

# Foreword

If leaders are to succeed in changing the entrenched culture of their organizations, they must have a strategy for planned change. The leaders must take into account the need for changing the norms and beliefs or policies and procedures of the organization. In addition, and at least as important, the leaders need a strategy that will change the way people in that organization behave. Virtually all successful change reduces itself to people change—no small undertaking!

What tools do the leaders have available to create the conditions that will ensure behavioral change in the people who make up an organization? Essentially, the tools that can be used are limited indeed. Some leaders depend heavily on “stick power” to change people. They believe that intimidation, and the threat of punishment, will produce sustained, positive behavioral change. Evidence that stick power is effective is, at best, overstated. Some leaders believe that sustained, positive behavioral change can be achieved by carefully deploying “carrot power”—that if you can create the appropriate rewards and incentives, the desired behavior can be solicited and maintained. The payoff from the careful use of carrot power is a little more positive. But if the carrot power tool is to be used effectively, three conditions must exist. First, the leaders must have an inexhaustible supply of carrots; second, the workers must have an insatiable appetite for carrots; and third, and most important, both the leaders and workers must know precisely what behavior will yield the carrots—no small undertaking!

More enlightened leaders have come to realize that the best hope for creating positive, sustained behavioral change in

an organization occurs when the tool of “hug power” is used. According to the noted economist and author Kenneth Boulding, hug power is the power that comes when two or more people connect with each other because of shared beliefs, vision, and values. The resulting synergy represents a very powerful force for sustained positive change. Unfortunately, to unleash the force of hug power means that the people must have the time and opportunity to develop the openness and trust required to discuss beliefs, vision, and values authentically—no small undertaking!

The development of a plan to tap the potential hug power in an organization must start with creating teams of individuals who are willing to risk the openness and trust that are required. Carol Scarce’s book represents a valuable source of proven methods and procedures for building effective work teams. These techniques should not be seen as ends in themselves. Rather, these proven practices, as well as the creation of work teams, represent the one best tool we have for changing today’s workplace so that it will better serve our society and the society our children will inherit—no small undertaking!

—Lawrence W. Lezotte