CONTENTS

List of figures		#*****	*	xi
List of tables				xii
Acknowledgements		· ·		xiii
Foreword		*		xiv
Introduction			**************************************	1
PART 1				*
What is change?				5
1 What are you changing?				7
2 Change takes time				11
3 The problem of short-termism	n			14
4 Small changes add up				16
5 Change is everyone's job				18
PART 2				
Preparing for change		,		23
6 Are you ready for change?		A 12		25

viii Contents

7	What is your stimulus for change?	27
8	Balancing conflicting priorities	29
9	Why modelling change can help	35
10	Finding common purpose: A shared understanding of change	39
11	Be open to challenge and new ideas	41
12	Explore and test – the value of pilot projects	43
13	Expect chaos	45
		*
	RT 3 ading change	49
LC	ading change	
14	What makes a good change leader?	51
15	Governance and change	54
16	Funding and resourcing change	59
17	Staying relevant	63
18	Revisiting the mission	65
19	Values, behaviours and cultural change	67
20	Building trust	70
21	How to sustain change	72
22	Change of director during change process	77
23	Distributed leadership and sharing decision-making	81
24	Involving stakeholders in the change process	84
25	Community partnerships and change	86

	Contents ix
26 Cuts and downsizing	90
27 Commercialisation and change	92
28 Embracing risk	95
29 Don't be afraid to report problems or 'failure'	98
PART 4 The role of staff and volunteers in change	101
30 Fear of change	103
31 Countering resistance to change	106
32 Supporting staff and volunteers during change	110
33 Staff/volunteer development and change	114
34 Champions of change	117
35 Keeping up morale during change	119
36 Silo-working	122
37 Overcoming project mentality	124
38 Restructuring, redundancies and staff changes	126
39 Communicating change, internally and externally	129
40 Internal networks and collaboration	132
41 The importance of conviviality	135
42 Acknowledging emotions	137
DADT 5	
PART 5 Why change fails	141
43 Misunderstanding of change	143

.

x Contents

44	Change is imposed	145
45	Resistance to change	147
46	Avoiding uncomfortable issues	149
47	Other priorities	151
48	Museum processes as a barrier to change	155
DAE	RT 6	
	aluating and learning from change	159
49	Tracking your change journey	161
50	The benefits of qualitative evaluation of change	168
51	Reflective practice	174
52	External voice and critical friends	177
53	Learning from peers	182
54	Learning from other sectors	187
55	Fixing the lessons of change in organisational memory	191
56	Sharing the learning	196
Ap_1	pendix A: Resources to help you	203
-	pendix B: Useful publications	205
Ind		207