, the film is as timeless as Gandhi himself!

The film's subtitle— "His Triumph Changed The World Forever" describes The Mahatma as a successful change facilitator (i.e. India's independence) who utilised a management process like no other (i.e. non-violence).

Gandhi led India to its freedom from British rule, not as a dictator or tyrant, (for they were common in his century) not as a ruler of nations but rather a small, modest man who described himself an activist using non-violent, non-conformist principles and activities.

For example, when Gandhi led thousands of fellow Indians on a

march to the sea where he made salt, the British underestimated the power of this demonstration where Gandhi proved the making (and therefore profit) from sea salt was everybody's right rather than solely that belonging to the British.

Another demonstration involved the burning of material clothes imported from Britain. Gandhi encouraged fellow Indians to make their own and buy locally made clothes instead of supporting western business trade. "Happiness does not come with (owning) things, it can come from work, with pride in what you do. India lives in its villages and the terrible poverty there can only be removed if their local skills can be revived. Poverty is the worst form of violence and a constructive program is the only non-violent solution to India's agony. It will not necessarily be progress for India if she simply imports the unhappiness of the

West."

The impact of his non-violent, non-conformist activities was felt worldwide and yet the British authorities were powerless to stop him for no jurisdiction nor jail term could ever make him a criminal. Always viewed as the tyrants for jailing this peaceful activist, the British had little choice but to leave India to its own rule and they did so in peace on 15th August 1947.

Gandhi said "When I despair, I remember that all through history the way of truth and love has always won. There have been tyrants and murderers and for a time they can seem invincible but in the end they always fall—think of it—always."

The film captures the power and yet simplicity of Gandhi, deservedly earning its five stars.