

TWELVE PRINCIPLES FOR MANAGING CHANGE

1. Thought processes and relationship dynamics are fundamental if change is to be successful.
2. **Change only happens when each person makes a decision to implement the change.**
3. People **fear change** it "happens" to them.
4. Given the freedom to do so, people will build quality into their work as a matter of personal pride.
5. Traditional organizational systems treat people like children and expect them to act like adults.
6. **"Truth"** is more important during periods of change and uncertainty than **"good news."**
7. **Trust is earned by those who demonstrate consistent behavior and clearly defined values.**
8. People who work are capable of doing much more than they are doing.
9. The intrinsic rewards of a project are often more important than the material rewards and recognition.
10. A clearly defined vision of the end result enables all the people to define the most efficient path for accomplishing the results.
11. **The more input people have into defining the changes that will affect their work, the more they will take ownership for the results.**
12. **To change the individual, change the system.**