

## TRG LEADERSHIP TOOL

### "Practical Means for Dealing with Difficult Times"

On an ongoing basis, this section of our site will feature business tools and planning considerations designed to assist leaders for whom "just keeping up" is not good enough. These notes will focus on sequences of thought and action intended to enhance the positioning for your group, both on a long and short-term basis.

Please check back frequently to review the next tool. Visit our [Leadership Tools Archive](#) for previous tools.

#### *GROUPS AND CHANGE*

Groups move with a rhythm, pace and logic of their own.

There is a natural tendency to talk about groups as though they were people with personalities, memories and intentions. This may in fact be useful, just as long as you remember that groups are in fact aggregations of individuals, who in turn possess separate personalities, memories and intentions. In many ways a group is as insubstantial as a plume of steam. Both can be either useful or dangerous, depending on how we interact with them.

Some groups change very slowly over time, while the loss or addition of a key member of any group can change the functioning of the group permanently. When this occurs the group may still be defined in name and operate under what seem to be familiar rules, but the essence of the composite personality that drives it forward may have changed, possibly profoundly.

One of the greatest errors in dealing with groups is the belief that in some tangible way any given group can ever be "known" or "counted on" or "assumed to be stable." Even "stable" individuals change their minds (sometimes frequently), which means that the aggregated thought which typifies a group must be changing. At times, for a surprising number of groups, the change is from moment to moment.

The manifestation may be only a matter of minor degrees, but for the sake of planning, it is best to assume that most groups are not truly predictable. As a result, the consistency and continuity of ANY group depends on strong processes and protocols that should be maintained with care and diligence.

Of all the functions required of groups one of the most important and difficult to manage is the function of Group Deliberation.

There are two basic principles to all group decisions: Principle I concedes that all decisions will be made while Principle II promotes the concept that change is continuous.

#### *Principle I: All Decisions Will Be Made*

All decisions will be made, this is not an issue. The central decision-making issues are:

- When: What is the timeline/deadline for making a decision?
- How: What are the methods that will be used to arrive at a decision?
- By whom: Who will be involved in the decision-making process?
- How well: Is the decision adequate and was it made in the best way possible?

It is important to always remember that:

- Taking no action is a decision
- Attempting to continue with no change is a decision
- Waiting is a decision as is disagreeing with a decision that was made

#### *Principle II: Change is a Constant*

The fact that change is a constant is an absolute. Everything changes. The existence of change is not the central issue. The central issues are:

## GROUPS AND CHANGE 11/16/10

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- When: What is the timeframe for the expected change to take place?
- How fast: What is the timetable for the expected change?
- Who: Is driving the change and who is affected and in which way?

For this reason the methods and sequence of Assessment that should initiate any preparation or planning for change is vital. More detailed information regarding assessments is provided to you under our [Emergency Kit](#).

One of the critical areas of extraordinary change affecting all of us at this time is the explosive impact of the Internet. For additional information regarding Internet Development, please visit our [Leadership Tools Archive](#).

For personalized information regarding Assessments, Planning and Internet Development, please visit our [Contact Page](#) and send us an Email or simply call us directly during East Coast business hours on our toll free number 1.800.97-REGIS (1.800.977.3447).