CHANGE
change the way you think about change
Tricia Emerson
Mary Stewart
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You are a CHANGE MANAGEMENT professional. You deal with organizational changes, big and small, every day. But change is hard, and sometimes even the best of us get stuck.

We wrote this book for people like ourselves—experienced, time-challenged professionals looking for ways to be more effective in managing change. The insights in this book are meant to help when you feel stalled. They are about the gotchas: the hard-won knowledge that comes from skinned knees and bumped heads. They might jump-start your creativity, give you a fresh idea, remind you of something that worked in the past, or simply change your perspective.

In addition to managing change, from time to time you must articulate the need for change management. This book gives you simple ideas and concepts that illustrate these needs and illuminate change methods for you, your clients, your teams, and your company leadership.
Change is simple. Our chapters are written to be short and easy to digest. Each contains just one “nugget of wisdom” from years of change consulting experience.

Change is flexible. Open to any chapter! No need to start at the beginning. Read the table of contents and pick something that interests you. Each chapter is self-contained, so read one or read them all, in any order you like.

Change is helpful. Periodically, a chapter will give you suggestions:

This icon indicates a suggestion for other chapters you might want to read related to the current topic.

Want to learn more about the topic? This icon references books, articles, and websites that will help you “go deep.”
Vibrant companies and organizations rejuvenate themselves. They change. Products, services, customers, employees, systems… they are all impermanent. Some have argued that companies need to follow the human body model. We’re told the body replaces its cells every seven years. So if change is cyclical, why not do it well?

Change is stressful to both the individual and the organization, and people and organizations don’t perform well under constant stress. That’s what’s unique about this book. It focuses on human performance. It focuses on the stressors you don’t think about. It recommends how to renew and sustain performance during change, and how to provide meaning during chaotic times. Individual and organizational performance is multidimensional. That’s what makes it complicated to manage. That’s why you need help.

This book covers the essence of change in a fun way. There’s a lot packed into these small pages, and the axioms ring true. Change is hard to do, but this easy read will reinforce the old, show you the new, and warn you of the pitfalls.
But with all this change, don’t forget that some things stay the same: your company values for one, the higher principles from which your people and your organization operate for another. These remain constant; however, those values and principles need to be reinforced, reexamined, and recommitted to during stressful times of change. They will anchor you. That’s why these human performance change professionals emphasize company culture.

These authors have done change over and over again. They get it. They have mastered it. And now you can too.

**Carla J. Paonessa**  
*Retired Global Managing Partner for Change*  
*Accenture*
ACKNOWLEDGEMENTS

One winter, our team of twenty shared some downtime sitting around a table and chatting about our client experiences. We realized that this lull in our workload was a wonderful opportunity to capture the best of what this group, some of the finest in the field, knew about change.

The group took on the task to “riff” on their expertise. “Don’t write the basics,” Trish said. “Write for people like yourselves: short on time, short on attention, but deep in expertise.” And then Mary made sense of the output.

This book is the result of this labor. We worked on it monthly during company meetings for two years, and periodically in between. And while the content and form evolved during this time, the heart of it would not exist except for the efforts of the following contributors:
Thanks to these people, and the entire Emerson Human Capital team, for their contribution, faith, and diligence, particularly when they were also juggling client obligations. Working with them remains one of our greatest joys!

Trish Emerson and Mary Stewart
SECTION 1

Framing
What Is Change Management?
The “change” is an attempt to capture a benefit opportunity

The event initiating that change can be the introduction of a new strategy, new technology, new organization, or a new skill. And that event presents an opportunity to be successful at best, maintain status quo if we’re lucky, or fail at worst.
The “management” targets human performance

Miss one element and the whole performance system breaks down.

**STRATEGY:** What is the overall purpose and direction for this initiative, and how will the change be managed?

**INTERNALIZATION:** What behavioral changes do we expect?

**FOCUS:** Have we appropriately directed people’s attention to the change?

**SUSTAINABILITY:** What infrastructure ensures the change will continue?

We have to address all four elements at the individual and organizational level.
CHANGE MANAGEMENT

Helping organizations capture a benefit opportunity by influencing human performance.

Buy This Book