

THE CHANGE CHAMPION'S FIELD GUIDE

FOREWORD BY W. WARNER BURKE, PH.D.

THE CHANGE CHAMPION'S FIELD GUIDE

Strategies and Tools for Leading Change in Your Organization

THE CHANGE CHAMPION'S FIELD GUIDE

CARTER • SULLIVAN • GOLDSMITH • ULRICH • SMALLWOOD

WILEY

Praise for *The Change Champion's Field Guide, Second Edition*

“Written by founders in the field, this new edition is easily one of the best and most practical resources for implementing individual, team, and organizational change. Both internal and external change agents should adopt the sage advice in this book and champion change!”

—**Brian Fishel**, senior vice president, Enterprise Leadership Development, Bank of America

“These renowned authors provide superb collections of experiences, insight, and tools to help you successfully navigate and lead change. Very timely reference manual for us all!”

—**Dan Hawkins**, corporate vice president, Talent & Organization Development, Ingersoll Rand

“*The Change Champion's Field Guide* is like having a practical change expert in your pocket, coaching you on how to lead change well.”

—**Dottie Brienza**, chief diversity officer, Merck/MSD Inc., and professor of business ethics, Rutgers University

“*The Change Champion's Field Guide* is filled with real-world tools and advice to enable us to get through a crisis, transform a team, and to reach our highest vision.”

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“*The Change Champion's Field Guide* is a must-have resource, full of sage wisdom, luminary vision, and practical insights and captured by our most respected leaders in the field.”

—**Richard A. O'Leary**, corporate vice president, Human Resources, Iris International

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—**D. Zachary Misko**, co-author of *New Rules of Recruiting*

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—**Deborah Lipman Slobodnik**, founder and principal, Options for Change

“This book provides all the trends, tools, and key strategies for leading successful and results-driven change.”

—**Tanya Clemons**, chief talent officer, Worldwide Research and Development, Pfizer Inc.



The Change Champion's Field Guide

Strategies and Tools for Leading Change
in Your Organization, Second Edition

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Dick Axelrod, David Ulrich, Marshall Goldsmith, and many more . . .

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Cover Design: JPuda

Published by Wiley

One Montgomery Street, Suite 1200, San Francisco, CA 94104-4594

www.wiley.com

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Library of Congress Cataloging-in-Publication Data

The change champion's field guide : strategies and tools for leading change in your organization/ co-editors, Louis Carter, Roland L. Sullivan, Marshall Goldsmith, David Ulrich, and Norm Smallwood foreword by W. Warner Burke, Ph.D. ; with contributions by David Cooperrider, Edgar Schein, Mary Weisbord, Peter Koestenbaum, Harrison Owen, Harvey Hornstein, William Rothwell, John Sullivan, Barry Oshry, Dick Axelrod, David Ulrich, Marshall Goldsmith, and many more.—Second edition.

pages cm

Includes bibliographical references and index.

ISBN 978-1-118-13626-3 (pbk.); ISBN 978-1-118-41637-2 (ebook); ISBN 978-1-118-41920-5 (ebook)

1. Organizational change—Management. 2. Leadership. I. Carter, Louis.

HD58.8.C4535 2013

658.4'063—dc23

2013010182

Printed in the United States of America

PB Printing

10 9 8 7 6 5 4 3 2 1



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ACKNOWLEDGMENTS

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W H O S H O U L D R E A D T H I S B O O K ?

Only in growth, reform, and change, paradoxically enough, is true security to be found.

Anne Morrow Lindbergh

This fieldguide is for all change champions who are learning about, seeking to lead, or are in the midst of leading social or organizational change. It is dedicated to the disenfranchised, the wrongly accused, those who are not receiving the care and understanding they need, those who need to deliver more to their stakeholders or shareholders, those seeking to innovate, those seeking to improve their mergers and/or partnerships with corporations or individual contributors, and all those who seek truth and integrity in all that they do.

If you are reading this book, you may be a leader, practitioner, student, or consultant within any size organization, small to large. You most likely perform, or are learning to implement, a performance management initiative, merger, or acquisition, leadership development program, change management program, innovation and product development program, recruitment and retention, organization development, organizational learning, customer service enhancement initiative, ethics and integrity program, diversity intervention, sales development initiative, or any other program that enhances the success of your organization and helps you and your organization to meet your strategic goals and objectives.

Within a corporation, association, or organization, you should read this book if you are the chief executive officer, chief learning officer, chief information

officer, chief knowledge officer, or chief operating officer. Within other parts of the organization, you should read this book if you are the vice president, senior vice president, or director of learning and development, organizational learning, performance management, training and development, diversity, or human resources. You should also read this book if you are a line manager, head of customer service, director of a division, or anyone throughout any ranks of your organization. As long as you are someone who is willing to see and do something about your vision—as a champion of change.

Whether you are a student of change, trainer, facilitator, practitioner, lawyer, doctor, religious leader, public defender, or consultant from a consultancy or association, you will find hope in this book during the most challenging times.

As you champion change, you will most likely take on one or more of the following “change agent roles,” that Fritz Steele describes in his book, *Consulting for Organizational Change* (Steele & Fritz, 1981):

- *Student*—The change champion’s primary role is to “learn.” Learning or being a “student” can be an uncomfortable position for someone cast in the role of “expert.”
- *Teacher*—A major function of the change agent is teaching communication and other social/organizational and behavioral science theories and practical applications to clients who might not understand group dynamics and processes.
- *Detective*—The change champion must engage in a detection or assessment process in which he or she gathers data.
- *Barbarian*—One of the most challenging roles of the change champion is a violator of dysfunctional (and often unspoken) rules and norms of the group. For example, many groups develop taboos about openly discussing such issues as salaries and inadequate performance. As a Barbarian, you may need to violate many group rules.
- *Clock*—There may be times when your most important role is that of a time-keeper or clock for the client system to watch. Your presence in the system at different time periods serves to stimulate the client’s thinking about the actions to which he or she has agreed. Many people might think of this role as project manager—or others might view this role within training and facilitation.

- *Talisman*—A talisman is a good luck charm or symbol of success. Your presence may provide legitimacy and security. Your presence allows clients to feel a comfort level when experimenting in areas in which they might not act without your support.
- *Advocate*—This role is one of a “subjective value clarifier” in a system rather than an “objective observer.” There are certain fundamental values and relationships inherent in the practice of championing change. Values such as respect for the individual, collaboration, and non-exploitive relationships are espoused. The change champion’s values are not hidden; instead they are openly and honestly advocated in order to be effective in creating a functional system.
- *Challenger (formerly “Ritual Pig”)*—This has emerged today to a “challenger” position rather than a martyr role. Challenging allows the system to develop enough sense of solidarity and strength to be able to begin difficult changes. In this circumstance the change champion acts as a “container” for the group’s shock, anger, denial, or blame. Being aware that you might be in this role is half the battle—and this awareness can enable you to be more effective in championing change. View this role as an opportunity for organizational learning.



A B O U T T H I S B O O K

The purpose of this fieldguide is to provide you with all of the necessary elements to implement a best practice change or leadership development initiative within your organization or social system. Contributors in this book are widely recognized as among the best in organization change and leadership development. They provide invaluable lessons in succeeding during crisis or growth modes and economies. As change champions, they share many similar attributes, including openness to learning and collaboration, humility, innovation and creativity, integrity, a high regard for people's needs and perspectives, and a passion for change.

Within the forthcoming chapters, you will learn:

- Key elements of leading successful and results-driven change
- Tools, models, instruments, and strategies for leading change
- Trends and research on innovation, change, and leadership
- Critical success factors and critical failure factors
- How to design, implement, and evaluate change and leadership initiatives



HOW TO USE THIS BOOK

APPLICATIONS ON THE JOB

This fieldguide contains successful tools, instruments, case studies, and models that you can immediately apply for initiating and leading change within your organization. Each chapter contains key point boxes, which highlight information in the form of facts, definitions, quotes, tips, or questions. Think of yourself as an artist and this book as your palate; you have many best practices to choose from to implement a highly successful and results-driven initiative. Most of the elements in this book may be modified to fit your organization and its stakeholders' unique needs.

TAKING FULL ADVANTAGE OF THIS BOOK

1. Read over the contents section to get a feel for the specific elements within each section of the book. Ask yourself the questions outlined in the introduction of this book, including:
 - What are my organizational culture and context?
 - What kind of organizational system am I leading change with?
 - How can I implement a program that best meets the needs of all stakeholders involved?
 - What do I want to change? Why am I motivated to change this arena?

And last, consider a question posed in Chapter Six, Restoring Hope During Times of Mistrust, “What moves people from despair to hope?” This will help ground you in the realities of your work and global environment,

help you choose which chapters are the most helpful for you, and help you move toward your passion to lead change.

2. Once you have determined your specific needs, design your own table of contents containing chapters that fit your needs. For example, if you are designing a leadership development intervention, consider the chapters within the Fundamentals of Leading Change section. These fundamentals might serve exemplary competencies for your program, such as Ventrella's Chapter Nineteen on ethics and integrity. They may offer you research results regarding leadership behavior and the impact of co-workers and coaches, such as Goldsmith, Morgan, and Effron's in Chapter Fourteen. Or they may provide tools to bring change to meetings, such as Chapter Twenty-Two from Owen; Chapter Twelve from McGinnis; Chapter Twenty-Four from Weisbord and Janoff; and Dick and Emily Axelrod in Chapter Twenty.
3. Next, you might want to examine elements of Eggers and Johnson's Whole Scale Change™ (Chapter Six) as a way of understanding how to enable organizational, individual, and team trust and shared vision. Reviewing chapters focused on appreciative capacity, such as Bright and Cooper-rider's Chapter Nine, or increasing engagement using a pattern language, such as Kimball's Chapter Eighteen, can help offer structure to challenging conversations.
4. Once you have a change plan and team support, chapters within Part III provide steps to sustain leadership results. Smallwood and Ulrich (Chapter Thirty) provide an approach to build leaders who deliver sustainable shareholder value, while Dr. John Sullivan (Chapter Thirty-Seven) focuses on championing the use of metrics. Don't leave anything out—there are golden nuggets of wisdom throughout the book!
5. Go back and choose specific chapters to read over carefully. Work with your design team or other managers, fellow employees, and/or senior executives whom you chose for your change team. Determine why the elements in each chapter are applicable to your organization's unique system(s) and its culture. What initiatives and change leadership techniques best fit your organization's goals and objectives? Why are some elements working better than others? What is it about your organization's system that is making it challenging or successful to implement these specific elements? Think

critically about your stakeholders—as well as about how and why the elements within the chapter are working or not working. And, last, think about your own motivations for change and what is driving you to lead change and why. Knowing why you are leading change will give you the peace of mind and clarity to help lead a clear path for others.

6. To see whether you have the fundamentals necessary for being a change champion, read through the chapters in Part II. Then, if you really want to know whether you embody these skills, take the time to get to know yourself better by using one of our multi-rater feedback tools online, www.skillrater.com. Burke encourages us in his foreword to “know thyself” and take time before a change effort; it is sage advice to know your limitations and strengths before embarking on a change journey.

