CONTENTS

Preface – Change management in context xvii
Who is this book for? xix
Editorial and practical information about this book xx
Those who have made this book possible xxi
Author biographies xxiv

01 A change management perspective 1
Richard Smith

Introduction 1

Section A: Why change management matters 3
Introduction 3
1. Organizations' experiences of change 3
2. Factors contributing to success in change management 4
3. Preparing the organization and seeing it through 7
Summary 8
Further reading 8

Section B: Change and the individual 8
Introduction 8
1. The impact of the 'change curve' 9
2. Starting with 'endings' 12
3. Why people embrace or resist change – motivation 16
4. Why people embrace or resist change – individual differences 24
5. Why people embrace or resist change – some findings from neuroscience 28
6. A word about resistance to change 29
Summary 31
Further reading 31

Section C: Change and the organization 32
Introduction 32
1. How we think about organizations 32
2. Models of the change process 36
3. Types of organization change 42
4. Factors that help/hinder change 45
Summary 46
Further reading 48

Section D: Key roles in organizational change 48
Introduction 48
1. Lifecycle of a successful change 49
2. What makes a good sponsor? 51

3. What makes a good change agent? 52
4. Change management and job titles 54
5. The key role of line management 57
6. Team structures and change 58
Summary 59
Further reading 59

Section E: Organizational culture and change 60
Introduction 60
1. What we mean by 'organizational culture' 60
2. Key dimensions of culture 63
3. Relating 'culture' to types of change 64
4. Leadership and culture 65
Summary 66
Further reading 66

Section F: Emergent change 67
Introduction 67
1. The roots of 'emergent change' 67
2. Change situations that require an emergent approach 70
3. Defining and moving towards a 'future state' 71
Summary 73
Further reading 74

References 74

02 Defining change 78
Robert Cole, David King and Rod Sowden

Introduction 78

Section A: Aligning change with strategy 80
Robert Cole
Introduction 80
1. Background to strategy development 80
2. The far environment 81
3. The near environment 85
4. Business modelling 85
5. Strategic delivery processes 86
6. Strategy and change 88
Summary 88

Section B: Drivers of change 89
Robert Cole
Introduction 89
1. The strategic context 89
2. Change analysis 92
3. Strategic change plan 95
4. Systems approach to change 95
5. Monitoring the external environment 95
6. Initial stakeholder engagement 96
Summary 96

Section C: Developing vision 97
David King and Rod Sowden
Introduction 97
1. Viewpoints and perspectives of change 98
2. Developing a vision for change 103
3. Understanding and validating the vision 106
Summary 110

Section D: Change definition 111
David King
Introduction 111
1. Conceptual models of the future state 111
2. Change requirements – capability analysis 116
3. Assessing the impact of change 120
4. Problems and concerns arising from change 125
Summary 129
Further reading 130

References 130

03 Managing benefits: Ensuring change delivers value 132
Stephen Jenner

Introduction 132

Section A: Benefits management principles and processes 133
Introduction 133
1. Benefits management processes 135
2. Benefits management principles 136
Summary 143

Section B: Benefits identification, mapping and analysis 145
Introduction 145
1. Benefits identification 145
2. Quantifying benefits 148
3. Completing the benefit profile 151
4. Benefits and the business case 153
Summary 153

Section C: Planning benefits realization 154
Introduction 154
1. Financial analysis 155
2. Benefits validation 156
3. Benefits prioritization 158
4. Baselining 159
5. Assessing change readiness 159
6. Identifying threats to benefits optimization 159
7. The benefits realization plan 160
8. The role of the change manager with regard to benefits management 160
Summary 163

Section D: Supporting benefits realization 163
Introduction 163
1. Transition management 165
2. Measuring and reporting on benefits realization 165
3. Identifying when intervention action is required 168
Summary 169
Further reading 170
References 170

04 Stakeholder strategy 172
Patrick Mayfield

Introduction 172
Section A: Identifying and segmenting stakeholders 175
Introduction 175
1. Identifying stakeholders 176
2. Segmenting stakeholders 178
3. Scoping engagement 180
Summary 181
Section B: Stakeholder mapping and strategy 182
Introduction 182
1. Stakeholder characteristics 182
2. Stakeholder interests 183
3. Power mapping 185
4. Attitude to the change/to you 186
5. Wins and losses 188
6. Readiness and resistance 189
7. Measuring ability 190
8. Profiling stakeholders 191
9. Personas and empathy maps 191
10. Stakeholder radar 195
11. Mapping in two dimensions 196
12. Determining engagement roles and responsibilities 198
13. Stakeholder strategy document 199
Summary 200
Section C: Managing relationships and mobilizing stakeholders 202
Introduction 202
1. Influencing strategies 202
2. Listening as a means of mobilization 203
3. The power of empathy and the other-perspective 204
4. Inertia and disconfirmation 205
5. Conversation in mobilization 205
6. Lead with meaning and emotion 206
7. Resistance to change as a key focus 206
8. Collaboration 206
9. Influencing through demonstration 206

Summary 207
Further reading 208
References 209

05 Communication and engagement 210
Ranjit Sidhu

Introduction 210
Section A: Theory of effective communicating 211
Introduction 211
1. Basics of communication theory 211
2. Cognitive biases – the human dimension in communication 213
3. The need for feedback mechanisms 214
4. Interpersonal and mass communication 216
5. One-way versus two-way communication approaches 217
6. Role of communication to achieve engagement 218
Summary 220
Section B: Communicating change 221
Introduction 221
1. The emotional impact of change 221
2. Maintaining a people-focused approach to communication 223
3. Barriers to effective communication 226
4. Improving communication effectiveness 228
5. Encouraging engagement by appealing to hearts and minds 230
Summary 233
Section C: Communication channels 234
Introduction 234
1. Lean and rich communication channels 235
2. Three of the most essential channels 236
3. Fostering collaboration 239
Summary 243
Section D: Communication planning 243
Introduction 243
1. Developing a communication strategy for change 245
2. Developing the communication plan (*when* and *how* we will make it happen) 248
Summary 250
Section E: Monitoring and evaluating communication effectiveness 251
Introduction 251
1. Deciding what to measure 251
2. Capturing data 252
3. Monitoring and evaluating data 253
4. Reporting results and improving engagement 254
Summary 255
Further reading 256
References 256

06 Change impact 258
Caroline Perkins

Introduction 258

Section A: Assessing the impact of change 259
Introduction 259
1. Identifying change impacts 260
2. Change severity assessment 275
Summary 278

Section B: Assessing and managing the risks of change 279
Introduction 279
1. Organizational risk management 280
2. Change risk register 280
3. Risk analysis 281
4. Mitigating actions 283
5. Communicating change risks 284
Summary 284

Section C: Business continuity and contingency during change 285
Introduction 285
1. Business continuity planning 286
2. BCP and the change process 287
Summary 288

Further reading 288

References 288

07 Change readiness, planning and measurement 290
Nicola Busby

Introduction 290

Section A: Building individual motivation to change 291

Introduction: building and sustaining commitment to change 291
1. Why work with individuals during change? 291
2. Expectancy theory and change 291
3. Increasing motivation for change 292
4. How to work with individuals in large changes 294
Summary 299
Further reading 300

Section B: Building organizational readiness for change 300
Introduction: the capability, capacity and belief to see change through 300
1. Factors that influence readiness for change and how to assess them 301
2. Laying the foundations for a successful change 305
3. Developing a change management plan 310
Summary 310
Further reading 311

Section C: Preparing for resistance 311
Introduction: understanding that challenges are to be expected 311
1. The 'psychological contract' 311
2. Common causes of resistance 313
3. Identifying likely areas of resistance 313
4. Types of resistance and symptoms to look out for 316
5. Common considerations for building a strategy to manage resistance 317
6. Supporting managers and supervisors 317
7. Building and sustaining momentum 318
Summary 319
Further reading 319
Section D: Measuring change effectiveness 320
Introduction: 'taking the temperature' and tracking progress 320
1. Measures of engagement 320
2. Methods of capturing information 322
3. Presenting data on employee engagement 324
Summary 327
Further reading 327
References 328

08 Project management: Change initiatives, projects and programmes 329
Ira Blake

Introduction 329
Section A: Change within project governance structures 330
Introduction 330
1. Understanding the project environment 330
2. Project management tools 335
3. Identifying key roles and owners 337
Summary 341
Section B: Establishing a project 342
Introduction 342
1. Project set-up phase 342
2. Establishing the project team 344
3. Establishing the change management workstream 346
Summary 350
Section C: Delivering a project 350
Introduction 350
1. Definition phase 351
2. Implementation phase 353
3. Change management delivery 354
Summary 358

Section D: Project completion and transition 359
Introduction 359
1. Project completion 359
2. Business ownership of change 362
3. Transition to business as usual 364
Summary 365
Further reading 366
References 366

09 Education and learning support 367
Richard Smith

Introduction 367
Section A: Learning theory and skills development 368
Introduction 368
1. The roots of learning theory 368
2. Learning and effective instruction 371
3. Learning and the individual learner 374
4. The learning process, performance and pressure 378
5. Attitudes – beyond skills and knowledge 381
Summary 384
Further reading 385
Section B: Identifying and meeting learning needs 385
Introduction 385
1. Identifying and analysing the needs (KSAs) 385
2. Job analysis 389
3. Training planning (with L&D – collaboration is ideal) 391
4. Learning design and channels 394
5. Evaluating learning 398
Summary 401
Further reading 402
Section C: Behavioural change and coaching 402
Introduction 402
1. Active listening in coaching and change 403
2. The role of feedback in behavioural change 404
3. Understanding coaching 409
4. Coaching and the change manager 412
Summary 412
Further reading 413
References 413

10 Facilitation 415
Dan Skelsey

Introduction 415

Section A: The role of the facilitator and the skills required 417
Introduction 417
1. The role of the facilitator 417
2. Techniques of questioning 418
Summary 420

Section B: Preparing a group process 421
Introduction 421
1. Factors to be considered 421
2. Purpose – setting objectives 422
3. Product – techniques for capturing and organizing the information in a session 422
4. Participants – selecting and preparing participants 423
5. Participants – external facilitators 424
6. Process – creating an agenda 424
7. Place – selecting and preparing the venue 426
8. Practical tools – technology in physical meetings 427
9. Probable issues – what if? 428
Summary 429

Section C: Facilitating a group process 429
Introduction 429
1. Opening a session 430
2. Watching for group dynamics 431
3. Personality types and how they react in group settings 432
4. Techniques for intervening 434
5. Changing the agenda 435
6. Closing a session 436
Summary 437

Section D: Virtual meetings 437
Introduction 437
1. Selecting the technology 437
2. Issues in virtual meetings 438
Summary 440

Section E: Facilitation structures and techniques 441
Introduction 441
1. Basic principles 442
2. Structures 442
3. Techniques for building information 444
4. Techniques for prioritizing, decision making and reaching a consensus 448
5. Approaches to larger workshops 450
Summary 452

Further reading 453

References 453

11 Sustaining change 454
Helen Campbell

Introduction 454

Section A: Sustaining change concepts 456
1. Concept of 'fit' 456
2. Systems thinking 457
3. Levers and leverage 460
4. Levels of adoption 472
5. Tipping point and critical mass 474
6. Reinforcing systems 476
7. Measuring change adoption 478
8. Transition management 481

Summary 483

Section B: Useful checklists and tools 484
1. Planning to sustain change 484
2. Managing the transition 485
3. Adopting and embedding change – making it stick and keeping it stuck 487
4. Change management tool – sustaining change 488

Summary 488

Further reading 490

References 491

12 Personal and professional management 492
Ray Wicks

Introduction 492

Section A: Leadership principles 493
Introduction 493
1. Personal effectiveness 493
2. Self-awareness: putting yourself in the picture 494
3. Leadership and authenticity 495
4. Leadership approaches 497
5. Problem solving and creative thinking 500

Summary 501

Further reading 501

Section B: Building team effectiveness 502
Introduction 502
1. Stages of team development 502
2. Developing an effective team 504
3. Balancing focus on results with effective people management 505
4. Overcoming the dysfunctions of a team 505
5. Working with a changing team or context 507
6. Leading virtual teams 508

Summary 508

Further reading 509

Section C: Emotional intelligence 509
Introduction 509
1. What is emotional intelligence? 509
2. Can I learn emotional intelligence? 510
3. Resilience 511
4. The emotionally intelligent change manager 512
Summary 513
Further reading 513
Section D: Effective influence 513
Introduction 513
1. Sources of power 514
2. Influencing styles and approaches 515
3. Influencing models 516
Summary 518
Further reading 519
Section E: Negotiating 519
Introduction 519
1. Defining negotiation 520
2. Approaches to negotiation 520
3. Phases of negotiation 521
4. Conducting negotiations 523
5. Emotionally intelligent negotiating 524
6. Cultural impacts on negotiation strategies 524
Summary 525
Further reading 526
Section F: Conflict management 526
Introduction 526
1. What does conflict mean? 526
2. Sources of conflict 527
3. Conflict resolution versus conflict management 528
4. Maximizing the positive aspects of conflict 529
5. Knowing your preferred style 529
6. The effects of each conflict management style 530
Summary 532
Further reading 532
References 532

13 Organizational considerations 535
Tim Cole, Martin Lunn, Una McGarvie and Eric Rouhof

Introduction 535

Section A: The change manager and Human Resources (HR) 536
Una McGarvie
Introduction 536
1. Engaging with HR 536
2. Understanding how HR is organized 536

3. Employment legislation and change management 539
4. Change management and HR policy 543
5. Employee relations 546
6. The impact of organizational design 548
7. Using HR expertise to embed change 552
Summary 552
Further reading 553
References 554

Section B: Safety, health and environment issues in change 554
Eric Rouhof
Introduction 554
1. What is SHE to an organization? 555
2. SHE management 557
3. How does change management interact with SHE? 558
4. Managing SHE during change 559
Summary 563
Further reading 563
References 563

Section C: Process optimization in organizations 564
Martin Lunn
Introduction 564
1. Process mapping 564
2. Mapping techniques 566
3. Interpretation of process maps 571
4. The value of a specialist in process mapping 574
Summary 575
Further reading 575

Section D: Financial management for change managers 576
Tim Cole
Introduction 576
1. An introduction, a picture and some common terms 576
2. How financial information is reported 579
3. Planning the organization's finances 583
4. The value of a change initiative 586
Summary 590
Further reading 591
References 591

Index 592