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Managing Business Change FOR DUMMIES®

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Organizational change consultant

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**by Beth L. Evard and
Craig A. Gipple**



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Blending their two very different backgrounds, Craig and Beth give leaders both an insider's executive perspective, and an outsider's organizational

development view. Similarly, they integrate the technical approach to managing change with the rarely seen human focus. For additional information, call 1-800-551-4008 or see their Web site at www.leadingsolutions.com .

Dedication

To the women and men who dare the unknown of organizational change.

Authors' Acknowledgments

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Introduction

If you want your company to successfully implement any change initiative, you need to know what you can do as a manager. Most changes fail because of resistance, and how you react to it can make or break your change effort. This book gives you ideas and ways to not only understand change, but to help deal with the change you're sure to encounter along the way. You also find out how to plan your change, as well as lead your team. Change doesn't happen overnight or on its own — but change failure happens faster than you realize.

In this book, you discover everything you need to know and more about managing change within your organization — and most importantly, the actions you can take as a manager to help ensure a successful 21st century for your organization. As a manager, you can do a lot!

About This Book

If you're walking on this earth in human form, change walks with you. No matter where you go, it follows. You can't lock it away in a maximum-security prison, nor can you outrun it. Change is here to stay. That's why the more you know about change, the better prepared you are to take life's lemons and turn them into soufflés, or

meringue pies. The more change tools you skillfully wield, the more deftly you influence others at work and play. Because knowledge is power, the more knowledge you possess about change, the greater your powers for controlling your own life.

So, this book is for you if you:

- ✓ Have survived working in a flavor-of-the-month environment
- ✓ Work in a stress-filled job with little support and recognition
- ✓ Have gotten a new manager, boss, or administrator
- ✓ Have gone through a merger or acquisition
- ✓ Need to persuade others to change, but don't have the power to make them
- ✓ Have just been promoted into a new job and still not sure what you're doing
- ✓ Work for an organization that's experiencing phenomenal growth
- ✓ Are downsizing
- ✓ Are leading a change that requires people to modify their jobs or thinking

Although you can read this book from front to back if you'd like, you can actually use it as a reference book. If you're in the midst of change and are encountering resistance, you may want to check out Part II. If you're

getting ready to implement a change, then you need an implementation plan. Enter Part III.

Conventions Used in This Book

We don't use many conventions in this book, but here are a few that you may want to know about:

- ✓ Whenever you see a word in italics, we are defining the term for the first time in the book.
- ✓ We use the words “employees” or “staff” to refer to the individuals you supervise.

Foolish Assumptions

To write this book, we had to make a few assumptions about you, the reader. We assumed that:

- ✓ You're a manager at some type of organization.
- ✓ You're about to experience or are in the midst of implementing some type of change.
- ✓ You realize that what you do as a manager greatly impacts any change initiative.

How This Book Is Organized

This book is made up of six parts, which each consist of several chapters. Each part focuses on a particular issue, and each of the chapters within the part gives you specific information.

Part I: Who, Me? Change?

This part explains the intricacies of change and is designed to help you make sense of all the change that is occurring in today's world. In Chapter 1, you not only receive a definition of change, but you discover how you feel when change happens to you personally and to your organization. Chapter 2 examines change as a worldwide phenomenon, as well as its effects on the workforce.

Part II: Over Two-Thirds of Changes Fail — Don't Let Resistance Put You in This Statistic

This part takes a deep look at the inevitable challenge of resistance and what you can do to combat it. Chapter 3 talks about the difference between change winners and losers and how they deal with resistance. Chapter 4 talks about the excuses related to change, while Chapter 5 talks about the reasons people will always resist. Chapter 6 gives you tools for ensuring that you have the information needed to deal with resistance, and Chapter 7 talks about the often unidentified problem of manager resistance. Chapter 8 offers skills for reducing resistance, and Chapter 9 helps you assess how your organization is doing when it comes to handling resistance.

Part III: Planning Your Change — From Calamari to Tiramisu

In this part, you find out about the importance of planning your change. Chapter 10 talks about examining your reasons for changing, while Chapter 11 talks about the early steps you should take when you're considering change. Chapters 12 and 13 help you examine your current world, as well as the post-change world you envision. Chapter 14 takes you through the steps of creating an implementation plan, while Chapter 15 helps you figure out the change message you'd like to send to your staff. Lastly, Chapter 16 helps assess how your management is doing in the area of change planning.

Part IV: Leading the Charge

Change can't happen on its own; you need successful and determined leaders to implement it. In this part, you find out how you can be a successful change leader. Chapter 17 talks about the different roles you face as a leader, while Chapter 18 discusses the importance of change communication. Chapter 19 examines recognizing change successes along the way. Chapter 20 offers an assessment that you can take to find out how you're doing leading the change.

Part V: Taking Care of Yourself — No One Else Will

This part may seem a little off the beaten path, but it's all related. If stress ties you up in knots and makes you vulnerable to the latest virus, then it's impossible for you to be a change winner. In this part, you find out how you can take care of yourself, both mentally and physically. Chapter 21 discusses the importance of mindfulness and positive thinking, while Chapter 22 talks about the many options you have at your fingertips to relieve your physical and mental stress.