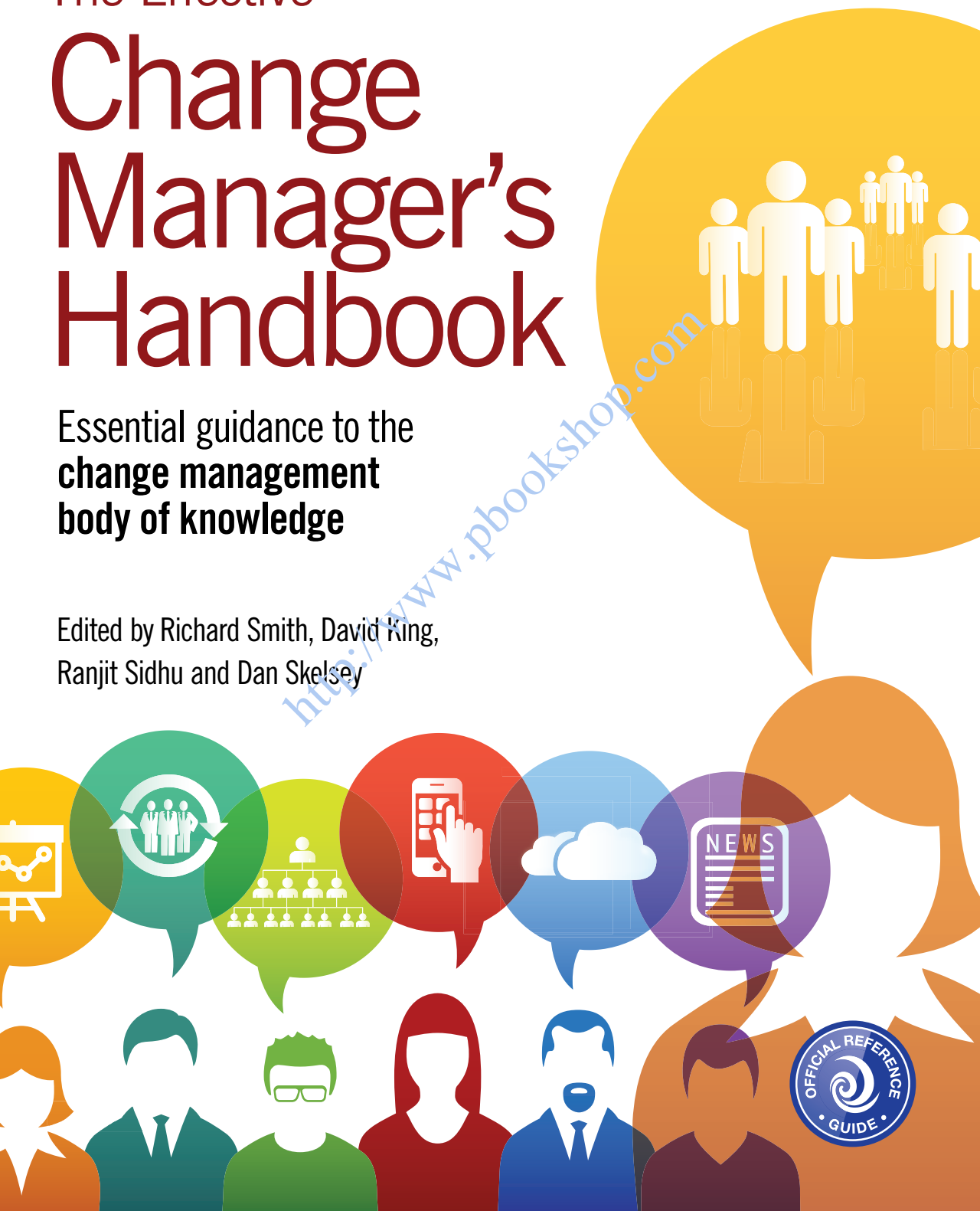




# The Effective Change Manager's Handbook

Essential guidance to the  
**change management**  
**body of knowledge**

Edited by Richard Smith, David King,  
Ranjit Sidhu and Dan Skelsey



<http://www.pbookshop.com>

# 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. Baselineing 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
<b>13 Organizational considerations</b>	<b>535</b>
<i>Tim Cole, Martin Lunn, Una McGarvie and Eric Rouhof</i>	
Introduction	535
Section A: The change manager and Human Resources (HR)	536
<i>Una McGarvie</i>	
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
<i>Eric Rouhof</i>	
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
<i>Martin Lunn</i>	
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
<i>Tim Cole</i>	
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
 <i>Index</i>	 592

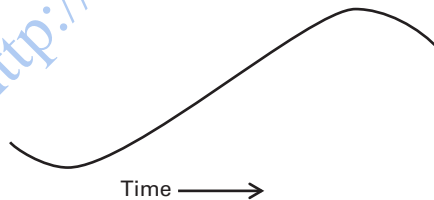
# A change management perspective

**RICHARD SMITH**

## Introduction

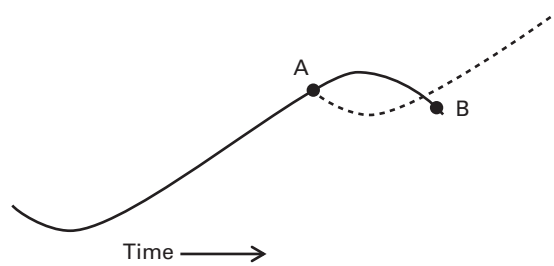
Change is a necessity for survival. This was brought home to me many years ago as I read Charles Handy's book *The Empty Raincoat: Making sense of the future* (Handy, 1994). He describes a pattern, the 'sigmoid curve' (shaped somewhat like a Greek letter 's': see Figure 1.1). It is a classic life cycle that traces the stumbling start, the rise and success, and the eventual decay of empires, organizations, products, processes and even an individual person or career. Handy points out that the timescale is becoming ever more compressed. 'New' products, processes, organizations and initiatives rise and decay at an ever-faster rate.

**FIGURE 1.1** The sigmoid curve



**SOURCE:** From *The Empty Raincoat* by Charles Handy, published by Hutchinson. Reprinted by permission of The Random House Group Limited.

This sounds depressing, but change is possible (Figure 1.2). A new curve can be begun. As Handy puts it: 'The right place to start that second curve is at point A, where there is the time, as well as the resources and the energy to get the new curve through its initial explorations and floundering before the first curve begins to dip downwards.' The difficulty is that at point A there is no apparent and urgent need for change. That tends to come at point B, when disaster is imminent. By this stage, however, the time, energy and resources to support the needed 'new beginning' are no longer available.

**FIGURE 1.2** The sigmoid curve – the second curve

**SOURCE:** From *The Empty Raincoat* by Charles Handy, published by Hutchinson. Reprinted by permission of The Random House Group Limited.

So as we begin our thinking about organizational change, we recognize the necessity of a restless searching for change that will enable the health and success of an organization – and its people – to be continually renewed as it transfers from one sigmoid curve to the next... and the next.

This chapter is the least ‘handbook-like’ of the 13 chapters in this book. Other chapters will each take a particular aspect of the discipline of change management and explore it practically, offering tools, templates and techniques to help the practising change manager perform effectively. This chapter offers no tools and few prescriptions (some may have slipped in through lack of self-restraint by the author!). Its purpose is to set a context for the discipline of change management, based on the wide and growing body of published research and thinking.

The chapter introduces a selection of influential models and perspectives on change. These are drawn from the wide and still-growing body of research and thought about change since the mid-20th century. All of us involved in change management have our favourite approaches and models – and it is inevitable that those I have selected and referred to will miss some of the favourites of each reader. My hope is that the way I have described and presented this selection will encourage readers to explore further, using the references to build their own change management perspective.

## CHAPTER CONTENTS

Section A: Why change management matters

Section B: Change and the individual

Section C: Change and the organization

Section D: Key roles in organizational change

Section E: Organizational culture and change

Section F: Emergent change

## Section A: Why change management matters

### Introduction

This section sets out to assess why effective change management is important. It describes ‘the knowledge required to offer clear, concise and well-evidenced information about the role of effective change management in enabling successful change in organizations’ (CMI CMBok, 2013).

I shall mention some of the research showing how often and how seriously change initiatives fail. More encouragingly I outline key research findings that show how a range of factors can be managed to increase the chances of successful change. The research offers change managers valuable evidence to use when advocating good practice.

### 1. Organizations’ experiences of change

It is easy for leaders and managers in organizations to assume that change is straightforward. We are educated and trained to approach problems logically and rationally. We see an opportunity to make an improvement – large or small – and can formulate plans to make that improvement.

It sometimes comes as a shock that our wholly rational plan does not meet with the immediate approval (and applause) of colleagues. A greater shock awaits; having convinced colleagues that the plan is absolutely what is needed, it simply does not work in practice. So many structural, technical and organizational factors seem to resist progress that implementation, we say, feels like ‘wading through treacle’. Within a few months the plan is consigned to history and the organization continues as before.

This is a caricature, of course. However, like any caricature it contains elements of the experience of many managers and leaders. Research over several decades records a depressingly high failure rate for change initiatives. Failure rates of change initiatives – more particularly, where change achieves substantially less than the expected value – have been reported as high as 70–80 per cent (King and Peterson, 2007). However, a few top-performing organizations experience success rates in excess of 80 per cent (IBM, 2008b). The variable criteria and measures typically used in these studies make it difficult to draw definitive conclusions about the failure rates and their causes (Hughes, 2011). Nevertheless, the continuing consistent, accumulated evidence from CEOs, project and change managers through a wide range of sources does point to the reality that very many change efforts do fail.



### Further reading

Research on the successes and failures of change initiatives includes:

Beer, M and Nohria, N (2000) *Cracking the code of change*

Hughes, M (2011) *Do 70 per cent of all organizational change initiatives really fail?*

IBM (2008b) *Making Change Work*

King, S and Peterson, L (2007) *How effective leaders achieve success in critical change initiatives*

Laclair, JA and Rao, RP (2002) *Helping employees embrace change*

Kotter, JP (1995) *Leading change: why transformation efforts fail*

Moorhouse Consulting (2013) *Barometer on Change 2013*

## 2. Factors contributing to success in change management

### 2.1 What the research suggests

The failure of many change initiatives to deliver what they promise is serious, but not inevitable. There is a strong and growing body of evidence that demonstrates the value of well-established change management practices in improving the success rate:

- A study by Laclair and Rao (2002) found a close relationship between 12 change management factors (at three levels: senior, mid- and front line) and the value captured from change initiatives. Companies effective at all three levels captured an average of 143 per cent of the expected value. Laclair and Rao measured general management factors that, followed effectively, contribute powerfully to success. Examples include executive and line management fulfilling their functions effectively and providing training, resource and empowerment for the front line.
- PriceWaterhouseCoopers published a study (PwC, 2004) on project and programme management practices. They conclude, amongst other things: ‘The survey reveals an undeniable correlation between project performance, maturity level and change management. The majority of the best performing and most mature organisations always or frequently apply change management to their projects.’ This highlights the need for alignment of change and project management practices and for ensuring appropriate organizational structure.
- An IBM study (2008b) highlights four key activities that make change effective:
  - prepare by gaining deep, realistic insight into the complexity of the change, and plan accordingly;

- use a robust change methodology aligned with a project management methodology;
- build and apply skills in sponsors, change managers and empowered staff;
- invest appropriately in change management.

They also found that the success rate of change projects using a dedicated change manager rose by 19 per cent compared to those that did not.

- Prosci studies over several years (Prosci, 2012) have demonstrated a close relationship between effectiveness of change management programmes and the proportion of projects that meet or exceed objectives. Those change management programmes rated ‘good’ or ‘excellent’ had an above 80 per cent success rate. Those rated ‘poor’ or ‘fair’ achieve less than 50 per cent. They highlight particularly the importance for change success of effective sponsorship, consistent communication, appropriate methodology, properly resourced change support and employee engagement.
- A paper on the change management of IT service management projects (Ferris, 2013) points out that project management as such is not the reason why many such initiatives fail. She writes: ‘There is no consideration given to the need for an organisational change management (OCM) capability on the project that will ensure the changes being brought about through the introduction of new technology become fully embedded into the organisation.’ Ferris says that for these initiatives effective change management delivers improved adoption speed, utilization rate and employee proficiency. She stresses the importance of effective preparation for change, disciplined management, clear reinforcement and careful handover.
- A study of over 2,500 people in change management roles across 120 organizations was conducted by ChangeFirst Limited in 2010. It found that six to nine months after project launch, projects with change management input were delivering significant performance improvements, financial results and behavioural change. A majority of the respondents attributed over 20 per cent of the success directly to effective change management. The calculated return on investment (ROI) on large projects was calculated as a 650 per cent return on current levels of investment in change management.
- A number of the studies demonstrated that consistent application of an appropriate methodology was a further factor consistently associated with greater success.

## 2.2 Improving success rates

This book is dedicated to sharing the kinds of insights and practices that lead to these improvements in success rates, especially:

- The need for the organization’s executive leadership (or an equivalent local group relevant to more localized change) to define and understand deeply:
  - the nature and impact of a proposed change;
  - the organization’s capacity and capability to undertake it.

- The importance of clarity about the various ways in which the organization expects to benefit from the change.
- The way that stakeholders are identified and strongly connected to the change through a variety of communication practices.
- The way that change and project management practices are aligned and managed, making them appropriate to the size and structure of the organization.
- How individuals and teams can be supported through the change by good leadership, appropriate training and great facilitation.
- Advocacy of best practice across the organization, supported by effective information gathering, relevant case studies and application of lessons learned from past change initiatives.

### 2.3 Change and the organizational context

Balogun and Hope Hailey (2008) describe what they call the ‘design choices’ to be considered in planning a change:

- *Change path*: will the change be introduced ‘overnight’ or as a journey over a period of time?
- *Change start-point*: will it roll out following the hierarchy (up or down), or grow from local ‘pockets’?
- *Change style*: will it be introduced more directly or more collaboratively?
- *Change target*: does it focus on performance, people or culture?
- *Change levers*: what levers will be most appropriate? (See the McKinsey ‘7-S model’ in Chapter 6, Section A1.2.)
- *Change roles*: who will sponsor and support the change, and how?

These choices cannot be made appropriately if considering the change in isolation. The change exists in a particular organizational context, and there are many factors in that wider context that should shape the design choices for a change process. Factors listed by Balogun and Hope Hailey include:

- *Power*  
How concentrated or diffuse is power in the organization? How much local or individual empowerment do people experience? What power lies with different stakeholder groups? (Chapter 4)
- *Time*  
Is the change urgent – the result of a crisis? Is it possible to take a long-term view? (Chapter 2)
- *Scope*  
How widespread is the change? What are its impacts? (Chapter 6)
- *Preservation*  
What elements of the past should be preserved? Which must be destroyed? (Consider physical icons, such as buildings, locations and technologies, and

intangibles such as values, ways of working and relationship networks.) (Section B and Chapter 11)

- *Diversity*  
How homogeneous is the organization? Is diversity amongst people an obstacle to achieving alignment? Is inadequate diversity an obstacle to creativity and change? (Section E and Chapter 12)
- *Capability*  
Do individuals have the range of skills required, both for the change process and for the demands they will face after the change? How good is the organization at managing change? Does it have access to suitably skilled people? (Chapters 7 and 9)
- *Capacity*  
Does the organization have the cash, time and people it needs for change to succeed? (Chapter 2)
- *Readiness*  
Is there a critical mass of people in the organization who see the need for change? How committed are they to change? (Chapters 5, 7 and 11)

The impact and influence of each of the contextual factors on the various design choices can be considered and documented. Informed and intentional decisions about the design choices form a strong foundation for any planned change.

However good the plans for change, it is important to retain flexibility. Good planning is vital – but mechanistic, rigid planning is dangerous, because the course of change is seldom smooth. The unexpected will occur and the plan must be adapted to accommodate both problems and opportunities that arise.

### 3. Preparing the organization and seeing it through

As will be seen on many occasions throughout this book, change depends on people. The earlier and more thoroughly that people across the organization (or those parts of it affected) can be prepared for the change, the more likely it is that the change will succeed.

According to Prosci (2012), with its focus on project change management, the top two ‘lessons learnt’ from previous change initiatives were both about preparation: 1) to get change sponsors actively involved at an earlier stage – from the very start of a project; and 2) to start change management activity sooner, right from project initiation.

For strategic change projects, however, much of the research points to change management involvement from an even earlier point. Change management input can help executive leadership to think through the context and approach to change and its implications even before explicit projects are defined.

## Summary

This brief section has highlighted the difficulty of making change initiatives effective and some of the factors that can help. Change managers who know this research are better able to influence their colleagues to apply good change management practices.

### Further reading

Balogun, J and Hope Hailey, V (2008) *Exploring Strategic Change*  
IBM (2008b) *Making Change Work*  
Prosci (2012) *Best Practices in Change Management* – or a more recent report if available



### Questions to think about

- 1 What data do I have on the success of change initiatives in my own organization?
- 2 What information would help me to evaluate our change better?



## Section B: Change and the individual

### Introduction

This section begins by introducing two significant and widely respected models of individual change. Both offer insights into change as a human process, and have direct, practical application for those seeking to lead and manage change. It then introduces other reasons why people may embrace or resist change – the impact of motivations and of personality – before concluding with some wider observations about resistance to change.

*The Effective Change Manager's Handbook* is the official guide to the Change Management Institute (CMI) body of knowledge, *The Effective Change Manager*. It is explicitly designed to help practitioners, employers and academics define and practise change management successfully and to develop change management maturity within their organizations. A comprehensive learning resource, it includes chapters from esteemed and established thought leaders in the field. The book covers all aspects of change management theory and practice, including benefits management, stakeholder strategy, facilitation, change readiness, project management, and education and learning support. Presenting the whole change process, from idea to implementation, *The Effective Change Manager's Handbook* offers practical tools, techniques and models to support any change initiative.

---

The editors of this book – **Richard Smith, David King, Ranjit Sidhu and Dan Skelsey** – are all experienced international consultants and trainers in change management. All four editors worked on behalf of the Change Management Institute to co-author the first global change management body of knowledge, *The Effective Change Manager*, and are members of the APMG International examination panel for Change Management.

**APMG International (APMG)** is a leading international examination institute that accredits training and consulting organizations and manages certification schemes for professionals. It is itself externally accredited to the highest international standards by the United Kingdom Accreditation Service (UKAS). APMG began offering examinations in change management in 2006, and has sponsored *The Effective Change Manager's Handbook* as part of its commitment to develop and maintain its examinations against the most rigorous and respected global standards.



Change  
Management  
Institute

The Change Management Institute endorses *The Effective Change Manager's Handbook* as a text which is fully aligned with our change management body of knowledge and as an appropriate reference for change managers seeking professional accreditation.

**Kogan Page**  
London  
Philadelphia  
New Delhi  
[www.koganpage.com](http://www.koganpage.com)

ISBN: 978-0-7494-7307-5



9 780749 473075

Change management