Change Management

A Guide to Effective Implementation

Third Edition

Robert A. Paton and James McCalman



Contents

List of figures List of tables List of mini cases Notes on authors Foreword Acknowledgements		x
		xiii
		xiv
		xv
		xvi
		xviii
PA	RT 1 THE IMPACT AND DEFINITION OF CHANGE	1
Introducing Change Management		3
	The importance of change The imperative of change	5 7 9
	The impact of change Change and transition management Outline of the book	9 11 14
1	The Nature of Change	18
	The role and selection of the problem owner Locating change on the change spectrum The TROPICS test Force field analysis: a positioning tool Success guarantors: commitment, involvement and a	19 21 25 29
	shared perception Managing the triggers The lessons	31 33 37
2	Change and the Manager	39
	Competency and change Change and the human resource	39 40

	Ensuring managerial value and the 'trinity'	42
	The cultural web	45
	The web and the past	47
	Cultural attributes of change	48
	The role of communication	50 52
	Resistance to change	52 54
	The change agent or master	54
3	Managing Change from a Gender Perspective	59
	The importance of gender	59
	Management styles and gender	60
	Nature or nurture?	63
	Mental models	65
	What can we conclude from the literature?	66
	The study	68
	The conclusions	72
	The implications for change	73
4	Mapping Change	75
	The role of diagramming in systems	
	investigation	77
	A review of basic flow diagramming	
	techniques	81
	Systems relationships: the key to success	86
	Systems diagramming	88
	Systems mapping	89
	Influence charts	91
	Multiple cause diagrams	92
	A multi-disciplinary approach	95
PA	RT 2 INTERVENTION STRATEGIES	99
5	The Systems Approach to Change	101
	What is a system?	101
	Systems autonomy and behaviour	104
	The intervention strategy	105
	The three phases of intervention	108
	The intervention strategy model (ISM)	110
	The stages of ISM	112
	The 'quick and dirty' analysis	121
	The iterative nature of the model	122
	Living with reality	122
	Managing the future	123

6	Cases in Intervention	124
	The definition phase The evaluation phase The implementation phase Iterations	124 128 129 134
_		
7	Total Project Management	136
	The value of total project management Complex projects Total project management Administrative and organizational points Organizational development and design: their role in systems interventions	137 138 140 145 146
8	Competing Narratives	150
÷	Managing outcomes	151
	Competing narratives: what are they?	151
	Multiple subjective narratives	154
	An interactive view of change	155
	Reporting the case of the competing narrative	157
	Implications for managing change	160
	1 0000	
PAI	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL	163
PAI 9		163 165
	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL	
	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is <i>us</i> The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations	165 168 171 176 181 182 183 184 184
9	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is us The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations Conclusion Organizations Can Develop Sorry, there are no route maps Where does organization development come from?	 165 168 171 176 181 182 183 184 184 190
9	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is us The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations Conclusion Organizations Can Develop Sorry, there are no route maps	 165 168 171 176 181 182 183 184 184 190 192 196
9	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is <i>us</i> The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations Conclusion Organizations Can Develop Sorry, there are no route maps Where does organization development come from? The organization development model: how do organizations develop effectively? The organization development process	 165 168 171 176 181 182 183 184 190 192 196 200 210 210 216
9	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is us The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations Conclusion Organizations Can Develop Sorry, there are no route maps Where does organization development come from? The organization development model: how do organizations develop effectively? The organizational development matrix	 165 168 171 176 181 182 183 184 184 190 192 196 200 210 216 217
9	RT 3 THE ORGANIZATIONAL DEVELOPMENT MODEL People Management Why manage people? We have met the enemy, it is <i>us</i> The models we use are too limiting Our organizations have no purpose Our organizations lack vision or sense of mission Managers lack the resolution to delegate Organizations have no values The concept of design in organizations Conclusion Organizations Can Develop Sorry, there are no route maps Where does organization development come from? The organization development model: how do organizations develop effectively? The organization development process	 165 168 171 176 181 182 183 184 190 192 196 200 210 210 216

11	The Objective Outsider	228
	What type of change agent is required?	230
	Moving towards change	233
	The internal change agent: pros and cons?	239
	The golden rules	241
	The change agent's approach to change	244
	Conclusion: OD and the effective change agent	249
12	Organizational Politics and Change	251
	Defining organizational politics	253
	Why do people engage in politics?	254
	The politics of change – some evidence	258
	But is it ethical?	266
	Uneasy bedfellows ?	267
	Applying ethics to the turf game tactics –	
	points and counterpoints	270
	Conclusion	275
13	The Learning Organization	277
	Defining the nature of the beast	279
	The relevance of the learning organization	284
	Building a learning organization	287
	Conclusion	296
PA	RT 4 PRACTICAL CASES IN CHANGE MANAGEMENT	299
14	Managing Knowledge and Change: an IBM Case Study	301
	Process alignment	302
	The IBM case context	303
	Delivering knowledge throughout an organization	303
	Identifying barriers to knowledge creation and sharing	304
	Barriers and the IBM case	310
	Barriers and the learning organization	311
	Existence of barriers within IBM	314
	Barrier impact and change	317
15	A Case Study in Business Growth: Change at Smokies	319
	The company	319
	Background information specific to the change	320
	The problem owner and the definition phase	321
	Evaluation phase – preliminary research	322
	Implementation phase – dealing with reality	327

	Implementation phase – the successes	329
	Epilogue – the closing stages of the partnership	332
	Managing a partnership	333
16	Intervention Cases	335
	Case study 1: the Argyll and Clyde Health Board	336
	Case study 2: Caledonian Airmotive Ltd	341
	Case study 3: British Gas Plc	347
17	Organizational Development Cases	356
	Case study 1: Experience at GlaxoSmithKline (GSK)	356
	Case study 2: Ethicon Ltd	359
	Case study 3: United Kingdom Atomic Energy	
	Authority (UKAEA)	361
	Case study 4: The National Health Service	363
	Case study 5: MTC Ltd	367
	Case Study 6: The group performance review	372
Epilogue		376
	Dealing with the future	376
	Ten key factors in effective change management	380
References		386
Index		401

Contents

ix