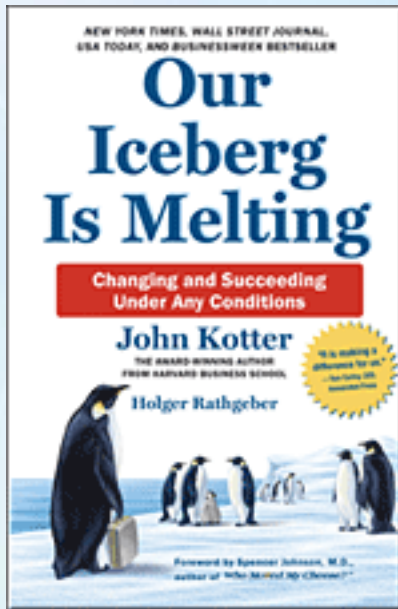


Changing and Succeeding Under Any Conditions



**Their home is not safe.
What about yours?**

Retold of the story by
Chulatep Senivongse

From the authors of the best selling book
Our Iceberg Is Melting

John Kotter
and Holger Rathgeber



About the book

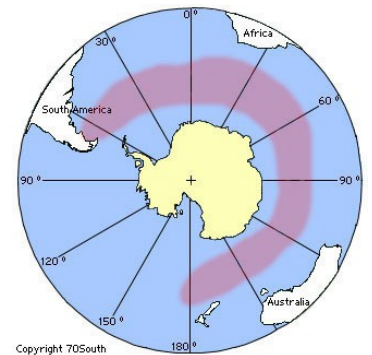
Our Iceberg Is Melting is a simple fable about doing well in an ever-changing world. Based on the award-winning work of Harvard's John Kotter, it is a story that has been used to help thousands of people and organizations.

The fable is about a penguin colony in Antarctica. A group of beautiful emperor penguins live as they have for many years. Then one curious bird discovers a potentially devastating problem threatening their home and pretty much no one listens to him.

The characters in the story, Fred, Alice, Louis, Buddy, the Professor, and NoNo, are like people we recognize — even ourselves. Their tale is one of resistance to change and heroic action, seemingly intractable obstacles and the most clever tactics for dealing with those obstacles. It's a story that is occurring in different forms all around us today — but the penguins handle the very real challenges a great deal better than most of us.

Our Iceberg Is Melting is based on pioneering work that shows how Eight Steps produce needed change in any sort of group. It's a story that can be enjoyed by anyone while at the same time providing invaluable guidance for a world that just keeps moving faster and faster.

I wish to tell you a story about a flock of
penguin who live on an iceberg in
Antarctica, the South Pole



This flock of penguin has been living as a colony on this iceberg for years as far back as they can remember. They would tell you “This is our home”.



They learn to live together in harmony like a big family. Penguin is monogamy. The build family with love and marriage.



Penguins always go hunting for creatures in the sea and spend much of their time with friends and relatives. Except this one. "Fred". Fred is very curious and observant.



This is Fred. He is watching the sea



Fred had a briefcase stuffed full of observations, ideas, and conclusions.

One day Fred notice an iceberg collapsed into many piece. Their home is becoming fragile!





Icebergs are not like ice cubes. The bergs can have cracks inside, called *canals*. The canals can lead to large air bubbles called *caves*. If the ice melts sufficiently, cracks can be exposed to **water**, which would then **pour** into the canals and caves.

During a cold winter, the narrow canals filled with water can freeze quickly, trapping water inside the caves. As the temperature goes lower, the water in the caves will also freeze. **Freezing liquid expand** dramatically in volume, an iceberg could be **broken into pieces**.

Show me how
it happened.

Alice, our
home is
in
danger!

Alice is one of the
Leadership Council
member. She was tough
and has reputation of
getting things done.



Fred took Alice to dive down the water and
pointed out fissures and other symptoms of
deterioration caused by melting. Alice
followed Fred into the heart of the iceberg
to see it with her own eyes.



This was not good.
I must talk to all
the leaders.

I will prepare
presentation to
convince them



Alice was shaken by what
she had seen.



Fred felt relieved as someone else had
shared his worries, but felt worse as he did
not have solution to it.



Louise was the head of the council and the most respected of them all.



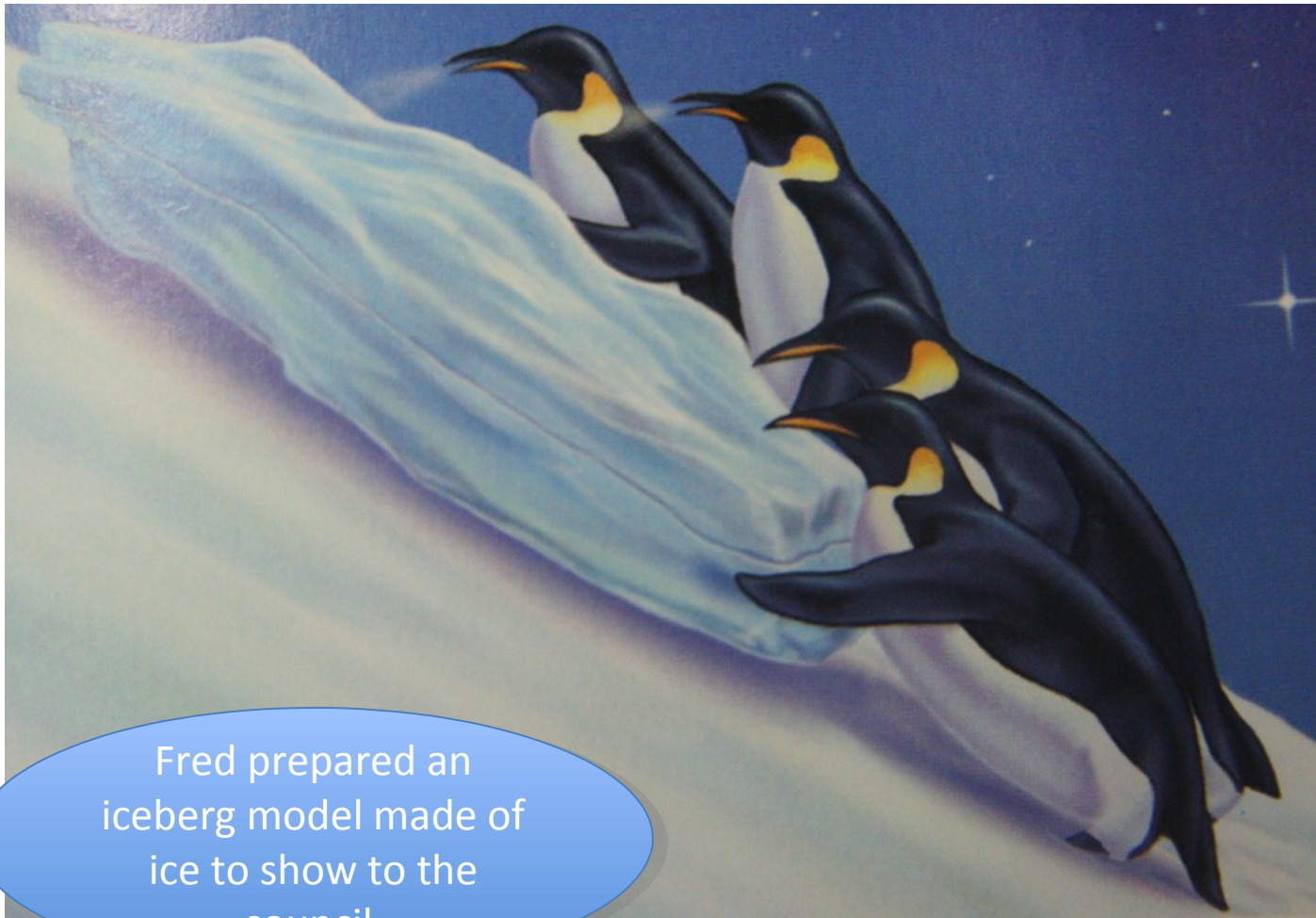
Alice was a practical, aggressive, and make things happen.



NoNo was one of the council member who was responsible for weathering forecast. He was accustomed to being blamed for being wrong in his forecast.



Buddy, handsome, slightest bit ambitious.



Fred prepared an iceberg model made of ice to show to the council.

After seeing the demonstration, Louis was hesitant for the assumption, while NoNo said "No iceberg is not melting".



Can you guarantee that his data and conclusions are 100% correct?



I can't. But if our iceberg break into pieces in winter, would many of us die?

Imagine parents who lost their children come and ask "How could this happened?" "What were you doing?" "Why didn't you foresee the crisis?"



If Fred is right, we will have only two months till winter to prepare things.



Worrying
them is
VERY bad

PANIC!
Don't want to
panic anyone!

MUST keep
this as a
secret!



Alice said "We must
inform everyone.
We must call a
General Assembly of
the Colony".

Louis needed proof if
the assumption was
not a mistake before
calling the meeting



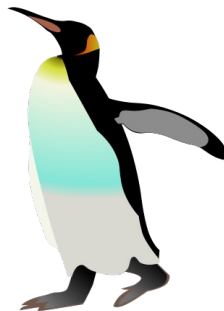
Before deciding if to call for General Assembly, Fred proposed an idea. With a bottle that he found washed up ashore, and was harder and stronger than ice but as much as clear, He would fill up this bottle with water, seal it with a cap, and leave it in the ice for a night. If the next morning his assumption was correct, the bottle will be broken.



The next morning, they found the bottle broken.

Their nightmare came true.

We have to tell Everyone.





Our
iceberg is
melting?

Something
has to be
done.

Stop
Complaining
and start to
THINK!

What will
happened
to me?

Oh Boy...
Oh Boy...



A team of 5--including Louise, Alice, Fred, Buddy, and Professor--is to think of a solution.



Lesson 2 : Pull Together the Guiding Team

Let's drill the frozen ice and release the water just like they did it to an oil well.

With all our 268 birds helping hand-in-hand, it would take 5.2 years to do that



Let's move to the
center of Antarctica
where ice is thicker
and stronger

We will be too far
from the water.
How will we get
fish?



What about using a
superglue to hold
the iceberg?

That's very funny.



Look up there! The bird.
It can't fly forever. It
must have home some
where.

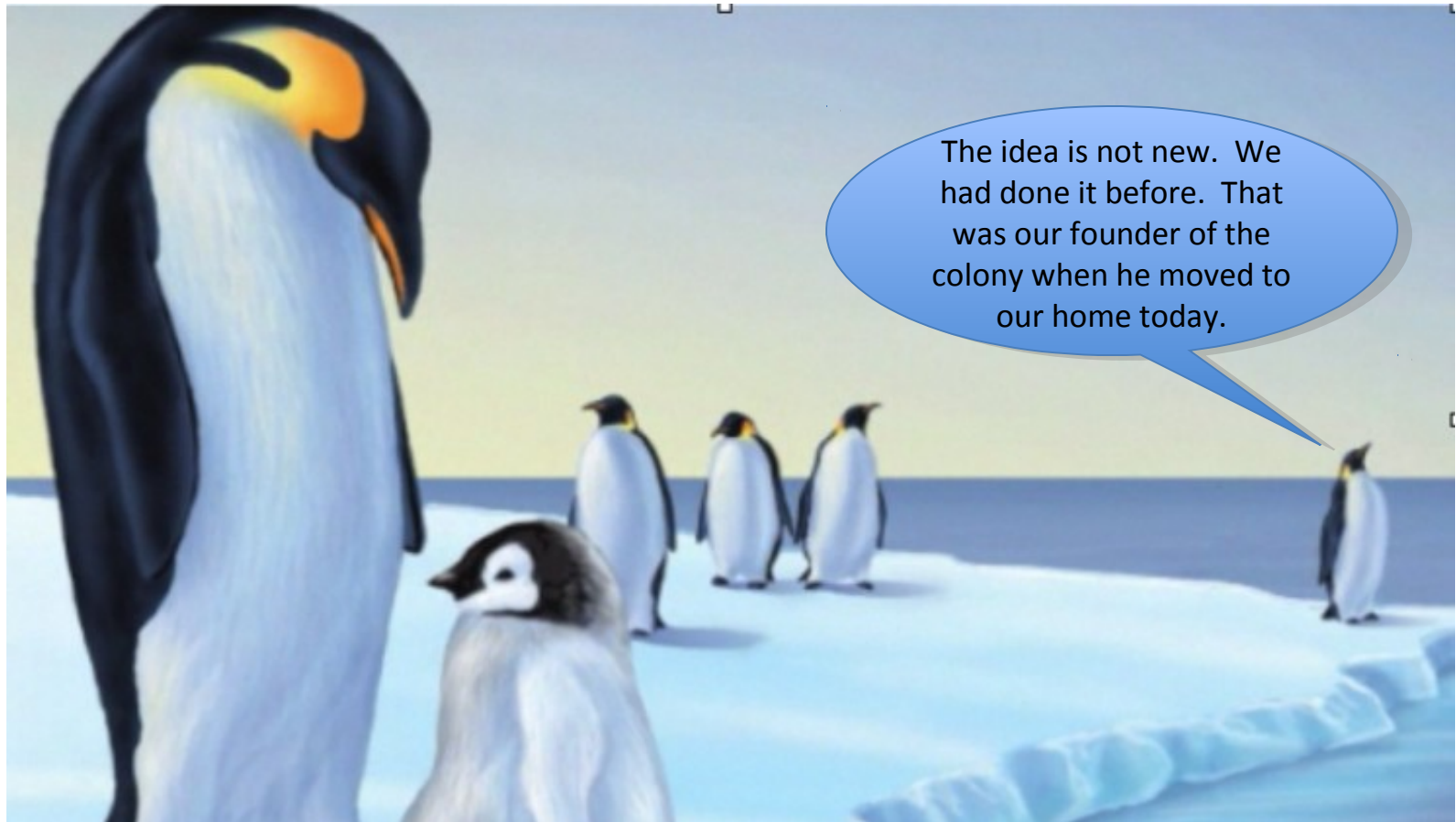


It could be very lost, but
it does not seem to be
afraid. What if moving
from one place to
another was just the way
it lives?

You say it's a
nomad?

Yes. Moving
around.

We wouldn't try to fix melting
icebergs. We would just face up
the fact that **what sustains us
cannot go on forever.**



Lesson 3 : Develop Change Vision and Strategy



We will
move and
move

We will
not stick
to our ice.



Louise called a General Assembly again to
inform the new strategy.



Lesson 4 : Communicate for Understanding and Buy-In

A SCOUT team should go
and look for another
iceberg. Take your men and
find such place.

Yes Sir.



There were nearly a dozen birds expressed interest in being scouts.

Teacher told the young how scary the moving is. The young are scare and start having nightmare.

Some leaders think the *Scout* team should need a leader and start lobbying Louise. This cause conflict among leaders.

Words of mouth spread for obstacles from NoNo and the feeding scout problem. More and more discourage and did not attend the meeting.



NoNo and friends were forecasting storms and dangerous currents. Gods are mad and will punish them.

Penguins need a lot of food to build up fat for winter. The scout would have insufficient time to fish.

Louise told NoNo that his forecasting service is not needed at this moment.

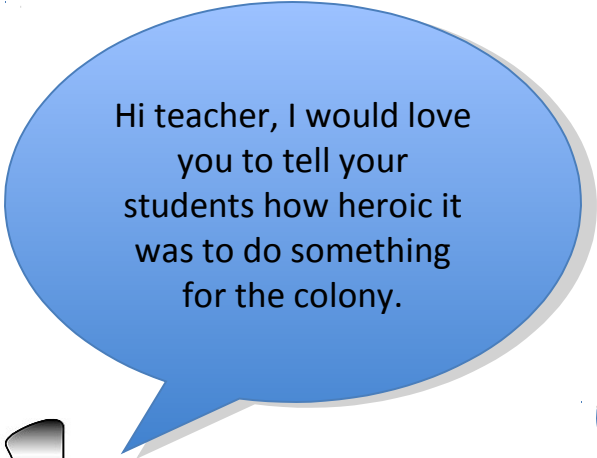
I think I deserved to be the scout leader. Please consider.

LEAVE ME ALONE! That's
ENOUGH!!



Louise dealt with all bothering lobbyist in a
straight and direct way.

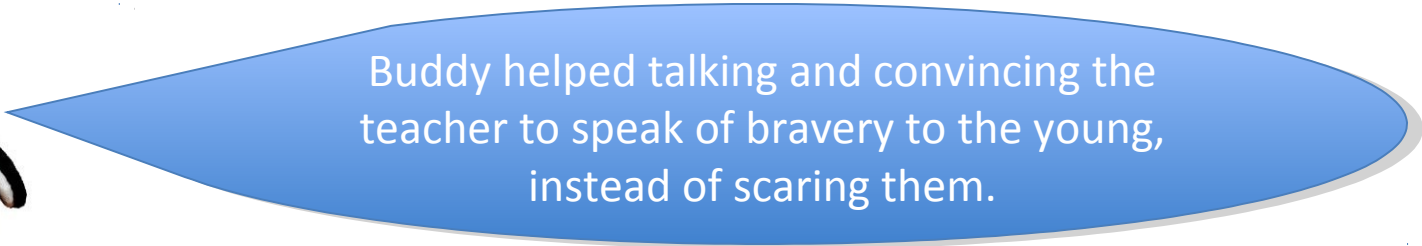




Hi teacher, I would love
you to tell your
students how heroic it
was to do something
for the colony.



OK... But
can I kiss
you?



Buddy helped talking and convincing the
teacher to speak of bravery to the young,
instead of scaring them.



Son...What about
your nightmare? Are
you still scared?

Oh, they are gone. I'm
going to help the colony.
My teacher said no
matter we were small or
big, we could all help,
Dad!

I will help fishing and
spare for the scout. I
will help with the
promotion campaign.

We will celebrate the
"Tribute to Our Heroes
Day" when they
return.



Lesson 5 : Empower others to act.



Life was boring. This is
FUN.

I must help.

Jane will be proud
of me.

Strong, Bright, and highly
enthusiastic scouts
jumped into the water
and search for a new
iceberg that is good
enough for them to
move to.

The scout had been
looking and trying to find
the answer.



When the scouts returned, they told amazing tales about the sea, about swimming long distances, and about new iceberg they had seen.

They used up a lot of energy and were hungry, the little member of the team gave them the spare squid for food.





The little one also gave them the medals to honor them as their Heroes.





The next day, wasting no time, the second group of scouts were out to find the right iceberg which will be a safe home, have tall snow wall to protect from icy storm, close to fishing sites, and locate on a route with enough for small ice bergs or ice plateaus along the way so the young and old can rest while migrating.

Lesson 7 : Don't Let Up, Press Harder and Faster After the First Success





A perfect iceberg was found. Later the colony move to the new home. The year after, they were moving again to find a better iceberg.





Now even they found a perfect iceberg, they
still keep moving, Nomadic become their
culture

Lesson 8 : Create a New Culture



Just to wrap up
once again



These are the
Change
Management
Process

Create a Sense
of Urgency

Pull Together
the Guiding
Team

Develop the
Change Vision
& Strategy

Communicate
for
Understanding
& Buy-in

Empower
Others to Act

Produce Short-
term Wins

Don't Let Up

Create a new
Culture



Louise
retired
becoming
only a
grandfather
raising his
many niece
and
nephews

Alice took
over Louise
job as the
Head of
the
Council

Buddy was
offered
many jobs,
but turn
them
down and
stay with
family

No one
believe
NoNo
anymore.
His
weather
forecast
job is
handed to
Professor

Fred
become
Head of
the Scout



Like other good stories, you want to know
what happened to them, right?



That's the end of the story, but just the beginning for you
to think if your company is safe?

Are you sure the iceberg is not melting?