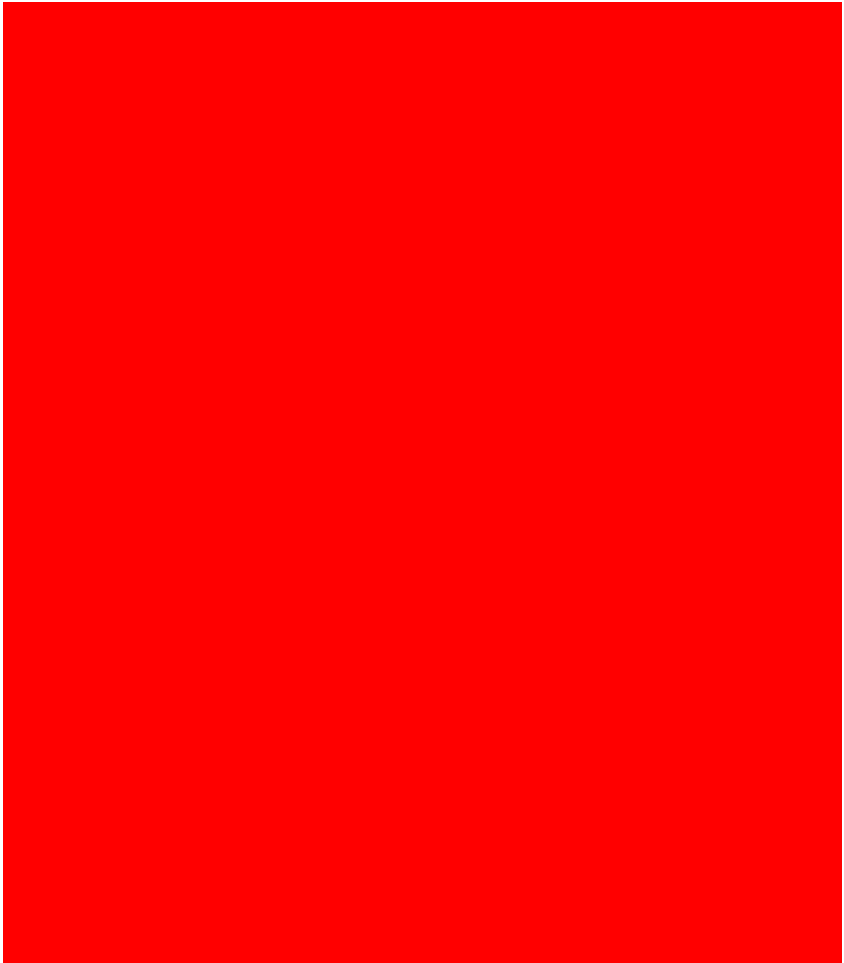


CHANGE@WORK



BART DE BOND

**A BIBLE FOR
SUCCESSFUL
CHANGE BEHAVIOUR
IN YOURSELF AND
OTHERS**

@WORK

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ABOUT THIS BOOK

‘Everyone is aware of the importance of transformation in our rapidly changing world. But how can you achieve successful transformation in your company? What we often forget is that transformation goes hand in hand with behavioural change. If you are unable to anchor the new behaviour you desire in both yourself and your staff, there is a high risk that your transformation will fail. That is the subject of this pocket book by Bart De Bondt. He offers you a practical guide to changing your own and other people’s behaviour. Using a simple model and a series of tips, Bart will explain how attitudes can be altered, including a personal change plan that you can fill in yourself. It is an easy-to-follow book that every leader who is concerned about successful change must have read.’

Dominique Leroy

CEO Proximus

CHANGE

@WORK

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PERSONAL
CHANGE PLAN**

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WHY SHOULD YOU READ THIS BOOK?

We want
to change our
behaviour, but
can we really
do it?

I have often tried to change a certain type
of behaviour in myself (or in my staff),
but it has never really worked.



Great, it's good that you realize this. It also means
that this book will be a great help to you,
because it will teach you all the steps you need to
take if you want to transform your intentions
into realities. The book is based on many years of
practical experience and an understanding of the
most important insights from change psychology.

This book might justifiably be called 'the bible for behavioural change', since it tackles the following problems:

- Many people try to change things in themselves, but fail.
- Companies spend a fortune on the staff training, but the return on investment is disappointingly low.

Why does this happen? Do we not really want to change? Yes, of course we do! Although the majority of us tend to feel most comfortable with things that are familiar, this does not mean that we are not open to new challenges - and that means change! But when this change relates to our own behaviour - in other words, when we need to replace our existing automatic behaviour with something new - everything suddenly becomes much more difficult. It is almost as if you want to try and change the route followed by a cart that has been driven over the same track in the same field for many years. Over time, the cart has made deep ruts in the grass in which it can ride easily, perhaps even without the driver needing to pay too much attention. Getting the cart out of those deep ruts and onto the fresh new grass is by no means easy!

This book is a highly practical guide that will show you how to leave behind those old 'ruts' - your habits of the past - and how to find new paths that will lead to bigger and better things in the future. It will be useful to you as an individual, if you want to change something in yourself but have so far been unable to do so. But it is also worth reading for managers who want to gain greater insight into the best way to achieve successful change in the behaviour of their staff.

Managers often fail to fully appreciate the importance of behavioural change in their employees. As a manager I was regularly confronted with change processes. Sometimes this involved mergers between different companies; sometimes it involved the need to 'sell' new activities, such as the start of a new production line, changes in IT systems, etc. Whatever the reasons for change, we always approached the process in the same thorough and competent way: we analyzed all the elements that in our opinion were 'in scope' and drew up a detailed plan to address each of these elements one by one. The result was a long list of actions, deadlines and new responsibilities. But when I now look back on this highly structured approach, perhaps with the benefit of hindsight and a more critical eye, what strikes me most

is how we would hardly ever talk about the ‘behaviour’ of staff, even though this is a factor of fundamental importance in any change environment!

What’s more, it is a phenomenon that I still regularly see in my present job as a consultant. For example, if we at teamdebondt map out a happiness@work trajectory within a company and then discuss the results of the happiness@work survey with the managers and their teams, this usually produces a list of ten or so actions that can make people on the shop floor happier. But even then the actual behaviour of the employees is seldom mentioned. It seems to me that this is something people just don’t think about. Or perhaps managers still fail to realize that the behaviour of their staff is one of the most fundamental aspects of their company’s activities at all levels. It is the foundation on which everything else is built. What is the point of organizing more consultation between teams if you know in advance that the leader of a particular team is going to adopt a highly defensive attitude the moment anything even remotely critical is raised? If that person does not change his or her behaviour, additional consultation meetings between teams will achieve precisely nothing. In fact, they will probably cause more harm than good.