• Numerics •

30-60-90-day road map, 58–60 360-degree assessments, 288

• A •

A priorities, 92-93 acceptable complexity and chaos, defining, 303 acceptance, 93, 314 accountability and accomplishment as trait of successful team, 212 acquisitions. See mergers and acquisitions action during complex change, 314 goals, 15 plan, 16-17 taking, 135-136 as trait of successful team, 212 active listening, 132, 333 actively engaging employees in change, 20 adaptability, 212, 261 adjusting or redesigning business processes, 266-267 after-change review, 191-193 agile work teams, 200 agreement and acceptance, coming to, 135 during complex change, 314 ally, becoming an, 332 Amazon, 259-260 ambiguity, living with, 328-329 analyzing risks, 91-93 anchoring change, 326 announcing/informing communication strategy, 114 annoyances. See hindrances annual cycle, breaking out of, 306-307 Anson, Phil (entrepreneur), 287 apathy as reaction to change, 151

appreciative inquiry, 282, 335 artifacts of organizational culture, 276–277, 278 Association of Project Management, 72 attitude as trait of successful team, 212 attrition, minimizing employee, 247–249 audience, deciding who is in your, 113–114 audit, performing a changing-by-example, 37 authority, delegating, 140–141 avoidance, risk, 93 awareness during complex change, 314 creating, 134 raising, 16 as trait of successful team, 212

⇒ B •

B1 priorities, 93 B2 priorities, 93 back office systems, 266 bad decision, determining if change was a, 172 balanced measures, setting up, 101-102 bargaining agreement, 227-228 barriers to implementing change, removing, 323-324 Basecamp, 272 basic underlying assumptions of organizational culture, 277, 278 belay system, using a, 307-309 believing in change, 335 benchmarks. 94-96 best practices, 95 big milestones, 96–97 body language, 144–145 boss change indicators, spotting, 24-25 deciding what change you need, 29-32 organizational-change readiness assessing, 25–29

bouncing back from failure bad decision, determining if change was a, 172 midcourse adjustments, making, 173-174 overview, 171 probability of success going forward, increasing, 174-175 start over, figuring out how to, 172-173 brainstorming, 139 Brounstein, Marty Coaching & Mentoring For Dummies, 170, 343 Communicating Effectively For Dummies, 272 Managing Teams For Dummies, 199 budget, maintaining, 99 bureaucracy, 296 business to business (B2B), 265 business-process reengineering, 266

• (•

C priorities, 93 call center example (complex change) acceptable complexity and chaos, defining, 303 complexity, identifying patterns in 302-303 overview, 301-302 unacceptable complexity and chaos, defining, 303 calmness in reaction to change, 153 capabilities increase as reason for mergers and acquisitions, 239 capability of teams, 203-204 celebrating milestones, 165-167 centers of excellence, creating, 169 centralizing or outsourcing administrative/ support functions, 218-219 champions, 332 change acceptance, managing, 297 change advocates, 42-43 change agents, 41-42, 255, 322 change cycle checklist for, 13 current state, 10 desired state, 10 formula for change, 12 key change areas, 12 overview, 10

SWOT (strengths, weaknesses, opportunities, and threats) analysis, 11 transition, 10 change driver, 53 change facilitator overview, 154-155 problem solving, encouraging, 155-156 purpose behind facilitation, understanding, 155 self-direction, encouraging, 155-156 change indicators employees leaving to work for competitors, 24 expansion of company, 24–25 market share, loss of, 24 merging with another company, 24 obsolete, technology making your products or services, 24 outdated image for company, 24 perconnel changes, high-level, 25 sold to another company, 24 spotting, 24–25 technology, implementing new, 25 change leader as program manager, 298 change scorecard, 100-102 change sponsors, 40-41, 43, 322 change story, creating your, 170-171 change team building a powerful, 321 charter, creating, 63-64 cross-functional teamwork, supporting, 66 leadership, committing, 62-63 overview, 61-62 size of team, 62 skills needed for team, 62 SMART goal, aligning team with common, 64-65 who to include, 62 change theory, 32 change-management roles, clearly defining, 322 change-readiness assessment, 16 chaos as complexity, seeing, 299-300 charter described, 85 developing, 63-64, 206-207 reviewing and updating, 85 use of. 85-86

check-in with employees after mergers and acquisitions, 255-256 cheerful and optimistic leaders, 329 cloud ERP (enterprise resource planning), 270 coaching and cooperation, 140 and mentoring programs, developing, 170 overview, 342-343 **Coaching & Mentoring For Dummies** (Brounstein), 170, 343 Comcast, 272 committing to change, 20 common hindrances, handling, 187-188 Communicating Effectively For Dummies (Brounstein), 272 communication among peers, encouraging, 334-335 in GRPI model, 80 increasing, 87 for lasting change, 185 negative reaction to change, 152-153 during restructuring, 234–236 communication plan audience, deciding who is in your, 113-414 company or department newsletter as method of communicating, 119 creating and using, 324-325 differences, communicating across, 125-128 e-mail as method of communicating, 119 evaluating strategy for 121-123 face-to-face meetings (virtual or in-person) as method of communicating, 119 generations, working across, 128 "How are we going to get there?", answering question of, 107-108 implementing strategy for, 115, 118-121 KIF (keep it fresh, frequent, and flowing), 109 - 110listening, effective, 111–112 messages, sending powerful, 123-125 overview, 18-19, 112 podcasts or webinars as method of communicating, 119 questions about change, answering big three, 104-108 researching strategy for, 115, 116–117 status quo, saying no to, 110-111

strategy, planning a, 114–123 style of communication, developing a, 109 - 112team members, communicating across differences in, 125-128 timeline for, 120-121 website or message board as method of communicating, 119 "What's in it for me? (WIIFM), answering question of, 105-107 "Where are we headed, and why?", answering question of, 104–105 communities of practice, creating, 169 community, aligning 209 company or department newsletter as method of communicating, 119 compensation, adjusting, 224 competencies of teams, 203 competitive advantage as reason for mergers and acquisitions, 239 completion criteria, 99 complex change acceptance during, 314 action during, 314 agreement during, 314 awareness during, 314 change assessment for, 310-313 conflict, resolving, 314-315 controlling what you can during, 310 culture, embedding complex change within. 309-315 employee base impacting, 309 example of managing, 301-303 global businesses impacting, 309 interest maintained during annual cycle, breaking out of, 306-307 belay system, using a, 307-309 overview, 305 problem-solving approach, utilizing, 306 key messages during, 310 leadership during, 310 manageable complex change chaos as complexity, seeing, 299-300 overview, 299 scenarios, building, 300-301 standards, setting, 301 organizational knowledge developed during, 303-304 overview. 293-295

349

complex change (continued) priorities, focusing on, 313 program management used to establish structure during change acceptance, managing, 297 change leader as program manager, 298 coordination of schedules and project plans, 297 overview, 297 road map of critical phases, creating, 297 progress at employee or customer level, 295 regulations impacting, 309 risks, planning for, 310-313 structuring and organizing, 296-304 technology impacting, 309 testing changes, 296 vision for, 313 wins (simple and immediate changes), creating, 295-296 computer screen, breaks from, 161 confidence in future successes, building, 168 - 171conflict resolution action, taking, 135-136 agreement and acceptance, coming to, 135 awareness, creating, 134 complex change, 314-315 overview, 133-134 in teams, 208 trust building with, 132 conflicting opinions in CkPI model, 80 consensus of change, creating a, 319-320 consequences of risks, 91-92 consistency used to minimize hindrances, 186 content, aligning, 209 context, aligning, 209 Continental Airlines, 294 control plan, 181-182 controlling what you can during complex change, 310 coordination of schedules and project plans, 297 core competencies, 242 corporate culture. See organizational culture corporate stress, 162

cost cutting as reason for mergers and acquisitions, 240 costs of organizational change, forecasting, 102 credibility, 132 critical milestones, noting, 75 critical path items, 82-83 CRM (customer-relationship management), 266, 271 cross-functional teams, 66 culture. See organizational culture current state, 10 current-state analysis, 58 customers demands, delivering on, 259-260 focusing on, 229 cycle of change. See change cycle cynicism teward future change, dealing with, 138–140



data driven leaders, 330 day-to-day operations, 83 deadlines, measuring progress with, 99 deciding what change you need, 29-32 decision making in GRPI model, 79 defining current organizational culture, 279 delegation, 210, 338-339 dependencies, identifying, 76 depression and withdrawal as reaction to change, 150-151 desired state, 10 dialogue/partnering communication strategy, 115 differences, communicating across, 125-128 difficulties. See hindrances discussion, encouraging constructive, 153 disruptions. See workflow disruptions diversification in cross-functional teams, 66 as reason for mergers and acquisitions, 240 documentation, 94, 183 DotProject, 77 due diligence phase of mergers and acquisitions, 243 durability of change, 21-22

• E •

early adopter, becoming an, 332 Eastman Kodak, 257, 259 e-business strategy adjusting or redesigning business processes, 266-267 integration of old, new, and emerging technologies, 266 overview, 264-265 traditional online presence, 264 Web 2.0, 265 e-commerce, 265 economic or financial triggers, restructuring staffing changes due to, 223-224 economic rewards for reaching milestones, 166 economies of scale. 240 Economy, Peter (Managing For Dummies), 190, 227 EDGE (explore, decide, go, evaluate) coaching model, 342 e-mail, 119, 122 employee-engagement reviews, 289 employees. See also most valuable employees, methods of motivating complex change, employee base impacting, 309 empowering employees to change authority, delegating, 140-141 feedback, offering, 141–142 listening, 144-145 overview, 140 positive behavior, rewarding and recognizing, 145-147 problem solving, 142–144 leaving to work for competitors, 24 mergers and acquisitions support "bought" company employees are thinking, taking into consideration what, 245-246 culture, assimilating new and old organizational, 244 overview, 243-244 sharing capabilities and knowledge, 245 working together, readiness for, 244-245 point of view of restructuring, 217-221 stress of, 161-162

training other employees, 169-170 when new culture doesn't fit, 290-292 enabling structure, building an, 229 enacted values of organizational culture, 277, 278 end-user input, insufficient, 157 enterprise resource planning. See ERP environmental/external chaos, 300 ERP (enterprise resource planning) cloud ERP. 270 job-description analysis, 270-271 overview, 266, 267-268 process redesign, 269 training for, 268–269 espoused values of organizational culture, 277, 278 ethical leadership, 67, 211 examining erganizational culture, 281–282 executive sponsorship, obtaining, 320-321 executive support, uniting, 285-286 exercising as stress management, 161 expansion of company, 24-25 expectations, unrealistic, 157–158 experienced team members in crossfunctional teams. 66 explore, decide, go, evaluate (EDGE) coaching model, 342

• F •

face-to-face meetings (virtual or in-person) as method of communicating, 119 failure bouncing back from bad decision, determining if change was a, 172 midcourse adjustments, making, 173-174 overview, 171 probability of success going forward, increasing, 174-175 start over, figuring out how to, 172-173 common causes of, 272-274 past-change failures cynicism toward future change, dealing with, 138–140 getting over, steps for, 137-138 overview, 137-138 resolving negative impact of, 137-140 safeguarding against, 288-289

fear as reaction to change, 151-152 feedback asking for and using, 344 messages to leadership, 331 offering, 141-142 finalizing change and recognizing results, 97 financial risks, 91 firefighting/nonvalue tasks, 83 fit of companies as factor in success of mergers and acquisitions, 241 flattening organization employee's point of view, 220-221 management's point of view, 222 flavor-of-the-month syndrome, 305 flexibility, providing, 154, 341 flipping the switch, 30 focus groups, 122 focusing on most important issues, 81-86 followers, 332 Ford Motor Company, 238 formal company-wide awards, 146 formal financial and nonfinancial awards, 146 formal influencers, 184 formula for change, 12 front-line council, 43 Fuji, 259 future successes centers of excellence, creating, 159 change story, creating your, 170–171 coaching and mentoring programs, developing, 170 communities of practice, creating, 169 confidence in, building, 168-171 employees training other employees, 169-170 organizational knowledge, maintaining, 169 - 170

• G •

gain sharing, 254 Geely, 238 Geico, 272 generations, working across, 128 global businesses impacting complex change, 309 goals and expectations, setting clear, 337-338 in GRPI model, 77, 78 and objectives, clarifying, 87 of project, defining, 73-74 Google, 272 governance structure, outlining, 75 **GRPI** model communication in, 80 conflicting opinions in, 80 decision making in, 79 goals in, 77, 78 interpersonal relationships in, 78, 80-81 overview, 77-78 problem solving in, 30 processes and actions, 78-80 roles and responsibilities in, 78-79

• H •

helpers, leveraging, 190 helping other employees cope with change, 333 high-level buy-in, lack of, 187 hindrances common hindrances, handling, 187-188 consistency used to minimize, 186 effort used to minimize, 186 helpers, leveraging, 190 high-level buy-in, lack of, 187 inadequate training/resources, 187 inconsistent communication, 187 intentions, honesty regarding, 189 listening to manage, 189 long-term issues, identifying, 189 minimizing impact of, 186-190 overview, 186 patience used to minimize, 186 respect, escalating issues with, 189 scope creep, 187 short-term issues, identifying, 189 stragglers and naysayers, coaching, 188-190 hiring new employees into new culture, 289-290

to support resources aligned to new way, 183 team members, 204 holistic approach to change business processes, 60 corporate culture, 60 management and measurement systems, 61 organization structure, job roles, and skill sets. 61 overview, 60 honesty in communication with employees, 343-344 "How are we going to get there?", answering question of, 107-108 how-and-what performance review, 289-290 human resources restructuring, involvement in, 227-228 risks. 91 Human Resources Kit For Dummies (Messmer), 231 humble and adaptable, being, 211

•1•

implementation change milestones, 97 communication strategy, 115, 113–121 measuring and tracking, 99 inadequate training/resources, 187 inconsistent communication, 187 inconsistent procedures as cause of failure in technology change, 273 independent delegation, 141 individuals performances, performance measures for, 180-181 priorities with organizational goals, aligning, 328 teams accomplishing more than, 198 influencing others, 330-332 informal influencers, 184 informal rewards and recognition, 146 informing employees about restructuring, 235 - 236initiating sponsors, 40

innovation linked to technology change, 260-261 inspiring people to invest in your vision of future. 53-54 integration after mergers and acquisitions, 255 of change to support resources aligned to new way, 183-184 of communication strategy, 115 mergers and acquisitions, integration phase of, 243 of new technology adjusting or redesigning business processes, 266-267 e-commerce, 265 ERP and integrated systems, including, 267-271 integration of old, new, and emerging technologies, 266 overview, 263-264, 264-265 social media, effective use of, 271-272 traditional online presence, 264 Web 2.0, 265 integration of old, new, and emerging technologies, 266 intentions, honesty regarding, 189 interest maintained during complex change annual cycle, breaking out of, 306-307 belay system, using a, 307-309 overview, 305 problem-solving approach, utilizing, 306 interpersonal relationships in GRPI model, 78,80-81 interviews communication plan, interviews as tool for evaluating, 122 organizational culture, interviews and focus groups used for examining, 281-282

•] •

job satisfaction, increasing, 167 job-description analysis, 270–271 Jobs, Steve (former Apple CEO), 242

• K •

Kaizen work teams, 200 key change areas, 12 key messages during complex change, 310 key performance indicators, 98 key staff knowing who is, 252-253 mergers and acquisitions, retaining key staff during, 252-254 in project plan, 88 retention package for, 253–254 strategies to maintain, 253-254 KIF (keep it fresh, frequent, and flowing), 109-110 King, Martin Luther, Jr. (civil rights activist), 104 knowledge management, 303-304 knowledge transfer, 245 Kotter, John (organizational-change pioneer), 32

• [•

laggards, 29 lagging indicators, 179 lasting change communication for, 185 overview, 178 performance measures for control plan, 181–182 developing useful, 178-182 for individual performances, 180-181 lagging indicators, 179 leading indicators, 179 for organizational processes, 180 overview, 178-179 for teams, 179 principles of, 193 resources aligned to new way documentation used to support, 183 hiring new employees to support, 183 integrating change to support, 183-184 overview, 182 process owners designated to support, 184 - 185training used to support, 182 layoffs (eliminating positions), 225-227

leaders blending communications from top bosses with advocates, 48 cheerful and optimistic, 329 commitment to change, measuring, 99-100 during complex change, 310 in cross-functional teams, 66 culture, assessing, 282-285 data driven, 330 ethical, 67 by example, 36-38 feedback messages to, 331 front-line council, 43 inspiring change in teams clarity on what problem you are solving, 211 by delegating, 210 ethical, being, 211 humble and adaptable, being, 211 overview, 209 role model for balancing short-term wins with long-term goals, being a, 210 self-awareness, developing a habit of, 210 line of sight to strategic initiatives, creating a, 48 loud and proud, 329 management compared, 34-35 negative reaction to change, 153 opportunities, providing, 340-341 overview, 34 replacement as reason for mergers and acquisitions, 240 responsibilities of change leaders, 39 results, adapting to maximize, 46-48 rewarding new behaviors and accomplishments, 48 role playing change advocates, 42-43 change agents, 41-42 change sponsors, 40-41 overview, 38-39 strong, 87, 329-330 styles of adapting, 46-48 hierarchical leadership, 44-46 overview, 43-44 shared leadership, 46 understanding your, 44-46, 329-330

Leadership Culture Survey, 282-284 Leadership For Dummies (Marrin), 161 The Leadership Circle, 282 leading by example, 36-38 leading change, 34-35 leading indicators, 179 learning opportunities, providing, 154 legal risks, 91 lessons learned, 171 leveraging helpers, 190 Lewin, Kurt (organizational-change pioneer), 32 limiting risks, 93 line of sight, 48, 338 listening effective, 111-112 empowering employees to change, 144 - 145to manage hindrances, 189 long-term issues, identifying, 189 looking at the system. See holistic approach to change loud and proud leaders, 329

• M •

manageable complex change chaos as complexity, seeing, 299 overview, 299 scenarios, building, 300-301 standards, setting, 301 management actively engaging employees in change, 20 committing to change, 20 holistic approach to change, 61 leadership compared, 34-35 mergers and acquisitions, managing after, 255 motivating employees to move forward, 21 negative reactions, dealing with, 20-21 overview, 20, 34-35 restructuring, manager's point of view of, 221 - 222Managing For Dummies (Nelson and Economy), 190, 227 Managing Teams For Dummies (Brounstein), 199

mandate for change, establishing, 15 market share increase as reason for mergers and acquisitions, 239 loss of, 24 Marrin, John (Leadership For Dummies), 161 measurable goals, 15 measuring progress budget, maintaining, 99 change scorecard, 100-102 with completion criteria, 99 with deadlines, 99 implementation, measuring and tracking, 99 with key performance indicators, 98 leaders' commitment to change, measuring, 99–100 overview, 97 with simple measurements, 98-99 mentoring and coaching of teams, 204 merger syndrome, 247 Mergers & Acquisitions For Dummies (Snow), 243 mergers and acquisitions after mergers and acquisitions, how to proceed successfully, 254-256 capabilities increase as reason for, 239 change agents identifying obstacles after, 255 check-in with employees after, 255-256 competitive advantage as reason for, 239 cost cutting as reason for, 240 deciding on, 242 defined. 238 diversification as reason for, 240 due diligence phase of, 243 employee support during "bought" company employees are thinking, taking into consideration what, 245-246 culture, assimilating new and old organizational, 244 overview, 243-244 sharing capabilities and knowledge, 245 working together, readiness for, 244-245 fit of companies as factor in success of, 241 integration phase of, 243, 255 leadership replacement as reason for, 240

mergers and acquisitions (continued) managing after, 255 market share increase as reason for, 239 motivation after. 255 overview, 238-239 process for, 241-243 reasons for, 239-240 restructuring staffing changes due to, 223 staffing considerations during attrition, minimizing employee, 247-249 key staff, retaining, 252-254 morale, maintaining employee, 249-251 overview, 246-247 success in, factors for, 241 support after, 256 survival as reason for, 240 messages maintaining communication with, 124-125 needs addressed in initial, 123-124 sending powerful, 123-125 Messmer, Max (Human Resources Kit For Dummies), 231 mid-change interest, maintaining, 167-168 midcourse adjustments, making, 173-174 milestones big, 96-97 celebrating, 165-167 change road map, creating, 96 economic rewards for reaching, 166 finalizing change and recognizing results, 97 implementing change, 97 job satisfaction, increasing, 167 leadership, committing, 97 overview, 96, 165-166 publicly recognizing accomplishments, 166 - 167small, 97 vision, setting and communicating, 96 minimizing impact of hindrances, 186-190 mission and vision, 30 mitigation risks, 93 monitoring risks, 94 monopoly, 240 morale, maintaining employee, 249-251 morning, doing overtime in, 161

most valuable employees, methods of motivating asking what is important to employees, 343 coaching employees, 342-343 feedback, asking for and using, 344 flexibility, providing, 341 goals and expectations, setting clear, 337-338 honesty in communication with employees, 343-344 leadership opportunities, providing, 340-341 ownership of activities, 338-339 positive work environment, building a, 345 recognizing desired results, 339–340 rewarding desired results, 339-340 motivating after mergers and acquisitions, 255 atmosphere, providing, 162 employees to move forward, 21 teans, 205–206 multidimensional aspect of change, 14–15 multiple changes. See complex change multitasking, reducing, 160

• N •

natural chaos, 300 need for restructuring, explaining, 235 needs assessment, 183 negative reaction to change calmness in reaction to, 153 dealing with, 20–21 discussion, encouraging constructive, 153 leaders, reaction of, 153 overview, 152–153 time to absorb change, giving people, 153 Nelson, Bob *(Managing For Dummies)*, 190, 227 new positions, adding, 225 nonvalue/firefighting tasks, 83 Nycomed, 239

• () •

Obama, Barack (U.S. President), 279 obsolete, technology making your products or services, 24 obstacles. *See* hindrances Olsen, Erica (Strategic Planning Kit For Dummies), 70, 259 one-way delegation, 140 ongoing evaluation and measurement, 178 open knowledge sharing, 261 openness, 132 opportunities, 11 organization structure, job roles, and skill sets, 61 organizational culture artifacts of, 276-277, 278 assimilating new and old organizational, 244 basic underlying assumptions of, 277, 278 change employees, when new culture doesn't fit, 290-292 executive support, uniting, 285-286 failure, safeguarding against, 288-289 hiring new employees into new culture, 289-290 overview, 276 work systems, aligning all, 287-288 components of, 276-277 defining current, 279 embedding complex change within 309-315 enacted values of, 277, 278 espoused values of, 277, 278 examining, 281-282 holistic approach to change, 60 interviews and focus groups used for examining, 281–282 layers of, 278 leadership culture, assessing, 282–285 overview, 276 quantitative assessments used for examining, 282 values of, 279-281 workflow disruptions, 159 organizational knowledge complex change, developed during, 303-304 maintaining, 169-170 organizational work teams, 199-200 organizational-change readiness assessing, 25-29 stakeholder mapping, 25–27 outdated image for company, 24

outsourcing or centralizing administrative/ support functions, 218–219 ownership of activities, 338–339

• *p* •

pairing positive people with negative people, 154 past-change failures cynicism toward future change, dealing with, 138-140 getting over, steps for, 137-138 overview, 137-138 resolving negative impact of, 137-140 paths, identifying critical, 82-83 patience used to minimize hindrances, 186 PDCA (Plan, Do, Check, Act) method, 307 peers, creating a community of, 332–333 people and organization as type of chaos, 300 perceptions, clarifying, 145 performance, changing processes to improve, 229 performance measures developing useful, 178-182 for individual performances, 180-181 lagging indicators, 179 leading indicators, 179 for organizational processes, 180 over time, 181–182 overview, 178-179, 233-234 for teams, 179 personal connection to change, making a, 54 personnel changes, high-level, 25 Phil's Fresh Foods, 287 planning for change action plan, developing a changemanagement, 16-17 awareness, raising, 16 motion, setting plan for change into, 18 overview, 13 results, measuring, 17 SMART framework, setting goals using, 15 sustaining change, 17 team, building, 16 vision for change, creating a, 13-15 podcasts or webinars as method of communicating communication plan, 119

policies and guidelines, clarifying, 179 political issues as workflow disruption, 158 - 159Portny, Stanley E. (Project Management For Dummies), 70, 83, 120 positions, titles, job descriptions, changing, 224-225 positive behavior, rewarding and recognizing, 145-147 positive reactions to change, 153–154 positive work environment, building a, 345 principles of leading successful change anchoring change, 326 barriers to implementing change, removing, 323-324 change team, building a powerful, 321 change-management roles, clearly defining, 322 communication plans, creating and using, 324-325 consensus of change, creating a, 319-320 executive sponsorship, obtaining, 320 - 321resistance, managing employee, 324 strategy and plan for change, developing a, 320 training and educational programs, building competencies through, 325-326 priorities, focusing on, 3134 prioritizing risks, 92–93 proactively leading change (when not in charge) ally, becoming an, 332 ambiguity, living with, 328-329 believe in change, 335 communication among peers, encouraging, 334-335 early adopter, becoming an, 332 helping other employees cope with change, 333 individual priorities with organizational goals, aligning, 328 influencing others, 330–332 leadership style, understanding your, 329-330 peers, creating a community of, 332–333 speak up, 335 yourself, changing, 330 probability of success going forward, increasing, 174-175

problem solving encouraging, 155-156 in GRPI model, 80 overview, 142-144 utilizing problem-solving approach, 306 problem statement, writing a project, 73 problem-generating approach, 306 process of change mergers and acquisitions, 241-243 overview. 30 restructuring customers, focusing on, 229 developing your restructuring plan, 230-231 enabling structure, building an, 229 identifying necessary process changes and their impacts, 231–233 overview 228 performance, changing processes to improve, 229 periormance metrics, structuring, 233-234 principles for restructuring, 228–229 strategy before structure, putting, 229 process owners designated to support resources aligned to new way, 184-185 process portfolio, 232 process redesign, 269 processes and action in GRPI model, 78-80 productivity decreased, 152 increasing, 207-208 program management used to establish structure during complex change change acceptance, managing, 297 change leader as program manager, 298 coordination of schedules and project plans, 297 overview, 297 road map of critical phases, creating, 297 progress at employee or customer level, 295 Project Management For Dummies (Portny), 70, 83, 120 Project Management Institute, 72 project plan communication, increasing, 87 critical milestones, noting, 75 day-to-day operations, 83 dependencies, identifying, 76 elements of, 72-77 firefighting/nonvalue tasks, 83

focusing on most important issues, 81-86 goals, defining and clarifying, 73-74, 87 governance structure, outlining, 75 key employees, involving, 88 leadership, showing strong, 87 overview, 70-71 paths, identifying critical, 82-83 problem statement, writing a project, 73 project charters, use of, 85-86 quality standards, setting, 75 readiness, questions to determine, 71 resources allocating, 75 shifting, 87 risks, identifying, 76 schedule for project, 76-77 scope creep, avoiding, 84-85 SMART goals for, 73–74 strategic tasks, 83 successes, identifying critical, 82-83 unexpected change, responding to, 86-88 value, removing work that doesn't add, 83-84 project teams, 199 publicly recognizing accomplishments, 166-167 public-relations risks, 91 purpose behind facilitation understanding, 155

• Q •

quality standards, setting, 75 quantitative assessments used for examining organizational culture, 282 questions about change, answering big three, 104–108

• R •

RACI (responsible, accountable, consulted, informed) model, 78–79, 322 reactions to change apathy, 151 depression and withdrawal, 150–151

fear, 151-152 negativity, 152-153 overview, 149-150 positive, 153-154 productivity, decreased, 152 readiness, questions to determine, 71 realistic goals, 15 recording information, 94 redesigning or adjusting business processes, 266-267 reduction in force. See layoffs regulations impacting complex change, 309 relaxation exercises, 160-161 reporting relationships, shifting, 225 requirements and specifications, changing, 15% resistance, managing employee, 324 resolving negative impact of past-change failures, 137-140 resources aligned to new way documentation used to support, 183 hiring new employees to support, 183 integrating change to support, 183-184 overview, 182 process owners designated to support, 184-185 training used to support, 182 allocating, 75 shifting, 87 respect, escalating issues with, 189 responsibilities of change leaders, 39 restructuring advantages of, 216 centralizing or outsourcing administrative/ support functions, 218-219 combining departments, 221 combining teams or moving smaller teams into larger ones, 219-220 communication issues informing employees about restructuring, 235-236 need for restructuring, explaining, 235 overview, 234-235 disadvantages of, 216-217 employee's point of view of, 217-221

359

restructuring (continued) flattening organization employee's point of view, 220-221 management's point of view, 222 goal, 233-234 HR department involvement, 227–228 manager's point of view of, 221-222 overview, 215-216, 228 performance metrics for, 233-234 process customers, focusing on, 229 developing your restructuring plan, 230 - 231enabling structure, building an, 229 identifying necessary process changes and their impacts, 231-233 overview, 228 performance, changing processes to improve, 229 performance metrics, structuring, 233–234 principles for restructuring, 228-229 strategy before structure, putting, 229 staffing changes compensation, adjusting, 224 due to acquisitions and mergers, 223 due to economic or financial triggers, 223-224 due to new technology, 224 layoffs (eliminating positions), 225-227 new positions, adding, 225 overview, 222-223 positions, titles, job descriptions, changing, 224-225 reporting relationships, shifting, 225 simple staffing changes compared, 223-224 results adapting leadership to maximize, 46-48 measuring, 17 retaining best people with teams, 198 retention package for key staff, 253-254 reviewing and updating project charter, 85 reviewing scores, 102 rewarding desired results, 339-340 new behaviors and accomplishments, 48

risks acceptance, 93 analyzing, 91-93 avoidance, 93 consequences of, 91-92 documenting, 94 financial. 91 human-resources, 91 identifying, 76, 90-91 legal. 91 likelihood of, 92 limiting, 93 mitigation, 93 monitoring, 94 overview, 90 planning for, 310-313 prioritizing 92-93 public-relations, 91 safety, 31 technical, 91 road map for change creating, 96 critical phases, creating road map of, 297 overview, 56-57 strategic road map, 57–58 30-60-90-day road map, 58-60 role playing change advocates, 42-43 change agents, 41-42 change sponsors, 40-41 overview, 38-39 roles and responsibilities in GRPI model, 78-79 rule of three, 313 rumors, 103

• 5 •

safety risks, 91
Sahlin, Doug (Social Media Marketing All-in-One For Dummies), 272
SCARED (sabotage, conflict, absenteeism, rumors, exasperation, and distraction), 151
scenarios, building, 300–301
schedule for project, 76–77

Schein, Edgar H. (management consultant), 276 SCM (supply-chain management), 266 scope creep, 84-85, 187 self-awareness, developing a habit of, 210 self-direction encouraging, 155-156 in teams, 66, 200 sharing capabilities and knowledge, 245 short-term goals aligned with change priorities, setting, 154 short-term issues, identifying, 189 simple measurements, 98-99 simple staffing changes compared to restructuring staffing changes, 223-224 size of team, 62 skepticism as cause of failure in technology change, 273 skills lack of technological, 158 team, 62, 203, 208 Skinner, B. F. (psychologist), 178 small milestones, 97 SMART (specific, measurable, action oriented and agreed on, realistic and time bound) goals aligning team with common, 64 example of, 65, 74 overview, 15, 64-65, 74 project plan, 73-74 Smisek, Jeffery A. (CEO of United Airlines), 294 Snow, Bill (Mergers & Acquisitions For Dummies), 243 social media, effective use of, 271-272 Social Media Marketing All-in-One For Dummies (Zimmerman and Sahlin), 272 specific goals, 15 spotting change indicators, 24-25 staffing changes mergers and acquisitions attrition, minimizing employee, 247-249 key staff, retaining, 252-254 morale, maintaining employee, 249-251 overview, 246-247 restructuring compensation, adjusting, 224 due to acquisitions and mergers, 223

due to economic or financial triggers, 223-224 due to new technology, 224 layoffs (eliminating positions), 225–227 new positions, adding, 225 overview, 222-223 positions, titles, job descriptions, changing, 224-225 reporting relationships, shifting, 225 simple staffing changes compared, 223-224 stakeholder mapping described, 26 organizational-change readiness, 25–27 sample of, 27 steps for, 26 stakeholders described, 26 readiness, assessing, 27-29 standards, setting, 301 start over, figuring out how to, 172-173 starting point, defining, 58 status quo, saying no to, 110–111 Strategic Planning Kit For Dummies (Olsen), 70.259 strategic road map, 57-58 strategy communication plan, 114-123 developing a, 320 key staff, to maintain, 253-254 restructuring, 229 teams, 202-203 in vision for change, 14 strengths, 11 stress management computer screen, breaks from, 161 corporate stress, 162 exercising, 161 morning, doing overtime in, 161 multitasking, reducing, 160 overview, 160 relaxation exercises, 160-161 your employees' stress, 161-162 your own stress, 160-161 strong, silent leaders, 329-330 structuring and organizing complex change, 296-304 stucks, 332

Index 361

style of communication, developing a, 109 - 112styles of leadership adapting, 46-48 hierarchical leadership, 44-46 overview, 43-44 shared leadership, 46 understanding your, 44-46 success. See also principles of leading successful change future centers of excellence, creating, 169 change story, creating your, 170-171 coaching and mentoring programs, developing, 170 communities of practice, creating, 169 confidence in, building, 168-171 employees training other employees, 169 - 170organizational knowledge, maintaining, 169-170 identifying critical, 82-83 in mergers and acquisitions, 241 planning for, 72 of project, factors determining, 90 of teams, 198 supply-chain management (SCM), 260 support after mergers and acquisitions, 256 survival as reason for mergers and acquisitions, 240 sustaining change, 17 sustaining sponsors, 40 SWOT (strengths, weaknesses, opportunities, and threats) analysis, 11, 269

• 7 •

Takeda Pharmaceutical Company, 239 target audience, 113–114 teams agile work, 200 aligning to three Cs, 208–209 building, 16 capability of, 203–204 charters, developing, 206–207

community, aligning, 209 competencies of, 203 conflict resolution in, 208 content, aligning, 209 context, aligning, 209 development and building of, 204 enabling teams to address organizational change, 212-213 hiring/acquiring members, 204 importance of, 198 individuals, teams accomplishing more than, 198 Kaizen work, 200 leaders inspiring change in clarity on what problem you are solving, 211 by delegating, 210 ethical, being, 211 humble and adaptable, being, 211 overview, 209 role model for balancing short-term wins with long-term goals, being a, 210 self-awareness, developing a habit of, 210 members, communicating across differences in, 125-128 mentoring and coaching of, 204 motivating, 205-206 organizational work, 199-200 overview, 197 performance measures for, 179 productivity, increasing, 207-208 project, 199 recognizing need for team change, 200-206 retaining best people with, 198 self-directed, 200 skills, 203, 208 strategy for, 202-203 success, contribution to organization's, 198 training of, 204 traits of successful accountability and accomplishment, 212 action, 212 adaptation, 212

attitude, 212 awareness, 212 overview. 211 types of, 199–200 virtual, 202 vision and goal for, 202–203 technical risks, 91 technology complex change, impacting, 309 implementing new, 25 new technology, restructuring staffing changes due to, 224 workflow disruptions end-user input, insufficient, 157 expectations, unrealistic, 157-158 overview, 157 requirements and specifications, changing, 157 skill, lack of technological, 158 technology change competing priorities and perspectives as cause of failure in, 273 customer demands, delivering on, 259-260 failures, common causes of, 272-274 inconsistent procedures as cause of failure in, 273 innovation linked to, 260-261 integration of new technology e-business strategy, 264-267 ERP and integrated systems, including, 267-271 overview, 263-264 social media, effective use of, 271-272 lack of clarity around scope of technology as cause of failure in, 273 matching technology with people, processes, and strategy, 261-263 overview, 258-259 poor project support and poor communication as cause of failure in, 274 skepticism as cause of failure in, 273 testing changes, 296 30-60-90-day road map, 58-60 threats, 11

360-degree assessments, 288 time and resources in change formula, 12 time bound goals, 15 time to absorb change, giving people, 153 timeline for communication plan, 120-121 top-imposing leaders, 45 track and review risks, 94 traditional online presence, 264 training and educational programs, building competencies through, 325–326 for ERP (enterprise resource planning), 268 - 269of teams, 204 used to support resources aligned to new way, 182 traits of successful teams accountability and accomplishment, 212 action 212 adaptation, 212 attitude, 212 awareness, 212 overview, 211 transactional change, 30 transformational change, 30 transition model checklist, 164-165 transition state, 107 tried-and-true change model, implementing, 31-32 trust building with active listening, 132 with an environment of mutual respect, 132 with conflict resolution, 132 with credibility, 132 with openness, 132 overview, 131-133 Twitter. 272 type of change, determining, 29-30

• U •

unacceptable complexity and chaos, defining, 303 unexpected change, responding to, 86–88 United Airlines, 294 urgency, creating a sense of shared, 54–56

• 1/ •

value, removing work that doesn't add, 83-84 values of organizational culture, 279-281 virtual teams, 202 vision for change, creating a, 13-15 for complex change, 313 of future inspiring people to invest in your, 53-54 overview, 52-53 personal connection to change, making a, 54 road map, creating a change, 56-60 urgency, creating a sense of shared, 54-56 and goal for teams, 202-203 setting and communicating, 96 Volvo, 238

• W •

weaknesses, 11 Web 2.0, 265 web-based survey, 122 website or message board as method of communicating, 119 "what now" session, 171

"What's in it for me?" (WIIFM), answering question of, 105–107 "Where are we headed, and why?", answering question of, 104–105 Whole Foods, 279-280 WIIFM (what's in it for me), 53 wins (simple and immediate changes), creating, 295-296 withdrawal and depression as reaction to change, 150-151 work systems, aligning all, 287–288 workflow disruptions cultural issues, 159 overview, 156-157 political issues, 158-159 technology issues, 157–158 working together, readiness for, 244–245

• ¥ •

Yammer, 272 Yourself, changing, 330 YouTube, 272

• Z •

Zimmerman, Jan (Social Media Marketing All-in-One For Dummies), 272