

CHANGE HAPPENS

Leading Yourself and Others Through Change



Effective Leadership Series

Mack & Ria Story

Change Happens: Leading Yourself and Others Through Change

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Mack Story

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DEDICATION

To those with the courage to become comfortable
being uncomfortable. A better life awaits you.

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INTRODUCTION

Although change is a constant in life, most people resist change. They resist what change brings, especially big changes. They fight to maintain the “status quo,” even when it’s impossible. We look at every change and immediately see how it will affect us. Unless we instantly see the change is positive, and sometimes even then, we fight to keep things the same.

Why?

Because change isn’t comfortable. And, we all like to be comfortable. We work very hard to be comfortable in life. We go to school, so we can get a “good job” to buy a nice house, a nice car, and take a nice vacation. Many people spend years working in a job they don’t like, so they can retire and be comfortable. Sometimes, we are willing to trade true happiness for security because it keeps us comfortable.

Regardless of how much we like or dislike change, it’s certainly going to happen. We can’t stop the clock or hit the pause button on life – it goes on. With that certainty comes the fact we must all deal with change.

What determines our ultimate success in life is how well we learn to adapt to the changes forced upon us, how well we learn to leverage change, and our courage to change. It requires courage to embrace change. It requires us to become comfortable being uncomfortable. It requires us to realize growth, personally or professionally, won’t happen accidentally. If we aren’t intentional, growth won’t happen at all.

Mack and Ria have experienced a lot of change over the years. They both experienced personal transformation and overcame overwhelming odds to get to where they are today. Mack started out as a front-line, blue-collar

factory worker who barely graduated high school. To escape years of sexual abuse, Ria left home at 19 with nothing.

Today, they live the life of their dreams, teaching and speaking on leadership, writing books like this one to help others, and traveling the world – together. They work with organizations to unleash leadership potential by taking complex leadership principles and making them simple to understand and apply.

They have lived through a tremendous amount of change in every area of life to get to where they are today.

Some changes weren't ones they chose, but they learned to adapt. Some changes, they learned to leverage. Some changes, they learned to create. Along the way, they realized applying the principles related to change helped them create the life they wanted, rather than the life they were given.

Mack and Ria want to share these principles with you because an “Abundant Life” is not just for some people – it's for anyone with the integrity, strength, desire, and the *courage* to claim it.

Living an Abundant Life, at work or at home with your family, is something they will address in this book. They will guide you through 15 principles of change and the key concepts that will allow you to lead yourself, and others, through change. They will share one principle in each chapter with two different perspectives. Ria's perspective focuses primarily on self and is followed by Mack's perspective which focuses on self and others.

The principles in this book are powerful – *when applied*. As with any tool in your tool box, it's only helpful when you use it. Like most principles, they are much easier to say than to apply. It can be done. However, the question is: Will you put them into practice?

Is it easy? No. Is it possible? Yes. It is possible to do more, be more, and have more in life. However, you must be unwilling to settle for being “comfortable.”

It’s a choice. Choices always come with consequences. Choosing wisely brings the consequences we want in life. Choosing poorly brings the consequences we don’t want in life. We certainly can’t control everything that happens, but we can control the choices we make or don’t make. Eleanor Roosevelt said, *“I am who I am today because of the choices I made yesterday.”*

Who you are tomorrow is determined by the choices you make today. Choose wisely.

CHAPTER ONE
Nothing Fails Like Success:
Ria's Perspective

RIA'S THOUGHTS

"You can never get complacent because a loss is always around the corner. It's in any game that you're in - a business, game, or whatever - you can't get complacent."

~ Venus Williams

It's one of the greatest dangers success in life brings – complacency. Why? Because to become complacent means we quit striving for improvement, for growth, and for something better. Unfortunately, the risk of complacency rises with each level of success, personally and professionally.

We see it in sports teams, who come off a big win and simply don't put the same effort into winning the next game. We see it in companies that experience huge profits and expansions, then fail just a few years later, unable to sustain the growth. We see it in people who get promoted to a great job but fail to develop their skills enough to keep the job. Success is everywhere – and many times, it leads to failure because the individual, team, or organization becomes complacent.

Success often quickly leads to failure.

Complacency happens to organizations, companies, and teams because it happens to individuals. When we reach a goal, individually or collectively, we feel entitled to the rewards, including the right to rest on our laurels. The successful person "has arrived," and the temptation to enjoy what was earned, to rest, and to coast lurks just around the corner.

Past accomplishments should bring confidence, but all too often, they bring arrogance instead, causing pride. As you may know, "pride comes before a fall."

Successful people may forget what it means to be

hungry, and someone who isn't hungry won't fight as hard. Someone who isn't hungry won't be willing to sacrifice. Someone who isn't hungry won't give up in order to grow up.

Danny Miller talked about this in his book, *The Icarus Paradox*, where he discussed how corporate success often leads to corporate failure.

The problem with success and why it's often the precursor to downfall is because success often doesn't teach us anything. Success today is one of the biggest threats to future success because **we don't learn as much from it**. We can learn so much more from our mistakes, or our so-called "failures," and the lessons they teach us.

I bet if you have ever run out of gas, every time you got in the car to go somewhere for the next several months, or years, the first thing you did was check the gas gauge.

I remember the first time I got a bad sunburn. My grandmother took my brother and me on a trip to the lake. It doesn't take much to make two little kids happy – some water, sand, and a few beach pails kept us occupied for a long time. Grandmother wanted us to put on sunblock because we were there for several hours. I refused. At eight years old, I was sure I knew everything already.

I came back to the hotel that afternoon with blistered shoulders. I had been outside many times already that summer without being sunburned, but I hadn't been playing out in the lake and sun for hours on end until that trip. I spent the rest of the trip, and quite a few days afterward, wishing I had listened. But, I learned to listen the next time grandmother gave me advice.

We learn more from the lessons of failure because

they teach us principles. Success doesn't teach us what NOT to do, it teaches us what we did right at the time. That's a practice.

When we learn what worked once, we are learning exactly that – what worked once. It doesn't guarantee what worked once will work again, or in the future, or when some of the variables change. And, they will change.

What is required to become successful is not what is required to remain successful. In order to remain successful, there must be continued effort and improvement because change is going to happen, sooner or later, for better or worse.

The status quo in life is constant change. Children grow up, friends move away, jobs change, and people get divorced. As Benjamin Franklin famously said, "In this world, nothing can be certain, except death and taxes."

We know change is certain. Because change is coming, we know if we don't change too, success will certainly end in failure because nothing fails like success. Nothing fails like trying to stay exactly the same and not responding to the changes around you. Nothing fails like trying to remain the same in a changing world.

Complacency may be easy but it's fatal to long term success. Og Mandino said, "I will not allow yesterday's success to lull me into today's complacency, for this is the great foundation of failure."

You may have heard that a frog will not jump out of a pot of water when the temperature is raised gradually. If you dropped the frog into a pot of very hot water, the frog would immediately jump out by reflex. But when the water is cool to begin with when you place the frog in, and the change in temperature is gradual, the frog remains. And, dies.

CHAPTER ONE
Nothing Fails Like Success:
Mack's Perspective

MACK'S THOUGHTS

"Change is not required because survival is not mandatory."

~ Edward Deming

Everything around us is constantly changing and churning at an ever-increasing pace. Most of us struggle to keep up as the organizations where we work fight a constant, never ending battle to not be left behind by the competition or the next startup. But, at the same time, there are also some organizations and people that seem to always be ahead of the others. They don't appear to be struggling at all. They don't merely survive. They thrive.

How is it some organizations and people in the same industry thrive while those around them struggle to survive? It's simple to say, but it's not so simple to understand and act upon. Thriving organizations truly understand, better than most, *nothing fails like success*.

I remember the first time I heard those words spoken by Dr. Stephen R. Covey. He said, *"When a challenge in life is met by a response that is equal to it, you have success. But, when the challenge moves to a higher level, the old, once successful response no longer works - it fails; thus, nothing fails like success."*

When we can meet the challenge with an effective response, we are successful, but only for a brief moment in time because *everything* is about to change. In today's busy world, everything is constantly changing. People change, processes change, customers change, products change, demand changes, suppliers change, expectations change, and many other things will change.

When everything is constantly changing, the challenge is also changing. What was mastered successfully yesterday may no longer be relevant today. Therefore, the one thing that should also constantly change is *you* and *me*.

If we're not willing to change, we should expect to be left behind by those that are.

When we choose to constantly change to meet new challenges, we have a *chance* to continue to achieve personal and organizational success. But, when we refuse to change in response to new and greater challenges, we and the organizations where we work will struggle to survive, and some will end up taking a dive.

Once we've achieved success, most of us no longer want to change. We want to hold our ground and keep things just the way they are. After all, we've put in a lot of hard work and often suffered through many stressful days to be where we are. Once we become familiar with our job and the people we work with, we find our comfort zone. Most of us want to remain there.

However, at work, others are constantly making changes and asking you to make changes. Woodrow Wilson said it best, *"If you want to make enemies, try to change something."* Leaders in organizations make a lot of enemies because they have the responsibility of moving the organization forward. They are hired for that reason and are expected to help the organization and the team remain successful in the face of all of the change taking place inside and outside the organization.

I remember starting a new job at a new company. I was hired as an engineer and had to learn the system used to track costs, inventory, equipment, etc. There was a lot to learn. The bad part was the system was already obsolete and would be replaced with a new system within the next year.

After a month or so, I had learned what I needed to know about the new job and had mastered the system. I had it all figured out. I was once again on easy street. I could do my job effectively and efficiently. Success!

I was pleased. My new boss was pleased. He was glad he had hired me because I caught on quickly which made his job easier. In other words, I had been successful in my new role in the new organization for the new boss.

Then, everything changed for everyone. The old system was shut down and replaced with the new system. Instantly, everything was different. There was a lot of moaning and groaning throughout the organization.

I knew this would be my time to shine since I have always liked change and growth. While many others were complaining about the new system, I was focused on learning it. I knew if I could learn it quickly, I would be able to help others learn it, which would make me a more valuable team player. That's exactly what happened.

Before the change, everyone was successful. After the change, most struggled. What had gotten them there would no longer keep them there. Many people started blaming the organization and their boss for the changes. Blaming others when change happens doesn't increase your influence with the leaders. It decreases it. Your life will always be better with more influence, not less.

Alvin Toffler had this to say about change, "The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn." If you want to intentionally accelerate your climb up the corporate ladder and be recognized as a high impact team player by the high impact leaders in your organization, you must become a master at learning, unlearning, and relearning when change happens.

CHAPTER TWO
The Impact of Change:
Ria's Perspective

RIA'S THOUGHTS

“Change is the law of life. And those who look only to the past or present are certain to miss the future.”

~ John F. Kennedy

The impact of change means the end of something familiar. When change occurs, the predictable, stable situation we have become comfortable with is ending and a new situation is beginning. For most people, that could be, *and usually is*, considered a negative impact of change.

However, there is also a positive side to the impact of change. Change brings new situations, new experiences, new challenges, and usually new opportunities. That could be, *although often isn't*, considered the positive impact of change.

The interesting thing is while we cannot control every aspect of the situation, we certainly can control how the change impacts us personally. To a large degree, how the change affects us is determined by our attitude and degree of acceptance of the change. Certainly, there will be changes in life you cannot control, and you don't see any positive outcomes whatsoever. At that time, you may choose to have a positive attitude or a negative one. And, the attitude you choose will determine much of what happens in the future.

Years ago, I started a new job at a hospital. I had been working there about six weeks when the director who hired me, and to whom I directly reported, announced her resignation. To say I was shocked, worried, and concerned about what would happen to me is an understatement. I had accepted the job expecting to work for and with her, and she was leaving!

It was a great decision for her. She had two beautiful

young children at the time, and she simply realized being at home with her children was more in alignment with her values.

I had the utmost respect for her decision – and still do – but I couldn't help but realize the change was going to impact me. Significantly.

Rather than hire another director to take her position, the senior leaders decided to have my department, and me, report to a director in another department. In addition to that, they allocated my hours to two different departments, so I now reported to TWO directors.

In just six weeks, I started a new job, in a new organization, started another new job, and reported to three different bosses.

My world changed drastically. Fearing the uncertainty of the future, I considered my options. They were limited. Resign and find another job, or stay there.

Another job wasn't a realistic option – I had worked and gone to school for years to get a position at that hospital. I wasn't going to let the impact of change take my opportunity away from me.

I realized the change brought about an incredible opportunity – if I chose to look at it like that. I could complain, be negative, and resentful about the changes in my world. Or, I could be positive, helpful, and embrace the changes.

I knew many people would complain under the circumstances. Some might even resign. I also knew *how* I accepted the changes would impact my future opportunities in the organization.

I chose to embrace the changes and to be positive about it. I learned all I could from both of my new bosses, eagerly taking on additional responsibilities. In just a year, I was promoted to manager of my department,

and later director. Of course, if I had chosen to be negative about the changes, I would not have been viewed as someone with leadership potential in the organization.

Frequently, when change impacts us, we become more focused on the negatives of the situation instead of the positives. Often, we spend more time and energy worried about what we don't know and what we can't control than we do on looking for the benefits of the change. We will find what we are looking for. And often, what we are worried about doesn't come to pass anyway.

The impact of change can be enormous in life. I'm not disputing that in any way. I've gone through some major changes over the years and nearly every one of them brought some fear of the unknown.

Often, change brings some sadness with endings, but it can also bring joy with new beginnings. Sometimes, it's easier to see the opportunities, and sometimes it's not easy at all. Sometimes, we are tempted to hold on tight to what we know because it's comfortable and familiar.

Change always impacts us. The only question is: *how?* How we are affected is determined in large part by our attitude. Our attitude is determined by our thoughts about the situation. Choose to look for the bright side, and you will find it.

To those who choose to embrace change, the future is hopeful. For those who choose to be threatened by it, the future is fearful. To those who choose to look for the opportunities instead of the challenges in change, the future brings exactly what they are searching for.

CHAPTER TWO
The Impact of Change:
Mack's Perspective

MACK'S THOUGHTS

“The secret of change is to focus all your energy, not fighting the old, but on building the new.”

~ Socrates

With over 11,000 hours of leading cross-functional, kaizen teams through change – process improvement and cultural transformation – I’ve seen it all when it comes to how people deal with change. Kaizen is a Japanese word that means continuous improvement or small change for the better.

For many years, at one point in my career, I would start each week in a new place with a new team implementing new changes. My job was leading people through change. The vast majority of them didn’t want to change and didn’t want to be a part of change. The impact of change brought out the worst in some and the best in others.

When change happens, the first thing people want to know is, “How is this change going to impact me?” Until they know the answer, they’re not interested in anything else. It’s the leader’s *responsibility* to help others feel *safe* when change happens. If there’s one thing you can count on, it’s this: Change happens.

Jim Kouzes remarked, “*Uncertainty creates the necessary condition for leadership.*” When people are uncertain about the changes happening to them and around them, there’s a tremendous need for leadership. Leaders must help their team members focus on what’s new and move beyond what’s old.

When change happens, some people will simply go through the change passively allowing change to happen to them while others will grow through the change

actively making change happen around them. Those growing through change will be identified by their leaders as high impact team players who are helping them and other team members effectively deal with change.

When change happens, those going through change tend to *whine*. But, those growing through change tend to *shine*. We want to help you shine because just as shiny objects get noticed, so do shiny people. When change happens, it's the perfect time to intentionally separate yourself from the crowd.

Change is a separator. Change will impact different people differently. We don't always get to decide what will change, but we do always get to decide how we will respond when things do change. In this book, we want to offer you a perspective on change that will allow you to leverage change for your benefit.

When you're able to see change as your friend instead of your enemy, you're able to make better choices.

You can choose to lead change, choose to avoid change, or choose to resist change. It's your choice. And, it's a choice that will have a major impact on your future career growth. High impact leaders in organizations notice those that lead change.

Typically, people respond to change in three ways. There are those that lead change. They are considered leaders, whether they have a leadership position/title or not, and make up about 15% of the group. Then, there are those who avoid change and will never change. They are the slackers, and make up about 15% of the group. What's left is the 70% in the middle. They will change, but they are *resistant* to change. They want to wait and see what happens.

Imagine for a moment, you're the leader of the organization, department, or team, and you're ultimately

responsible for moving your team or group forward when change happens. Which team members can you depend on to help you? Those leading change? Those avoiding change? Those resisting change?

The answer is common sense, right? You depend on those leading the change. They will help you accomplish the mission. Those formally responsible for an organization, department, or team know one thing. If they don't accomplish the mission, their boss will find someone who will because moving forward is not an option. *To survive and thrive, change is necessary.*

When change comes to your area, how does it impact you? Which group do you typically fall into? Do you lead change? Avoid change? Or, resist change? Do you *whine*, or do you *shine*? How do you allow change to impact your career? Positively or negatively? It's your choice.

When it comes to your career, leaders are looking for those among their team who are willing to help them lead. Think about this. Will you be happier at work if you have more influence or less? More. Are you likely to be paid more if you have more influence or less? More. Are you likely to be promoted if you have more influence or less? More. More influence gives you more options.

In an organization that is constantly changing to remain competitive, who will have the most influence? Those leading change? Those avoiding change? Those resisting change? There's no doubt which group has the most influence. It's always those willing to step up and lead the way when change happens.

How will change impact you? I love Abraham Maslow's thoughts about change. He said, "*When we are faced with change, we either step forward into growth, or we step backward into safety.*"

CHAPTER THREE

Two Ways to Deal with Change: *Ria's Perspective*

“You must take personal responsibility. You cannot change the circumstances, the seasons, or the wind, but you can change yourself. That is something you have charge of.” ~ Jim Rohn

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CHAPTER CONTENT REMOVED FOR PROMO

*“When we are no longer able to change a situation, we are challenged to change ourselves.”
~ Viktor Frankl*

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CHAPTER THREE

Two Ways to Deal with Change: *Mack's Perspective*

“Being intentional about discovering the hidden ways in which we sabotage ourselves empowers us to expose and eliminate these invisible culprits.” ~ Amir Ghannad

CHAPTER CONTENT REMOVED FOR PROMO

*“You may not even be in a bad situation, but if you think you are, you respond as if you were.”
~ H. Norman Wright*

CHAPTER FOUR

Resisting Change:

Ria's Perspective

“The first step toward change is awareness. The second step is acceptance.” ~ Nathaniel Branden

CHAPTER CONTENT REMOVED FOR PROMO

“Some people, myself included, are hardwired to appreciate more structure, stability, and security than others. However, I’ve learned not to resist change because with change comes opportunity.”

~ Ria Story

CHAPTER FOUR

Resisting Change:

Mack's Perspective

“Unfortunately, too often people focus on the negatives and lose sight of the multitude of blessings that surround us and the limitless potential that exists for the future.”

~ Sir John Templeton

CHAPTER CONTENT REMOVED FOR PROMO

“God grant me the serenity to accept the people I cannot change, the courage to change the one I can, and the wisdom to know...it's me!”

~ John G. Miller

CHAPTER FIVE

Change or Be Changed: *Ria's Perspective*

*“In times of change, learners inherit the earth;
while the learned find themselves beautifully
equipped to deal with a world
that no longer exists.” ~ Eric Hoffer*

CHAPTER CONTENT REMOVED FOR PROMO

*“Opportunities and promotions may go to
someone with less experience or seniority simply
because they demonstrate the ability and
willingness to change.” ~ Ria Story*

CHAPTER FIVE

Change or Be Changed:

Mack's Perspective

“Most people won’t pay the immediate price to change and end up paying the ultimate price for not changing.” ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

*“You’re either in the way or on the way.”
~ Les Brown*

CHAPTER SIX

If You Snooze, You Will Lose:

Ria's Perspective

“Because things are the way they are, things will not stay the way they are.” ~ Bertolt Brecht

CHAPTER CONTENT REMOVED FOR PROMO

*“If we are slow to respond to and accept change, we lose out on precious opportunities. Even if we can't see them yet, they are there and usually only available on a 'first come, first served' basis.”
~ Ria Story*

CHAPTER SIX

If You Snooze, You Will Lose:

Mack's Perspective

“Difficulties come to you at the right time to help you grow and move forward by overcoming them. The only real misfortune, the only real tragedy, comes when we suffer without learning the lesson.” ~ Emmet Fox

CHAPTER CONTENT REMOVED FOR PROMO

“It’s easier to act your way into a new way of thinking, than think your way into a new way of acting.” ~ Jerry Sternin

CHAPTER SEVEN

The Challenge of Change: *Ria's Perspective*

*“God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”
~ Reinhold Niebuhr*

CHAPTER CONTENT REMOVED FOR PROMO

“Change is a challenge because it forces us to cross the gap between knowing and doing.” ~ Ria Story

CHAPTER SEVEN

The Challenge of Change:

Mack's Perspective

“Progress is always preceded by change. Change is always preceded by challenge. Where there is no challenge, there is no change. It’s the job of the leader to challenge the process.” ~ Andy Stanley

CHAPTER CONTENT REMOVED FOR PROMO

*“Leaders stretch to meet the challenge.
Followers shrink away from the challenge.”
~ John Kenneth Galbraith*

CHAPTER EIGHT

The Fear of Change:

Ria's Perspective

“Everyone thinks of changing the world, but no one thinks of changing himself.” ~ Leo Tolstoy

CHAPTER CONTENT REMOVED FOR PROMO

“To overcome the fear of loss of control, we must focus on what we can control about our situation, instead of what we cannot control.” ~ Ria Story

CHAPTER EIGHT

The Fear of Change:

Mack's Perspective

*“May your choices reflect your hopes,
not your fears.” ~ Nelson Mandela*

CHAPTER CONTENT REMOVED FOR PROMO

*“The only person between you and success is you.
MOVE! The only person between you and failure
is you. STAND FIRM!” ~ Donovan Weldon*

CHAPTER NINE

Embracing Change:

Ria's Perspective

“Change before you have to.” ~ Jack Welch

CHAPTER CONTENT REMOVED FOR PROMO

“Learning to welcome change is quite different than learning to tolerate change.” ~ Ria Story

CHAPTER NINE

Embracing Change:

Mack's Perspective

“All meaningful and lasting change starts first in your imagination and then works its way out.”

~ Albert Einstein

CHAPTER CONTENT REMOVED FOR PROMO

“With awareness comes responsibility... responsibility to act.” ~ Samuel L. Parker

CHAPTER TEN

Leveraging Change: *Ria's Perspective*

“I cannot say whether things will get better if we change; what I can say is they must change if they are to get better.” ~ Georg Lichtenburg

CHAPTER CONTENT REMOVED FOR PROMO

“When we leverage change we not only take advantage of the obvious opportunities, we create new ones as well. In order to leverage change and take advantage of or create opportunities, we first must see them.” ~ Ria Story

CHAPTER TEN

Leveraging Change: *Mack's Perspective*

“A sign of wisdom and maturity is when you come to terms with the realization that your decisions cause your rewards and consequences. You are responsible for your life, and your ultimate success depends on the choices you make.”

~ Denis Waitley

CHAPTER CONTENT REMOVED FOR PROMO

“When others are moaning, groaning, and whining, it's easy for you to start shining.”

~ Mack Story

CHAPTER ELEVEN

Leading Change:

Ria's Perspective

“Intelligence is the ability to adapt to change.”

~ Stephen Hawking

CHAPTER CONTENT REMOVED FOR PROMO

“A man’s mind may be likened to a garden, which may be intelligently cultivated or allowed to run wild; but whether cultivated or neglected, it must, and will, bring forth. If no useful seeds are put into it, then an abundance of useless weed seeds will fall therein, and will continue to produce their kind.” ~ James Allen

CHAPTER ELEVEN

Leading Change:

Mack's Perspective

“While one person hesitates because he feels inferior, another person is making mistakes, and becoming superior.” ~ Henry C. Link

CHAPTER CONTENT REMOVED FOR PROMO

“Life does not get better by chance. It gets better by change.” ~ Jim Rohn

CHAPTER TWELVE

Communicating Change: *Ria's Perspective*

*“Education is the most powerful weapon which
you can use to change the world.”
~ Nelson Mandela*

CHAPTER CONTENT REMOVED FOR PROMO

*“The greater the change, the greater the need for
communication.” ~ Ria Story*

CHAPTER TWELVE

Communicating Change: *Mack's Perspective*

“The most important thing in communication is to hear what isn't being said.” ~ Peter Drucker

CHAPTER CONTENT REMOVED FOR PROMO

“The critical skill of this century is not what you hold in your head, but your ability to tap into and access what other people know. The best leaders and the fastest learners know how to harness collective intelligence.” ~ Liz Wiseman

CHAPTER THIRTEEN

Initiating Change:

Ria's Perspective

*“The pessimist complains about the wind;
the optimist expects it to change; the realist
adjusts the sails.” ~ William Arthur Ward*

CHAPTER CONTENT REMOVED FOR PROMO

*“Progress is impossible without change,
and those who cannot change their minds cannot
change anything.” ~ George Bernard Shaw*

CHAPTER THIRTEEN

Initiating Change:

Mack's Perspective

“Responsibility and roles are not something that must be handed down; they are taken as one assumes more and more responsibility in the organization.” ~ Jimmy Collins

CHAPTER CONTENT REMOVED FOR PROMO

“We are anxious to improve our circumstances but unwilling to improve ourselves. We therefore remain bound.” ~ James Allen

CHAPTER FOURTEEN

Become a Change Champion: *Ria's Perspective*

*“Failure is not fatal,
but failure to change might be.” ~ John Wooden*

CHAPTER CONTENT REMOVED FOR PROMO

*“For highly successful people, or those who want
to become highly successful, it’s not enough
simply to change when forced to. Highly
successful people realize they must become a
change champion – seeking change and helping
others do the same.” ~ Ria Story*

CHAPTER FOURTEEN

Become a Change Champion: *Mack's Perspective*

“Leadership education is not reserved for people with titles. We focus on people who want to take the next step in their leadership journey, no matter what their official title or role is.”

~ Bob Chapman

CHAPTER CONTENT REMOVED FOR PROMO

“Change starts with ‘what is’ and attempts to keep what is working intact and eliminate what is not, transformation simply starts with ‘nothing’ and is led by a vision of the whole as if it were to be created from scratch today. The former views today as an extension of yesterday and tries to make the most of what is. The latter sees today as the beginning of tomorrow and shapes today’s circumstances as a solid foundation for what will be.” ~ Amir Ghannad

CHAPTER FIFTEEN

The Courage to Change:

Ria's Perspective

“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that most frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you not to be?”

You are a child of God. Your playing small doesn't serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you. We were born to make manifest the glory of God that is within us.

It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same.

As we are liberated from our own fear; our presence automatically liberates others.”
~ Marianne Williamson

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“There is no passion to be found in playing small – in settling for a life that is less than the one you are capable of living.” ~ Nelson Mandela

CHAPTER FIFTEEN

The Courage to Change: *Mack's Perspective*

*“Life shrinks or expands in proportion
to one’s courage.” ~ Anais Nin*

CHAPTER CONTENT REMOVED FOR PROMO

*“Change what needs to be changed, not what
is easy to change. Make it happen or
someone else will.” ~ Mack Story*

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Mack has also written [Blue-Collar Leadership: Leading from the Front Lines](#), [Blue-Collar Leadership® & Supervision: Unleash Your Team's Potential](#), [Blue-Collar Leadership® & Teamwork: 30 Traits of High Impact Players](#), and [Blue-Collar Kaizen: Leading Lean and Lean Teams](#). As of 2018, [Mack](#) and his wife, [Ria](#), have published [22 books on leadership development and personal growth](#).

We spoke at Yale University's School of Management on the topic of *Blue-Collar Leadership®: Innovation in Talent Development*. [Watch the entire 1 hour presentation here.](#)

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An illustration of a small, white, stylized human figure wearing an orange hard hat. The figure is holding a large silver wrench in its right hand and is positioned next to a large silver bolt. The bolt is oriented vertically, with the head of the bolt to the left and the threaded shaft extending to the right.

If you're willing to invest in your
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~Mack Story

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ABOUT THE AUTHOR

Mack's story is an amazing journey of personal and professional growth. He began his career in manufacturing on the front lines of a machine shop. He grew himself into upper management and found his niche in lean manufacturing and along with it, developed a passion for leadership development.

Mack has logged over 11,000 hours leading cross-functional blue-collar leaders and their teams through various types of process improvement, organizational change, and cultural transformation.

Mack is also the author of *Defining Influence*, *10 Values of High Impact Leaders*, *Change Happens*, *10 Foundational Elements of Intentional Transformation*, *Maximize Your Potential*, *Maximize Your Leadership Potential*, and *Who's Buying You?*. He's an inspiration for people everywhere as an example of achievement, growth and personal development. His passion inspires people all over the world! [Listen to Audio Book samples here.](#)

A few highlights: In 2013, Mack participated in the Cultural Transformation of Guatemala with John C. Maxwell where more than 20,000 Guatemalan leaders were trained; In 2014, Les Brown invited Mack to speak at his event in Los Angeles, CA; In 2018, Mack was invited to speak at Yale University.

Contact Mack at 334-728-4143 or mack@mackstory.com for [Professional Leadership Development](#), [Keynote Speaking](#), and Cultural Enhancement/Transformation.

TopStoryLeadership.com

Mack's wife, [Ria](#), is also an author and speaker with [an amazing personal story of overcoming seven years of extreme sexual abuse](#) by her father and others from age 12-19.

RiaStory.com