

CONTENTS

Foreword	xxiii
Preface	xxvii
Acknowledgments	xxxix
Introduction	1
SECTION ONE UPSTREAM CHANGE	34
1. Phase I: Prepare to Lead the Change: Start Up, Staff, and Create Your Case for Change	36
▶ Hearing the Wake Up Call	38
▶ Phase I: Prepare to Lead the Change	39
▶ Activity I.A: Start Up and Staff Change Effort	40
▶ Activity I.B: Create Case for Change and Determine Initial Desired Outcomes	54
▶ Consulting Questions for Activity I.A	72
▶ Consulting Questions for Activity I.B	74
2. Phase I: Prepare to Lead the Change: Assess and Build Your Organization's Readiness and Capacity, and Build Leaders' Capability to Lead the Change	77
▶ Activity I.C: Assess and Build Organization's Readiness and Capacity	79
▶ Activity I.D: Build Leaders' Capability to Lead the Change	85

▶ Consulting Questions for Activity I.C	101
▶ Consulting Questions for Activity I.D	102
3. Phase I: Prepare to Lead the Change: Clarify Your Overall Change Strategy	105
▶ Activity I.E: Clarify Overall Change Strategy	106
▶ Consulting Questions for Activity I.E	130
4. Phase I: Prepare to Lead the Change: Build the Infrastructure and Conditions to Support Your Change Effort	135
▶ Activity I.F: Build Infrastructure and Conditions to Support Change Effort	138
▶ Consulting Questions for Activity I.F	160
5. Phase II: Create Organizational Vision, Commitment, and Capability	164
▶ Activity II.A: Build Organizational Understanding of Case for Change, Vision, and Change Strategy	166
▶ Activity II.B: Increase Organization's Capability to Change	177
▶ Consulting Questions for Activity II.A	182
▶ Consulting Questions for Activity II.B	183
6. Phase III: Assess the Situation to Determine Design Requirements	185
▶ Activity III.A: Assess the Situation to Determine Design Requirements	187
▶ Consulting Questions for Activity III.A	192

SECTION TWO MIDSTREAM CHANGE 194

7. Phase IV: Design the Desired State	196
▶ Activity IV.A: Design Desired State	198
▶ Consulting Questions for Activity IV.A	207
8. Phase V: Analyze the Impact	209
▶ Activity V.A: Analyze Impacts of Desired State	213
▶ Consulting Questions for Activity V.A	220

9.	Phase VI: Plan and Organize for Implementation	222
	▶ Activity VI.A: Develop Implementation Master Plan	224
	▶ Activity VI.B: Prepare Organization to Support Implementation	231
	▶ Consulting Questions for Activity VI.A	237
	▶ Consulting Questions for Activity VI.B	239
SECTION THREE DOWNSTREAM CHANGE		240
<hr/>		
10.	Phase VII: Implement the Change	242
	▶ Activity VII.A: Implement the Change	244
	▶ Consulting Questions for Activity VII.A	251
11.	Phase VIII: Celebrate and Integrate the New State	253
	▶ Activity VIII.A: Celebrate Achievement of Desired State	255
	▶ Activity VIII.B: Support Integration and Mastery of New State	256
	▶ Consulting Questions for Activity VIII.A	264
	▶ Consulting Questions for Activity VIII.B	264
12.	Phase IX: Learn and Course-Correct	266
	▶ Activity IX.A: Build System to Continuously Improve New State	268
	▶ Activity IX.B: Learn from Your Change Process and Establish Best Practices	270
	▶ Activity IX.C: Dismantle Temporary Change Infrastructure	273
	▶ Consulting Questions for Activity IX.A	275
	▶ Consulting Questions for Activity IX.B	275
	▶ Consulting Questions for Activity IX.C	276
SECTION FOUR LEVERAGING THE CHANGE LEADER'S ROADMAP		277
<hr/>		
13.	Putting The Change Leader's Roadmap into Practice	278
	▶ The Model as a Thinking Discipline	278
	▶ Developmental Stages for Learning the CLR Methodology	279
	▶ Reactions to The Change Leader's Roadmap Model	283
	▶ A Top-Down Versus a Multi-directional Approach to Change	287

14.	Opportunities for Leveraging The Change Leader's Roadmap Methodology	292
	▶ The CLR Critical Path	293
	▶ Using The Change Leader's Roadmap as Your Common Change Methodology	293
	▶ Using the CLR to Change Your Organization's Culture	302
	▶ The CLR Just-in-Time Consulting Strategy	304
	▶ Accelerating the Change Process	308
	▶ Using the CLR as a Phase Gate Process	312
15.	Continuing the Journey to Conscious Change Leadership	316
	▶ Some Thoughts for Consultants	317
	▶ Some Thoughts for Leaders	318
	Appendix: Phases, Activities, and Tasks of The Change Leader's Roadmap	323
	Bibliography	329
	About the Authors	341
	Index	345

<http://www.pbookshop.com>

FIGURES, EXHIBITS, AND TABLES

Introduction

Figure I.1	The Drivers of Change Model	8
Figure I.2	The Conscious Change Leader Accountability Model	14
Figure I.3	The Four Quadrants of Change Leader Accountability	15
Figure I.4	The Fullstream Transformation Model	21
Figure I.5	The Change Leader's Roadmap Model for Leading Conscious Transformation	23
Figure I.6	The Change Leader's Roadmap as a Fullstream Process	26
Figure I.7	The Change Leader's Roadmap—Activity Level	27

Chapter 1

Figure 1.1	Sample Project Community Map	50
Exhibit 1.1	Worksheet: Identifying Your Project Community	52
Exhibit 1.2	Worksheet: Determining What Is Driving the Change	59
Figure 1.2	Three Types of Change	60
Exhibit 1.3	Worksheet: Initial Impact Analysis Audit	63
Exhibit 1.4	Sample Case for Change	67

Chapter 2

Exhibit 2.1	Factors Affecting Readiness	81
Figure 2.1	Capacity for Change	83
Exhibit 2.2	Factors Affecting Capacity	83
Exhibit 2.3	Worksheet: Strategies to Add Capacity	86
Exhibit 2.4	Five Tracks in Building Change Leadership Capability	88
Exhibit 2.5	Worksheet: Team Effectiveness Assessment	99

Chapter 3

Figure 3.1	Sample Change Governance Structures	110
Figure 3.2	Decision-Making Continuum of Styles	112
Figure 3.3	Types of Engagement	119
Table 3.1	Range of Audiences and Engagement Vehicles	119
Exhibit 3.1	Five Levels of Communication	121
Exhibit 3.2	Template for Building Your Change Strategy	126
Exhibit 3.3	Highlights of a Sample Change Strategy	127

Chapter 4

Figure 4.1	Course Correction Model	145
Exhibit 4.1	Checklist of Elements for Building Your Course Correction System	147
Figure 4.2	Stages of Personal Adjustment to Transition Model	149

Chapter 5

Exhibit 5.1	Worksheet: Questions for Visioning	173
-------------	------------------------------------	-----

Chapter 6

Exhibit 6.1	Types of Design Requirements	189
-------------	------------------------------	-----

Chapter 7

Exhibit 7.1	How to Develop Your Desired State Design	199
Figure 7.1	Levels of Design Model	203
Exhibit 7.2	Levels of Design Example Applied to Reorganization	204

Chapter 8

Figure 8.1	Impact Analysis and Implementation Planning Process	212
Exhibit 8.1	Steps in the Impact Analysis (IA) and Implementation Planning Process	215
Exhibit 8.2	Ways to Categorize Impact Issues	217

Chapter 9

Exhibit 9.1	Generic Impact Resolution Process	226
-------------	-----------------------------------	-----

Chapter 10

Exhibit 10.1	Change Process Topics to Monitor During Implementation	248
Exhibit 10.2	Desired State Topics to Monitor During Implementation	249

Chapter 11

Exhibit 11.1	Integration and Mastery Strategies	260
--------------	------------------------------------	-----

Chapter 12

Exhibit 12.1	Mechanisms to Continuously Improve the New State	270
Exhibit 12.2	Topics to Assess Your Change Process to Identify Best Practices	272
Exhibit 12.3	Designing Your Dismantling Strategy	274

Chapter 13

Figure 13.1	Developmental Stages for Learning the CLR Methodology	280
-------------	---	-----

Chapter 14

Exhibit 14.1	The CLR Critical Path	294
Exhibit 14.2	Strategies to Implement the CLR as Your Common Change Methodology	299
Figure 14.1	Using the CLR for Culture Change	303
Figure 14.2	The CLR as a Phase Gate Process	314

<http://www.pbookshop.com>

PREMIUM CONTENT FOR THE CHANGE LEADER'S ROADMAP

Available for download at www.pfeiffer.com/go/anderson

- ▶ Ten Most Common Mistakes in Leading Transformation
- ▶ Leadership Breakthrough: Topic Options and Methods
- ▶ Building Change Capability: Leading Change as a Strategic Discipline
- ▶ Upgrade Your Organization Development and Project Management Staff to Strategic Change Consultants
- ▶ How Developing Breath Control Can Make You a Better Leader
- ▶ How Command and Control as a Change Leadership Style Causes Transformational Change Efforts to Fail
- ▶ Identifying Project Briefing Questions
- ▶ Selecting the Best Change Process Leader to Oversee Your Transformation
- ▶ Ten Critical Actions for Leading Successful Transformation
- ▶ A Candid Message to Senior Leaders: Ten Ways to Dramatically Increase the Success of Your Change Efforts
- ▶ How to Use Decision-Making as a Tool for Successful Transformation
- ▶ Six Faulty Assumptions about Change Communications
- ▶ Elements of a Whole System Integration and Mastery Strategy

<http://www.pbookshop.com>