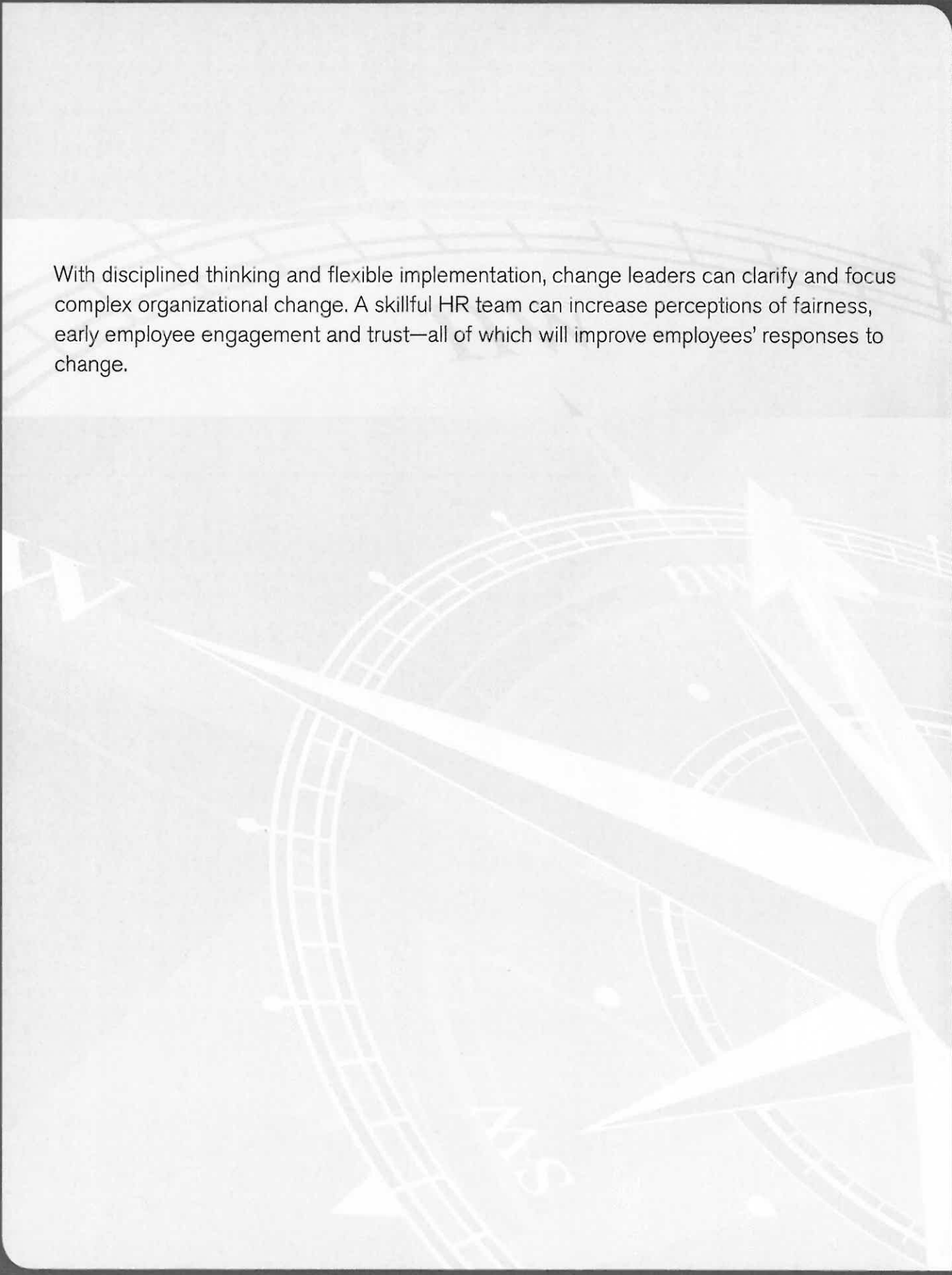




With disciplined thinking and flexible implementation, change leaders can clarify and focus complex organizational change. A skillful HR team can increase perceptions of fairness, early employee engagement and trust—all of which will improve employees' responses to change.

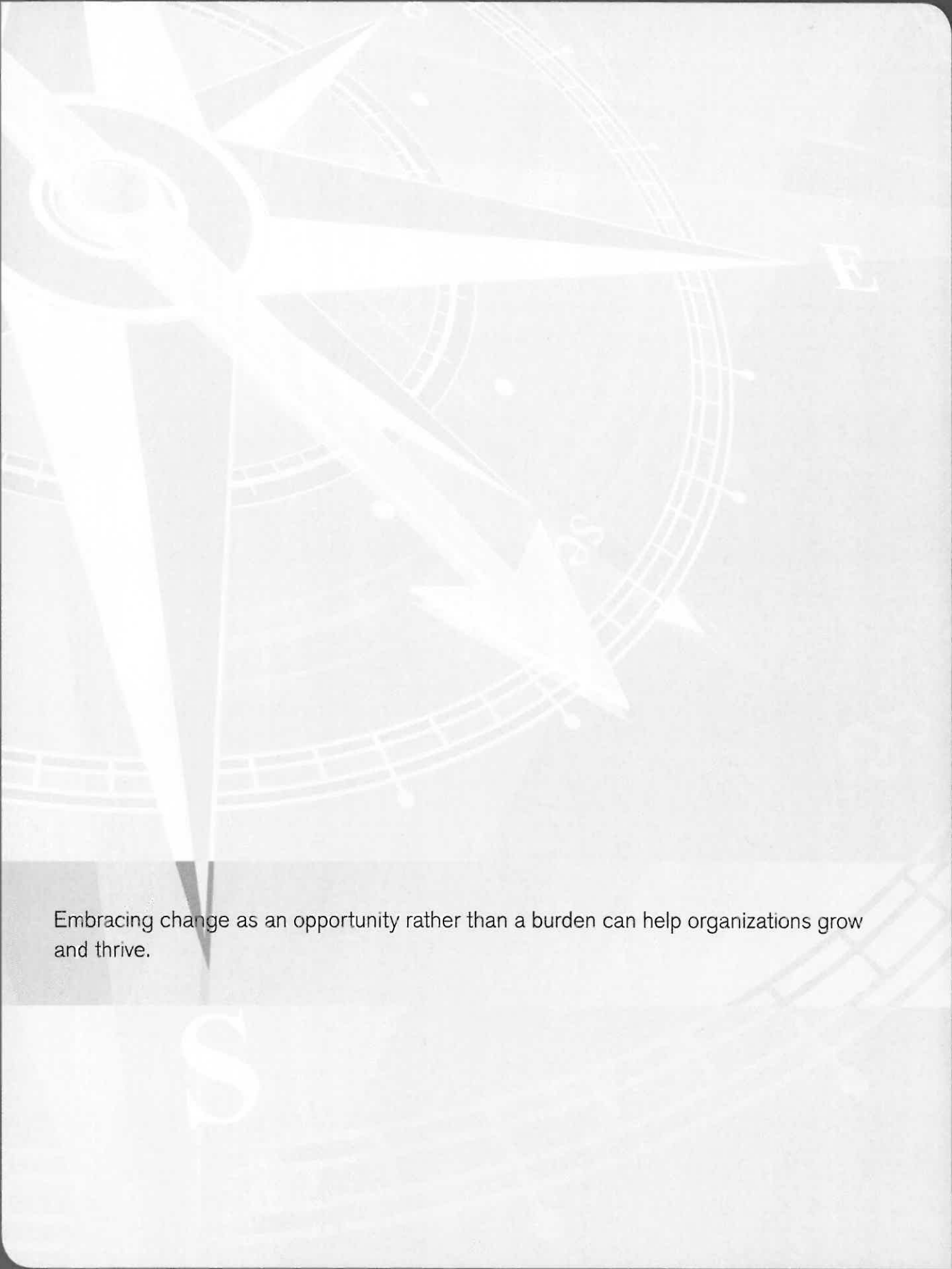


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Embracing change as an opportunity rather than a burden can help organizations grow and thrive.



SUGGESTED READINGS

The following books, arranged by topic, offer practical techniques and useful illustrations to guide the change process. They are written for practicing managers, although not specifically for HR managers.

Prescriptive Change

Kotter, J. P. (1996). *Leading change*. Boston: Harvard Business School Press. Considered the textbook for leading change. Any change practitioner should have at least a cursory knowledge of Kotter's eight steps for leading change. Written for leaders, with examples that will resonate with executives.

Heath, C., & Heath, D. (2010). *Switch: How to change things when change is hard*. New York: Broadway Books. An engaging change leadership book grounded in solid research about decision-making, influence and organizational change. Includes ideas for how to direct, motivate and shape the way toward change.

Salerno, A., & Brock, L. (2008). *The change cycle: How people can survive and thrive in organizational change*. San Francisco: Berrett-Koehler. A contemporary change model based on the recovery cycle. A practical guide for helping employees and stakeholders work through the change cycle.

Anderson, D., & Ackerman-Anderson, L. S. (2010). *Beyond change management: How to achieve breakthrough results through conscious change leadership*. San Francisco: Pfeiffer. Focuses attention on the leadership mindset, behavioral modeling, culture change and large systems implementation. Offers practical ways to work through the challenge of leaders who do not see roadblocks to change. A valuable resource for the HR manager who must guide a change from start to finish.

Conner, D. (1993). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. New York: Villard Books. A good choice for those faced with strong resistance to change. Shows readers how to bring people on board by moving them from pessimism and doubt to optimism and acceptance.

Designing Change

Kahneman, D. (2011). *Thinking, fast and slow*. New York: Farrar, Straus and Giroux. Written by a Nobel Prize winner. Provides a detailed explanation of how individuals think and make sense of the world. A thorough overview of behavioral decision-making and a great resource for trainers in the field of critical thinking, decision-making and strategic planning.

Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: How to create uncontested market space and make the competition irrelevant*. Boston: Harvard Business School Press.

Frei, F., & Morriss, A. (2012). *Uncommon service: How to win by putting customers at the core of your business*. Boston: Harvard Business Review Press. These books address the external environment. *Blue Ocean Strategy* provides tools to help a senior team redefine the competitive landscape. *Uncommon Service* offers a similar set of tools addressing service and customer expectations. Can be used to stimulate strategic thinking at the start of a design process.

Schoemaker, P. J. H., & Gunther, R. E. (2002). *Profiting from uncertainty: Strategies for succeeding no matter what the future brings*. New York: Free Press. Presents practical techniques using scenarios to chart potential futures. Designed to inspire decision-makers to build multiple, realistic potential futures and to set strategies that account for the uncertainties revealed. Helps move a design team toward a future focus.

Enacting Change

Schmidt, T. (2009). *Strategic project management made simple: Practical tools for leaders and teams*. Hoboken, NJ: John Wiley & Sons. Brings the project management novice up to speed and helps a project manager ask the right questions to keep any project focused and on track.

Patterson, K. (2008). *Influencer: The power to change anything*. New York: McGraw-Hill.

Shell, G. R., & Moussa, M. (2007). *The art of woo: Using strategic persuasion to sell your ideas*. New York: Portfolio. Both books provide systematic ways to think about persuasion and influence. Valuable for those who find themselves in boundary-spanning roles either as part of a change initiative or as a routine part of their jobs.

Bridges, W. (2003). *Managing transitions*. London: Nicholas Brealey. Provides a practical model to help ease transitions. Helpful when a change requires significant employee behavioral change.

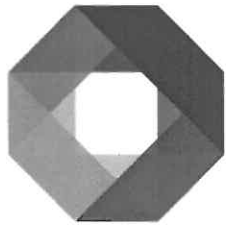
Sustaining Change

Senge, P. M. (Ed.). (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York: Random House. This approach remains valuable for creating a culture of sustained learning. The elements of the learning organization can help with the attention to context needed to sustain a change initiative over time.

Spitzer, D. R. (2007). *Transforming performance measurement: Rethinking the way we measure and drive organizational success*. New York: American Management Association. Challenges the reader to think carefully about how performance is measured in an organization and gives practical advice for obtaining information that is relevant and useful.

Sutton, R. I., & Rao, H. (2014). *Scaling up excellence: Getting to more without settling for less*. New York: Crown Business. A thought-provoking assessment of the key decisions and options organizations confront when trying to scale. The book explores a number of approaches to make scaling more effective. Useful for HR practitioners embedded in an expanding organization who need an external perspective.

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Leading People.
Leading Organizations.





MANAGEMENT TOOLS Four Ways to Lead Change

In today's quick-changing business world, adaptability matters more than ever. Here's how to lead the charge for change.

By Randy G. Pennington



You can't do what you need to do as a leader unless you can make change work—and you can't do that without engaging people. Unfortunately, in most organizations, change is over-managed and under-led. Here are four ideas to help.

1. Change the way you think and talk about change. For most, change is a reactive strategy that takes place when something isn't working well. There is an alternative. When done well, change gives you a competitive advantage that allows you to be more nimble and relevant. Companies that can quickly adapt are the winners in a world where the competitive landscape changes overnight.

Action idea: Examine the language you use to describe and promote change. Are new ideas encouraged or ridiculed? Are changes only discussed from the perspective of a crisis to be averted, or do you reinforce opportunities to advance your mission, vision and values? Our language reflects our thinking, and when it comes to leading change, our thinking drives our action.

2. Connect with people where they are. A report written by Scott Keller and Carolyn Aiken at McKinsey & Company suggests that 80 percent of what leaders care about when trying to enlist support for change does not matter to 80 percent of the workforce. If buy-in is critical for your success, you must involve them in the process. People support what they help create.

Action idea: Involve others in crafting and implementing the solution. Most important, remember that people support change for their reasons and not yours. Do the hard work of communicating the need and opportunity for change based on what is important to those from whom you need support. While compliance can be mandated, commitment is volunteered.

3. Use resistance as your friend. When leaders encounter resistance to a change they want to make, their first response is often to reason with the resisters. If that doesn't work, we resort to bargaining, manipulation or using power to mandate compliance. They push us, and we want to push back. We forget the positive value of resistance: Without it, there is no change.

Action idea: Use resistance as your friend. Ask questions and listen. Be patient and realize that the concerns raised by a few are probably shared by others. Doing so allows you to identify potential barriers to making change work and increases your odds of building support.

4. Go first. All change creates moments of instability and anxiety. Being faced with the need to make substantial changes can either make you bold or make you timid. Timid companies don't anticipate the future. Timid people don't invest in themselves or take the actions needed to quickly adapt. Those whom you seek to influence want you to be bold.

Action idea: Be bold. Focus on adding so much value that anxiety and fear are minimized. Strategically invest in the future, and inspire hope.

Randy Pennington is a consultant and the author of Make Change Work. He can be reached at info@penningtongroup.com (mailto:info@penningtongroup.com).

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Five Ways to Engage Employees in Change

Change management is not change enforcement. To successfully manage a transition, leaders need to guide employees through it.

By Rachel Bangasser
Mar 1, 2014

(www.shrm.org/Publications/hrmagazine/EditorialContent/2014/0314/Pages/default.aspx) Change is constant in most organizations—and it is an essential component of growth. Typically, when organizations undergo change initiatives, leaders tend to focus on laying out the procedural steps they must take, but they often ignore the human component of change: steering their team toward the new vision, transforming culture, encouraging learning and growth, and communicating.



Whether your organization is embarking on a merger or acquisition, adjusting its operations, or marketing new services, the course shift will require employees to think, act and behave differently to align to the new direction. It's important to remember that employees are only human, and thus they will not automatically adapt to new processes. It's only natural for them to feel frustrated and to demonstrate some level of resistance. A good leader can effectively address employees' concerns by giving them a degree of control over the change.

To guide your team through a successful transformation, consider these actions:

Start with a vision. You need a common vision on how your team will work together and with any stakeholders to make the change initiative a reality. With a stated vision, you'll eliminate any confusion for your employees or any stakeholders on how the team will adapt. Prioritize setting this vision ahead of all other tasks. Your team members must remain focused on and aligned with this vision, so try to avoid starting competing initiatives at the same time. Introducing too many new things at once will create an implosion of all efforts.

Develop a strategy. After creating a vision, engage your team members about how to get there. They and other stakeholders need to understand their roles in implementing a strategy that will fulfill the vision. Understand who your stakeholders are and what they need so that you are able to work with them. Questions you need to answer include the following:

- What new skills and abilities will employees need?
- How will employees learn them?
- What is the plan for communicating with employees and other stakeholders about the change?
- How will you measure success?

- What is needed to make transformation stick?

Be a champion of change. For successful change to occur, you need to be a dynamic role model. Employees need to know that their leader is personally committed to the success of the change. Practice this by removing barriers, providing resources, ensuring learning, partnering with stakeholders, supporting employees through change, measuring progress and quickly managing resistance.

Communicate early and often. Middle and front-line leaders are the primary communicators to employees. Communication from them should be frequent and consistent. Everyone affected by the change needs to know what it entails, why and how it is happening, and what's in it for them. Don't impose change; engage employees in a conversation about it. Ask them what they think and how they are feeling. They will talk if you listen.

Get in front of problems. Concern is a normal response to a change initiative. Create a safe environment and a mechanism that allows employees to air their issues and bring forth problems before there is any chance of escalation or derailment. Respond fairly, reasonably and in alignment with the vision of the change, regardless of anyone's role or level in the organization. Keep in mind that what you think is a small issue may be a large concern for the person affected.

In situations where transformation is profoundly resisted despite efforts to engage, address the situation head-on. Otherwise, you may be required to do excessive work-arounds. You may also experience increased employee turnover or efforts to sabotage the change initiative.

Organizational change is a complex process that requires time, patience and dedication. If you lead and engage employees through the change, you are more likely to achieve sustainable success.

Rachel Bangasser is an organizational change leader at the state government level and holds a doctorate in organization development.

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McChrystal: Strive to Close Your 'Adaptability Gap'

By Theresa Minton-Eversole

May 16, 2014

It's said that the more things change, the more they stay the same. But conference-goers attending retired U.S. Army Gen. Stanley McChrystal's May 6 keynote session at the American Society for Training & Development (ASTD) 2014 International Conference & Exposition heard that's not always a good thing.

Even the best-performing teams can be silos, isolated from the rest of the organization and consequently out of step with it, McChrystal said. So leaders must continually work to ensure their organizations are poised to survive never-ceasing change by creating an environment that fosters "organic adaptability."

"Life is not always exactly what we expect it to be," he said. "We have to be able to adapt to new things differently" to try as best as possible to keep up with the speed of change.

McChrystal, a four-star general and former leader of the U.S. Joint Special Operations Command that oversees the military's most sensitive forces, cited numerous examples of how adaptability—or lack of it—influenced the outcomes of several familiar events.

While the plan for the 2011 capture of Osama bin Laden by U.S. Navy SEALs was well-conceived, the helicopters used by the forces were new. When one of them crashed at the start of the mission outside bin Laden's compound, suddenly 50 percent of the team was in crisis. The fact that the other half of the team reacted quickly and adapted to the new situation helped ensure the success of the mission.

"SEALs work as a team and build bonds of shared challenge in training," he explained. "This builds trust and common purpose that allows small teams to work together."

Scaling such adaptability to large organizations requires leaders to build trust, teamwork and communication among their organizations' groups by empowering them to make decisions and take ownership of their work, noted McChrystal, author of the best-selling leadership book, *My Share of the Task: A Memoir* (Penguin, 2013), about how he helped change the way military agencies interact and operate while he was commander of U.S. and international forces in Afghanistan.

President Barak Obama removed McChrystal from his command in June 2010, following the publication of a *Rolling Stone* magazine article attributing to McChrystal disparaging remarks about some of the country's civilian leaders (www.shrm.org/http://time.com/72144/gen-stanley-mcchrystal-linkedin-blog-army/). He is now co-founder of leadership

development consultancy the McChrystal Group, which teaches a leadership methodology based on principles such as transparency and inclusion, leveraging the power of teams, and sharing a clear vision. In addition, he is an advisory board member of the military families support initiative Joining Forces.

"At the end of the day, it's about people and recruiting a 'team of teams'," McChrystal said. "It's about the talent you bring together, the opportunities you give them, and the environment you give them in which to grow. When we put talent and resources together, we can do amazing things."

The conference ran through May 7.

Theresa Minton-Eversole is an online editor/manager for SHRM.

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