

# **THE MANAGING CHANGE POCKETBOOK**

***4th Edition***

Neil Russell-Jones

*Drawings by Phil Hailstone*

“Thought-provoking, balanced and practical guide for anyone involved in change - a ‘must’ for today’s organisational life”

**Cathryn Riley, Chief Operating Officer, Aviva**

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Don't be a dinosaur, why read this book

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## WHAT IS CHANGE?

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## PREPARING FOR CHANGE

# ORGANISATIONAL READINESS TO CHANGE



- Change is difficult; before starting a change programme, it makes sense to assess just how difficult it will be to push through
- The culture of an organisation will affect the ability and speed of an organisation to accept change
- To change an organisation you must change the people, their beliefs and attitudes and their ways of working; this can be very difficult, especially in strong cultures and often in successful companies (no burning platform)
- It is, therefore, important to understand the readiness of the organisation and management to change

## PREPARING FOR CHANGE

# ORGANISATIONAL READINESS TO CHANGE



When considering a change programme there are three objectives\*:

- **Unfreezing** the current state of affairs
- **Transition** to the new state
- **Re-freezing** or stabilising the changes to make them permanent



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\*Kurt Lewin (1951)

## PREPARING FOR CHANGE

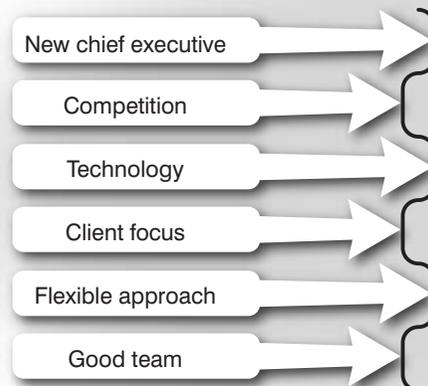
# ORGANISATIONAL READINESS TO CHANGE

## FORCE FIELD ANALYSIS



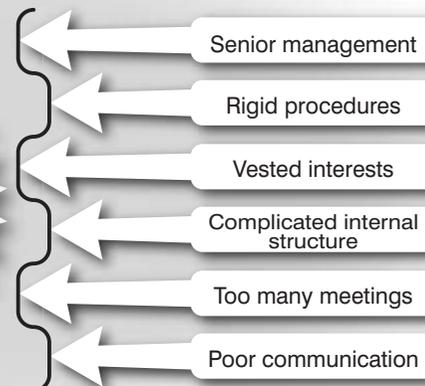
- This is a useful technique which identifies the forces pushing the change and those resisting
- These forces can be weighted, helping you to see where the balance lies – and its viability – and therefore what you need to do to address the balance to ensure success – if you can!

### FORCES FOR CHANGE



**CHANGE  
PROGRAMME**

### FORCES AGAINST CHANGE



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## PREPARING FOR CHANGE

### EXAMPLE 1



A major change programme is about to be initiated in a company. The key steps to be taken up to the announcement would be:

- Prepare a communications plan
- Develop questions and answers for managers to use when briefing their staff
- Inform major stakeholders
- Brief managers and inform them of the timing of the cascade of information down the layers of the organisation
- Issue press release (if appropriate)
- Issue communication to everyone

## PREPARING FOR CHANGE

### EXAMPLE 2



An employee has just been seconded to a change programme from her normal job. She is likely to experience a range of emotions when told:

- Elation at being chosen coupled with fear for her future role post-project
- Concern at the responsibility
- Anxiety about her current reporting relationships
- Lack of certainty regarding her role
- Possible worries about her ability

These concerns can be handled by the current superior giving the individual a proper briefing, explaining that the secondment represents a vote of confidence and stressing the importance of the project and role. This would then be reinforced by another briefing from the project director or sponsor.

## PREPARING FOR CHANGE



### EXAMPLE 3

A company has just been acquired. To ensure a smooth transition period, the acquiring company must immediately issue a communication to all staff setting out the blueprint for the future, ensuring that change is kept aligned with the present culture as much as possible. Specifically the company should:

- Explain any immediate changes to operations
- Set out the longer-term plans
- Stress the benefits that are expected to accrue from the acquisition
- Set up briefing meetings and a channel for communications
- Ensure that concerns are met with as sympathetically as possible under the circumstances
- Ensure that key individuals are personally reassured

## About the Author

**Neil Russell-Jones BSc (Hons), MBA, ACIB** is an author and a management consultant and is a member of the Strategic Planning Society.

He works internationally with many organisations in many countries assisting them in developing or testing strategy; in improving their performance; change/programme management and in market analysis/research.



He has written many books and papers on business topics. His other titles include for Management Pocketbooks: 'Business Planning', 'Managing Change', 'Decision Making', 'Marketing'; and for the Institute of Financial Services: 'Customer Relationship Management', 'Risk Evaluation', 'Customers and Their Needs', 'Treating Customers Fairly' and 'Marketing, Sales and Customer Service'.

He has been a lecturer on the CASS EMBA course, and a special advisor for the Prince's Youth Business Trust (patron HRH the Prince of Wales) in the areas of strategy and marketing. Neil is a regular speaker in many countries and has often appeared on radio and TV in the UK and elsewhere.

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