

Harley Lovegrove

The Change Manager's

Handbook

Change



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A step-by-step guide to sustainable change

The Change Manager's Handbook

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A step-by-step guide to sustainable change

Harley Lovegrove



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Foreword

The one thing we humans fear the most is something happening to us against our will. Since our early days as cavemen and women, this fear has served us well by motivating us to stick to what we know and out of harm's way. Still today, after millions of years of evolution, in the comfort of our home or place of work, even the smallest unplanned change can deeply upset us.

Imagine you have just settled comfortably at a nice table in a restaurant when the waiter comes over and asks you, very politely, if you would mind moving to another table. Regardless of the reason, whether it is in your advantage or not, the emotions that you are likely to experience are going to be complex and unwelcome.

In this book, I want to share with you the results of more than thirty years experience of guiding people through changes they did not ask for. My examples are focused on the work environment but can also be applied to other situations. I have divided *The Change Manager's Handbook* into two halves. In the first half I cover what I consider to be the 'Essentials of Change Management' (the theory, ideas, observations, stories and answers to some fundamental

change related questions). In the second half I offer you my 'Twenty Steps to Sustainable Change' a pragmatic, hands on guide that I hope will inspire you to bring about your required change implementation, wherever it may be.

Because every type of change has its own nuances, for my examples I have selected a topic that sits nicely in-between crisis downsizing & carve outs and the introduction of a simple organisation change; Business process change (coupled with an underlying company culture change). This topic is probably the most common of all change management assignments. For the Change Management Strategy and Scope sections I use both substantial business process change and mergers & acquisitions / carve outs and carve ins, as my points of reference.

The templates and tools that accompany this book come directly out of real-life situations, having actually been used in real projects that range from giant, highly complex, global, multi-national, multi-lingual enterprise change roll out projects, to the simplest business improvement initiative within a very small, standalone company. Each template is therefore

quite capable of handling both kinds of assignment, large or small.

Via stories, tips and tricks I will suggest ‘do’s and ‘don’ts’ and on the website (www.thechangemanagershandbook.com) you will find a whole array of templates and tools to download. These tools can be customized to your needs and will help you structure your change management activities. In this way you can share your change management strategies with your colleagues and friends with the utmost confidence.

I have put off writing this book for many years, because I felt that on every new assignment I undertook that I was still learning. Today, everything I write, is the culmination of experience gained from working several times in the same way, in several locations and cultures, not just by myself but by my colleagues and friends around the world, from China to Germany, from the US to the UK, From Russia to almost everywhere. Over the years, the templates have undergone many improvements and adaptations. Therefore, it is only now that I feel really confident that my methodology is proven and ready to be shared openly with others.

I hope you find this book both useful and enjoyable to read. May it combine with your existing knowledge and experience to help you bring about the change you have been entrusted to manage; not in a forceful and inconsiderate way but with understanding and subtlety.

Footnote

At the time of writing, the vast majority of businesses are still far off from having structures that enable change to happen in a natural way and therefore this book is going to be needed for the foreseeable future. And while I leave it to my readers to bring about change at their companies by following the methodology suggested here; I would also urge them, together with academics, to invest energy in bringing about new corporate structures that are better equipped for change. Structures that will allow businesses to become much more agile and able to adapt much quicker to external influences. To obtain this utopia requires not only structural change to the line organisations within our businesses but also external political change, to allow our HR structures and employment rules to enable our enterprises to prosper within the diverse legal and cultural environments they encounter around the globe.

*Harley Lovegrove,
Tienen, Belgium
April 2015*

How to make the most of this book and its accompanying media

This book is accompanied by a set of easy to use templates and tools that you can download from the www.thechangemanager-shandbook.com or via the publisher's website, www.linchpin-books.com.

Although the author decided to guide you through the process of bringing about sustainable change via a sequence of easily identifiable steps, please remember that change management is not like baking a cake. It cannot always be carried out in a sequential way. For example, more often than not, the Change Manager is brought in far too late and will need to adapt his or her order of doing things accordingly. Also humans are not always logical; the questions they ask and the things that concern them are not always presented in a logical sequence. For example, one person may be concerned about what will happen on 'Go-Live' day while another will be concerned about where they will find the money to start the project in the first place. For this reason, you may need to run some of the steps in parallel (especially the first three), jumping in and out of them, building up more detail as you progress through the project.

To help you with this topic, I have prepared a 'Change Management Activities per Phase' chart.



Download 'Change Management Activities per Phase' chart 01

This high level overview is only a guide but many of my colleagues have said they found it very useful indeed.

In addition, your change project may have many dependencies that impact massively on the sequence of your change management tasks. For example: your project may have got underway but is still waiting for the final financial go ahead. Or, people on your project may have started building a solution without really knowing how they will test it to see if it works. In these situations you will have to look at all the steps and choose the most appropriate one to begin to tackle your immediate concern. Because, after all, you as the Change Manager, cannot say 'guys, I am still at 'Step One', please stop and wait for me to catch up'!

ADKAR, ITIL, PROSCI & The Change Manager's Handbook

ADKAR & The Change Manager's Handbook

With many organisations and companies world-wide using the change management methodology of ADKAR, I feel it important to point out that this book's 'hands on,' 'how to' methodology can be incorporated very easily into the principles of ADKAR. In fact most, if not all of the suggestions, tools and templates within this book are perfect implementation partners for ADKAR based projects and initiatives.

ADKAR =

Awareness – of the need for change

Desire – to participate and support the change

Knowledge – on how to change

Ability – to implement the required skills and behaviours

Reinforcement – to sustain the change

Awareness

Awareness kicks in from the very beginning when in 'Step One' we ask the all-important 'why?' question. It is also prevalent throughout the following three steps when we are obtaining support for the change, anticipating resistance and building and implementing the change management and communication plans. Getting people to know that there is a needed change coming is a big first step.

Desire

Desire is what we need to evoke in the steps covering the sharing of our vision of the future. Thereby allowing people to work out for themselves how the 'why' a change, could benefit them. This is sometimes referred to as the 'un-freezing' stage. At this stage people need to become aware of how it is not only important for the business or organisation but also for them as individuals. 'What's in it for me?' Once we have achieved that, then people can desire whatever the change is – even if they are not yet 100% certain as to what it will really look like or result in.