

# Contents at a Glance

<b>Introduction .....</b>	<b>1</b>
<b>Part I: The Nuts and Bolts: Laying a Foundation for Change .....</b>	<b>7</b>
Chapter 1: Being in Charge of Change.....	9
Chapter 2: You're the Boss: Addressing the Need for Change .....	23
Chapter 3: Embracing Change-Leader Roles .....	33
<b>Part II: Putting the Plan into Motion.....</b>	<b>49</b>
Chapter 4: Assembling Your Change Toolkit .....	51
Chapter 5: The Fine Art of Planning for Change (Or Dealing with the Unplanned Kind).....	69
Chapter 6: Get Real: Staying Realistic about Where You're Heading.....	89
Chapter 7: Getting the Message Out: Communicating the Change .....	103
<b>Part III: Making Change Stick through Thick and Thin....</b>	<b>129</b>
Chapter 8: Getting Employees on Board and Keeping Them Motivated .....	131
Chapter 9: Dealing with the Challenges of and Reactions to Change .....	149
Chapter 10: In Transition: Assessing Your Progress and Acting Accordingly.....	163
Chapter 11: What Happens Next? Keeping the Change Ball Rolling.....	177
<b>Part IV: Leading Change in Specialized Circumstances ...</b>	<b>195</b>
Chapter 12: Creating Meaningful Team Change.....	197
Chapter 13: Leveraging Restructuring Changes .....	215
Chapter 14: Organizing Change during Mergers and Acquisitions .....	237
Chapter 15: Aligning Technology Change with Results .....	257
Chapter 16: Shifting a Culture: Managing Cultural Change .....	275
Chapter 17: When Everything Changes: Working with Complex Change.....	293
<b>Part V: The Part of Tens .....</b>	<b>317</b>
Chapter 18: Ten Essential Principles of Leading Successful Change .....	319
Chapter 19: Ten Creative Ways to Lead Change When Someone Else Is Running the Show.....	327
Chapter 20: Ten Ways to Energize Your MVPs .....	337
<b>Index .....</b>	<b>347</b>

<http://www.pbookshop.com>

# Table of Contents

<b><i>Introduction</i></b> .....	<b>1</b>
About This Book .....	2
Conventions Used in This Book .....	3
What You're Not to Read .....	3
Foolish Assumptions .....	3
How This Book Is Organized .....	4
Part I: The Nuts and Bolts: Laying a Foundation for Change .....	4
Part II: Putting the Plan into Motion .....	4
Part III: Making Change Stick through Thick and Thin .....	5
Part IV: Leading Change in Specialized Circumstances .....	5
Part V: The Part of Tens .....	5
Icons Used in This Book .....	6
Where to Go from Here .....	6
<b><i>Part I: The Nuts and Bolts: Laying a Foundation for Change</i></b> .....	<b>7</b>
<b>Chapter 1: Being in Charge of Change</b> .....	<b>9</b>
Understanding the Cycle of Change .....	10
Moving out of the current state: Using SWOT to recognize a need to change .....	11
Defining the desired state: Deciding where you're headed .....	12
Checking out the change formula .....	12
Planning Like a Pro: A Road Map for Change .....	13
Step 1: Create the vision and motivation to change .....	13
Step 2: Set goals using the SMART framework .....	15
Step 3: Begin to raise awareness .....	16
Step 4: Build the team .....	16
Step 5: Develop an action plan .....	16
Step 6: Measure results .....	17
Step 7: Sustain the change .....	17
Setting it into motion .....	18
Communicating Progress with the Five Strategic Messages .....	18



Managing the People Factors..... 20  
    Dealing with negative reactions..... 20  
    Motivating to move forward..... 21  
Making the Change Durable ..... 21

**Chapter 2: You're the Boss: Addressing the Need for Change. . . . . 23**

Spotting Change Indicators ..... 24  
Assessing Your Organizational-Change Readiness ..... 25  
    Mapping your stakeholders..... 25  
    Assessing stakeholder readiness..... 27  
Deciding What Change You Need..... 29  
    Determining the type of change..... 29  
    Implementing a tried-and-true change model..... 31

**Chapter 3: Embracing Change-Leader Roles. . . . . 33**

Recognizing the Call for Leadership ..... 34  
    Understanding the difference between managing and leading..... 34  
    Leading by example..... 36  
Role Playing: Assuming Different Roles during Change ..... 38  
    Sponsoring success ..... 40  
    Being a change agent..... 41  
    Serving as an advocate..... 42  
Working with Your Change Leadership Style ..... 43  
    Knowing your leadership style ..... 44  
    Adapting your change-leadership style for optimal success ..... 46

***Part II: Putting the Plan into Motion* ..... 49**

**Chapter 4: Assembling Your Change Toolkit. . . . . 51**

Looking to the Future State: Steps to Get There ..... 51  
    Building an inspiring vision..... 52  
    Creating a change road map..... 56  
    Making a list of what's helping or hurting change..... 60  
Putting Together Your Change Team ..... 61  
    Gathering the right folks ..... 61  
    Committing leadership..... 62  
    Creating the change-team charter ..... 63  
    Aligning the team with a SMART common goal ..... 64  
    Supporting cross-functional teamwork..... 66  
Keeping Everything Ethical ..... 67

**Chapter 5: The Fine Art of Planning for Change (Or Dealing with the Unplanned Kind) . . . . . 69**

Creating a Winning Project Plan: What's Going to Happen..... 70  
    Checking your readiness to launch..... 71  
    Planning to succeed..... 72  
    Looking at the elements of a project plan ..... 72

The GRPI Model: Getting a Grip on How Change Will Happen .....	77
Goals .....	78
Roles and responsibilities.....	78
Processes and actions.....	79
Interpersonal relationships .....	80
Staying Focused on What Matters Most .....	81
Identifying critical successes and critical paths.....	82
Stripping out the work that doesn't add value .....	83
Avoiding scope creep.....	84
Using project charters to stay on track.....	85
Leading Unexpected Change.....	86
Planning your response to out-of-the-blue changes.....	86
Involving key stakeholders and employees to gain support.....	88

## **Chapter 6: Get Real: Staying Realistic about Where You're Heading . . . 89**

Assessing and Managing Risk .....	90
Knowing your risks .....	90
How big? How likely? Analyzing your risks' probability and consequences.....	91
Limiting your risks .....	93
Keeping an eye out: Control and documentation .....	94
Developing Benchmarks .....	94
Knowing what "better" looks like .....	95
Creating practical benchmarks for change .....	95
Establishing Milestones .....	96
Looking at bigger milestones .....	96
Setting small milestones .....	97
Keeping an Eye on Progress.....	97
Using simple measurements.....	98
Measuring and tracking implementation.....	99
Measuring the leaders' commitment to change .....	99
Making the grade: The change scorecard.....	100

## **Chapter 7: Getting the Message Out: Communicating the Change . . . 103**

Answering the Three Big Change Questions.....	104
Question 1: Where are we headed, and why? .....	104
Question 2: WIIFM, or what's in it for me?.....	105
Question 3: How are we going to get there? .....	107
Developing an Ideal Communication Style during Change .....	109
Keeping it fresh, frequent, and flowing.....	109
Motivating and encouraging: Saying no to the status quo .....	110
Listening.....	111
Bringing It All Together: The Communication Plan .....	112
Deciding who is in your audience.....	113
Planning a communication strategy.....	114
Sending powerful messages .....	123

Communicating across Differences.....	125
Team and organizational opinions .....	125
Generation gaps .....	128

## ***Part III: Making Change Stick through Thick and Thin... 129***

### **Chapter 8: Getting Employees on Board and Keeping Them Motivated .....131**

Building Trust .....	131
Resolving Conflict among Employees .....	133
Creating awareness .....	134
Coming to agreement and acceptance.....	135
Taking action.....	135
Letting Go of Baggage: Resolving the Negative Impact of Past Change Efforts .....	136
Getting over it in six steps .....	137
Dealing with cynicism toward future change.....	138
Empowering Employees to Change.....	140
Delegating authority.....	140
Offering feedback.....	141
Problem solving.....	142
Listening.....	144
Rewarding and recognizing positive behavior.....	145

### **Chapter 9: Dealing with the Challenges of and Reactions to Change .....149**

Reacting Effectively to Common People Problems .....	149
Countering depression and withdrawal.....	150
Approaching apathy.....	151
Facing fear.....	151
Battling decreased productivity .....	152
Fielding a general vibe of negativity.....	152
Embracing the Positive Reactions.....	153
Being a Change Facilitator.....	154
Seeing the purpose behind facilitation .....	155
Encouraging self-direction and problem solving.....	155
Working through Disruption Problems .....	156
Managing technical ills.....	157
Getting through political problems.....	158
Facing up to cultural issues.....	159
Managing Stress Levels.....	160
Dealing with your own stress.....	160
Helping your employees cope with stress.....	161
Managing corporate stress.....	162

<b>Chapter 10: In Transition: Assessing Your Progress and Acting Accordingly . . . . .</b>	<b>163</b>
Checking Your Progress: The Transition Model Checklist .....	164
Celebrating Milestones .....	165
Giving economic rewards (Money!) .....	166
Publicly recognizing accomplishments .....	166
Counting on increased job satisfaction .....	167
Maintaining Mid-Change Interest.....	167
Building Confidence in Future Successes.....	168
Maintaining organizational knowledge .....	169
Creating your change story .....	170
Bouncing Back from Failure: What to Do When You Come Up Short.....	171
Figuring out how to start over .....	172
Making midcourse adjustments.....	173
Increasing the probability of success going forward.....	174
<b>Chapter 11: What Happens Next? Keeping the Change Ball Rolling . . .</b>	<b>177</b>
Developing the Structures to Make Change Last .....	178
Developing useful performance measures .....	178
Aligning resources to the new way.....	182
Communicating for Lasting Change .....	185
Managing Helpers and Hindrances to Change.....	186
Minimizing the impact of hindrances.....	186
Leveraging your helpers .....	190
Leading the After-Change Review.....	191
 <b>Part IV: Leading Change in Specialized Circumstances ....</b>	<b>195</b>
 <b>Chapter 12: Creating Meaningful Team Change . . . . .</b>	<b>197</b>
Understanding the Importance of Teamwork.....	198
Checking Out Types of Teams .....	199
Project teams.....	199
Organizational work teams.....	199
Recognizing the Need for Team Change.....	200
Working together with strategy .....	202
Checking out capability .....	203
Assessing development and building.....	204
Motivating.....	205
Changing Teams for the Better .....	206
Developing clear team charters .....	206
Taking steps toward a productive team .....	207
Aligning teams to the three Cs.....	208
Being a leader who inspires team change .....	209
Summing Up Traits of an A-Team .....	211
Enabling Teams to Address Organizational Change.....	212

**Chapter 13: Leveraging Restructuring Changes . . . . . 215**

Weighing the Benefits and Drawbacks of Organizational Restructuring.....	215
Looking at restructuring from an employee’s point of view .....	217
Approaching restructuring from a manager’s point of view .....	221
Staffing Considerations during Restructuring .....	222
Staffing adjustments versus restructuring efforts .....	223
Adjusting compensation (Up or down).....	224
Changing positions, titles, or job descriptions .....	224
Adding new positions.....	225
Shifting reporting relationships .....	225
Eliminating positions (Layoffs) .....	225
Involving the Human Resources Department .....	227
Mapping Out the Restructuring Process .....	228
Guiding principles for structuring with purpose.....	228
Developing your restructuring plan .....	230
Identifying the necessary process changes and their impacts....	231
Structuring performance metrics .....	233
Thinking about Communications Concerns.....	234
Explaining the need .....	235
Spreading the news of the decision.....	235

**Chapter 14: Organizing Change during Mergers and Acquisitions . . . 237**

Taking Change to a New Level: Combining Companies.....	238
Defining mergers and acquisitions .....	238
Grasping the reasons for M&A.....	239
Considering the factors of success.....	241
Following the M&A Process .....	241
Making the decision to merge or acquire .....	242
Performing due diligence and integration .....	243
Supporting Employees during the M&A Process .....	243
Assessing and assisting the employee transition.....	244
Considering what the “bought” company is thinking .....	245
Staffing Considerations during Merger or Acquisition .....	246
Minimizing employee attrition .....	247
Maintaining employee morale.....	249
Retaining key staff.....	252
The Deal Is Done: How to Proceed Successfully .....	254

**Chapter 15: Aligning Technology Change with Results . . . . . 257**

Tying Together Strategy and Technology.....	258
Delivering on customer demands.....	259
Making the technology-innovation link.....	260



Matching Technology with People, Processes, and Strategy .....	261
Making Room for New Technology .....	263
Joining the online e-business revolution .....	264
Including ERP and integrated systems.....	267
Effectively using social media and the next “it” thing.....	271
Avoiding the Common Pitfalls of Technology Change .....	272

## **Chapter 16: Shifting a Culture: Managing Cultural Change . . . . . 275**

Understanding What Organizational Culture Is All About .....	276
Breaking culture into three components.....	276
Digging into the layers of culture.....	278
The Starting Line: Defining the Current Culture.....	279
Taking a deeper look at company values .....	279
Examining your current organizational culture.....	281
Assessing the leadership culture.....	282
The Next Step: Creating Successful Cultural Change.....	285
Uniting executive support .....	285
Aligning all work systems .....	287
Safeguarding against failure .....	288
Working with the New Culture.....	289
Hiring new employees into the new culture.....	289
What to do when the new culture doesn't fit employees .....	290

## **Chapter 17: When Everything Changes: Working with Complex Change . . . . . 293**

Getting a Handle on Chaos: When Everything Is Changing at Once .....	294
Creating a Snowball Effect with Small Wins .....	295
Structuring and Organizing Complex Change.....	296
Using program management to establish structure.....	297
Organizing manageable but complex change .....	299
Example of managing complexity: A call center and its merger .....	301
Developing organizational knowledge during complex change.....	303
Keeping the Interest High.....	305
Solving problems, not generating them.....	306
Breaking out of the annual cycle .....	306
Climbing out of chaos: Using a belay system.....	307
Embedding Complex Change within the Culture.....	309
Controlling what you can.....	310
Planning for what you can't control .....	310
Resolving conflict productively: Revisiting the four As.....	314

**Part V: The Part of Tens..... 317****Chapter 18: Ten Essential Principles of Leading****Successful Change ..... 319**

Creating a Consensus of the Change.....	319
Developing a Clear Plan and Strategy for the Change .....	320
Engaging Executive Sponsorship.....	320
Building a Powerful Change Team.....	321
Defining Change-Management Roles Clearly.....	322
Removing Critical Barriers to Implementing Change .....	323
Managing Employee Resistance .....	324
Creating and Using Communication Plans .....	324
Building Competencies through Training and Educational Programs.....	325
Anchoring the Change .....	326

**Chapter 19: Ten Creative Ways to Lead Change****When Someone Else Is Running the Show ..... 327**

Aligning Individual Priorities with Organizational Goals .....	328
Learning to Live with Ambiguity .....	328
Understanding Your Leadership Style First.....	329
Changing What You Can Change: Yourself .....	330
Influencing What You Can't Change: Others.....	330
Becoming an Early Adopter and Ally for Change .....	332
Creating a Community of Peers .....	332
Helping Other Employees Cope with Change.....	333
Encouraging Communication Among Your Peers .....	334
Believing in the Change and Speaking Up .....	335

**Chapter 20: Ten Ways to Energize Your MVPs ..... 337**

Setting Clear Goals and Expectations .....	337
Giving Ownership: Going Beyond Delegation .....	338
Recognizing and Rewarding Desired Results.....	339
Providing Leadership Opportunities .....	340
Being Flexible .....	341
Being a Coach.....	342
Asking What Energizes Them.....	343
Being Honest .....	343
Asking for Feedback and Using It .....	344
Building a Positive Work Environment.....	345

**Index..... 347**