

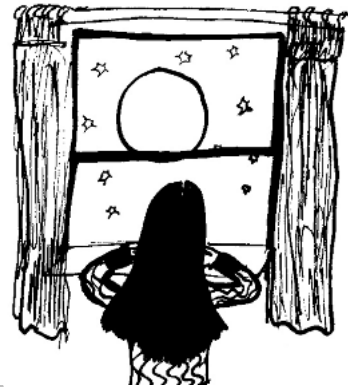
Introduction

*I balance on a wishing well that all men call the world.
We are so small between the stars, so large against the sky,
and lost amongst the subway crowd I try and catch your eye.*

LEONARD COHEN

This book is about making sense of change management. The world we live in continues to change at an intense rate. Not a day goes by, it seems, without another important discovery or boundary-pushing invention in the scientific fields. The economics of globalization seems to dominate much of our political and corporate thinking, while the shadow side of globalization – refugees, exploitation, terrorism and the like – develops at an equally alarming pace.

The rate of change and discovery outpaces our individual ability to keep up with it. The organizations we work in or rely on to meet our needs and wants are also changing dramatically, in terms of their strategies, their structures, their systems, their boundaries and of course their expectations of their staff and their managers.



Who this book is aimed at

Making Sense of Change Management is aimed at anyone who wants to begin to understand why change happens, how change happens and what needs to be done to make change a more welcoming concept. In particular we hope that leaders and managers in organizations might appreciate a book that does not give them the one and only panacea, but offers insights into different frameworks and ways of approaching change at an individual, team and organizational level.

We are mindful of the tremendous pressures and priorities of practising managers – in both the private and the public sectors – and *Making Sense of Change Management* is our attempt at making their lives that little bit easier. It is also our attempt at convincing them that addressing the issues that cause change to be so poorly managed in organizations will lead not only to more satisfying experiences for them, but to more fulfilling lives for their staff.

Framework: an essential supporting structure;
Model: a simplified description of a system;
Tool: a thing used in an occupation or pursuit;
Technique: a means of achieving one's purpose.

Concise Oxford Dictionary

Students of learning – be they MBA or MSc programme members, or individuals who just want to do things better – will hopefully find some models, tools and techniques that bridge the gap between the purely academic and the more pragmatic aspects of management theory and practice. The intention is to help them to make sense of the changes that they will undergo, initiate and implement.

The basic content of the book

We focus our attention on individual, team and organizational change with good reason. Many readers will be grappling with large-scale change at some point, which might be departmental, divisional or whole organizational change. Whatever the level or degree of organizational change, the people on the receiving end are individual human beings. It is they who will ultimately cause the change to be a success or a failure. Without looking at the implications of change on individuals we can never really hope to manage large-scale change effectively.

In addition, one of the themes of organizational life over recent years has been the ascendancy of the team. Much of today's work is organized through teams and requires team collaboration and teamworking for it to succeed. Very little has been written about the role of teams in organizational change, and we have attempted to offer some fresh ideas mixed with some familiar ones.

A thread running through the book is the crucial role of leadership. If management is all about delivering on current needs, then leadership is all about inventing the future. There is a specific chapter on leadership, but you will find the importance of effective leadership arising throughout.

In some respects the chapters on individual, team and organizational change, together with the chapters on leadership of change and the change agent, are freestanding and self-contained. However, we have also included application chapters where we have chosen a number of types of change, some of which, no doubt, will be familiar to you. These chapters aim to provide guidelines, case studies and learning points for those facing specific organizational challenges. Here the individual, team and organizational aspects of the changes are integrated into a coherent whole.

For the 5th edition we have made a major revision to the project- and programmed change chapter and have written two new chapters – Digital transformation and Becoming a sustainable business, both critical in their different ways.

Why explore different approaches to change?

Managers in today's organizations face some bewildering challenges. Paul Evans (2000) says that 21st-century leadership of change issues is not simple; he sees modern leadership as a balancing act. He draws our attention to the need for leaders to accept the challenge of navigating between opposites. Leaders have to balance a track record of success with the ability to admit mistakes and meet failure well. They also have to balance short-term and long-term goals, be both visionary and pragmatic, pay attention to global and local issues and encourage individual accountability at the same time as enabling team work.

It is useful to note that while some pundits encourage leaders to lead rather than manage, Paul Evans is emphasizing the need for leaders to pay attention to both management and leadership. See the box for a list of paradoxes that managers at Lego are asked to deal with.

THE 11 PARADOXES OF LEADERSHIP THAT HANG ON THE WALL OF EVERY LEGO MANAGER

- *To be able to build a close relationship with one's staff, and to keep a suitable distance.*
- *To be able to lead, and to hold oneself in the background.*
- *To trust one's staff, and to keep an eye on what is happening.*
- *To be tolerant, and to know how you want things to function.*
- *To keep the goals of one's department in mind, and at the same time to be loyal to the whole firm.*

- *To do a good job of planning your own time, and to be flexible with your schedule.*
- *To freely express your view, and to be diplomatic.*
- *To be a visionary, and to keep one's feet on the ground.*
- *To try to win consensus, and to be able to cut through.*
- *To be dynamic, and to be reflective.*
- *To be sure of yourself, and to be humble.*

SOURCE Evans (2000)

We believe that anyone interested in the successful management of change needs to develop the ability to handle such paradoxes. Throughout this book we offer a range of ideas and views, some of which are contradictory. We would urge you to try to create a space within yourself for considering a variety of perspectives. Allow your own ideas and insights to emerge, rather than looking for ideas that you agree with, and discarding those you do not care for. It is highly probable that there is some merit in everything you read in this book!

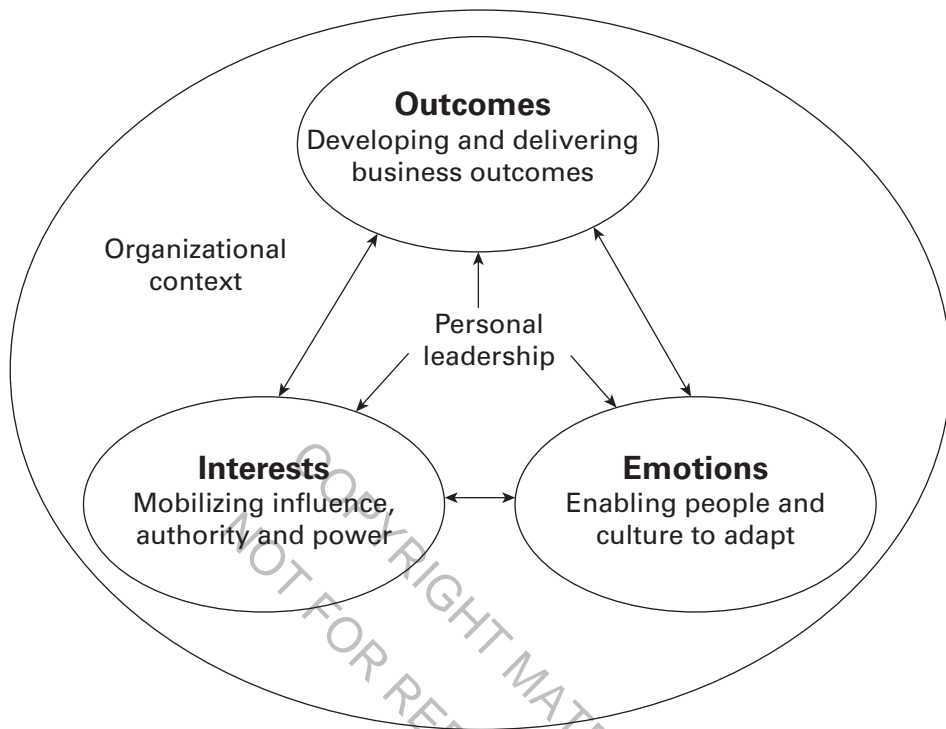
With so many choices and so many dynamic tensions in leadership, how does a manager learn to navigate his or her way through the maze? We have developed a straightforward model of leadership that acts as a strong reminder to managers that they need to balance three key dimensions; see Figure 0.1.

Managers usually learn to focus on outcomes and tangible results very early on in their careers. This book is a reminder that although outcomes are extremely important, the leader must also pay attention to underlying emotions, and to the world of power and influence, in order to sustain change and achieve continued success in the long term. Leaders of change need to balance their efforts across all three dimensions of an organizational change:

- **outcomes:** developing and delivering clear outcomes;
- **interests:** mobilizing influence, authority and power;
- **emotions:** enabling people and culture to adapt.

Leaders are at the centre of all three. They shape, direct and juggle them. One dimension may seem central at any time: for example, developing a strategy. However, leadership is about ensuring that the other dimensions are also kept in view. The three balls must always be juggled successfully.

In our experience, if you as leader or manager of change are unaware of what is happening (or not happening) in each of the three dimensions, then you will have 'taken your eye off the ball'. Your chances of progressing in an effective way are diminished.

Figure 0.1 Three dimensions of leadership

SOURCE Developed by Mike Green, Andy Holder and Mhairi Cameron

The early chapters of this book give the reader some underpinning theory and examples to illustrate how people initiate change and react to change at an individual level, when in teams, or when viewed as part of a whole organization. This theory will help managers to understand what is going on, how to deal with it and how to lead it with the help of others. The later chapters take real change situations and give specific tips and guidelines on how to tackle these successfully from a leadership point of view.

Overview of structure

We have structured the book principally in three parts.

Part One, 'The underpinning theory', comprises five chapters and aims to set out a wide range of ideas and approaches to managing change. Chapter 1 draws together the key theories of how individuals go through change and how to manage them and their responses to change. Chapter 2 compares different types of team, and examines

the process of team development and also the way in which different types of team contribute to the organizational change process and issues that might arise. Chapter 3 looks at a wide range of approaches to organizational change, using organizational metaphor to show how these are interconnected and related. Chapter 4 examines leadership of change, the different dimensions of this, qualities and skills that a leader needs to become a successful leader of change, and how to lead change processes and sustain yourself throughout. Chapter 5 looks at the critical role and nature of the agent of change, both from a competency perspective and also from the use of the self as an instrument for change.

These chapters enable the reader to develop a broader understanding of the theoretical aspects of individual, team and organizational change, and to learn more about a variety of perspectives on how best to be a leader of change. This lays firm foundations for anyone wanting to learn about new approaches to managing change with a view to becoming more skilled in this area.

Part Two, 'The applications', focuses on specific change scenarios with a view to giving guidelines, hints and tips to those involved in these different types of change process. These chapters are illustrated with case studies and make reference to the models and methods discussed in Part One. Chapter 6 looks at organizational restructuring, why it goes wrong, and how to get it right. Chapter 7 tackles mergers and acquisitions by categorizing the different types of activity and examining the learning points resulting from research into this area. Chapter 8 examines cultural change by looking at culture through a number of perspectives and asking the question as to how you might facilitate cultural change. Chapter 9 explores digital transformation – what it is, how to develop a strategy and governance structure, and the change management and leadership imperatives. Chapter 10 addresses the critical issue of how becoming a sustainable organization can help counter the impact of climate change.

One of the clear things that has emerged for us in helping others lead and manage change is the tension between overly planning and controlling change on the one hand, and the fact that change is often not simple enough to plan or control on the other. In Part Three, Chapter 11 looks at the whole area of complexity science and how it can inform your approach when managing complex change. Chapter 12 looks at leading change in times of uncertainty. Chapter 13 looks at emerging issues and impacts that project- and programme-led approaches are having, and what could be improved to increase the chances of sustainable success.

Please do not read this book from beginning to end in one sitting. It is too much to take in. We recommend that if you prefer a purely pragmatic approach you should start by reading Part Two. You will find concrete examples and helpful guidelines. After that, you might like to go back into the theory in Part One to understand the choices available to you as a leader of change.

Table 0.1 Where to read about individual, team and organizational change, and leading change

	Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 11	Chapter 12	Chapter 13
Type of Change	Individual	Team	Organizational	Leading change	Change agent	Restructuring	Mergers & acquisitions	Culture and change	Digital transformation	Becoming a sustainable business	Complex change	Leading change in uncertain times	Project- and programme-led
Individual	xxx		x	x	x	xx	x	x	x	x	x	x	x
Team		xxx	x	x	x	xx	x	x	x	x	x	x	x
Organizational	x	x	xxx	x	x	xx	xx	xx	xx	xx	xx	xx	xx
Leading change	x	x	x	xxx	xx	xx	x	x	xx	xx	xx	xx	x

Likewise, if you are more interested in understanding the theoretical underpinning of change, then read Part One first. You will find a range of approaches together with their associated theories of change. After that, you might like to read Part Two to find out how the theory can be applied in real situations.

Message to readers

We wish you well in all your endeavours to initiate, adapt to and survive change. We hope the book provides you with some useful ideas and insights, and we look forward to hearing about your models, approaches and experiences, and to your thoughts on the glaring gaps in this book. We are sure we have left lots of important things out!

Do e-mail us with your comments and ideas, or visit us at:

Esther:

Website: www.esthercameron.com

E-mail: estheranncameron@gmail.com

Mike:

Website: www.transitionalspace.co.uk

E-mail: mike@transitionalspace.co.uk

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