

Transformational Change



...a better way to manage

the
happy
manager

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HOW TO BE A BETTER MANAGER

Leading Through Change and Transformation

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How to be a Better Manager...

About the "How to be a Better Manager..." Series

Transformational Change is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess
Directors, Apex Leadership Ltd

Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

Consider ...

Tools ...

After you've worked through the guide, work through the tools. These have been designed to help you use and develop the advice given in the guide. Click on the tool buttons where they appear for an in-text hyperlink to the actual tool. At the end of each tool you can simply click on the "return" link to get back to your place in the guide.

Tool 1 is the summary checklist. This both summarizes the contents of the guide, and gives you actions to take to help you use it.

[Tool 1](#)

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Leading through change and transformation

In an increasingly competitive environment, change is an inevitable and intrinsic part of organisational life. Change may be constant but it is not often the same - different situations require different approaches to change.

This guide investigates the difficulties associated with different kinds of change, and the resultant demands on leadership. The guide will help you to:

- Analyse factors that influence approaches to leadership.
- Develop appropriate approaches to different types of change.
- Explore the role of power and influence in leading change.
- Review your own role in leading transformation.

Consider ...

“Think of managing change as an adventure. It tests your skills and abilities. It brings forth talent that may have been dormant.

Change is also a training ground for leadership. When we think of leaders, we remember times of change, innovation and conflict. Leadership is often about shaping a new way of life.

To do that, you must advance change, take risks and accept responsibility for making change happen.”

- Charles E. Rice, CEO of Barnett Bank

Change - planned and emergent

Many of the ideas about change management and associated models are rooted in how change is understood. How do you see change, and how can theory help ensure change is managed effectively? A good place to start is to try to understand the different views about change itself. For example:

- In some circumstances change is deliberate and structured.
- On other occasions it seems more spontaneous or evolves naturally.

Change comes in different guises, and how we think about change may well determine how we define change management, and consequently how we manage it.

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Defining Change

Even the most carefully planned and structured change is likely to have elements of emergent change, as the unpredictable surfaces through the change process. It is therefore important to ensure any definition of change management accommodates the context and constraints of the organisation and its environment.

Defining change

Can we define change in a way that helps to understand how it is managed? Whilst a whole industry has developed to promote ever more complex models for change management, it might be useful to start with Charles Handy's take on change:

"For a better understanding of change management, it helps to first think about change itself. It has been said that whilst change might be constant it is not necessarily the same. As we have seen, there are different types of change that require different approaches to managing them."

With that in mind, UK Academic Andrew Pettigrew argues that to understand change you need to understand "the process of change in context." He proposes that change is perhaps best thought of in terms of three aspects:

1. **Context** - the environment in which change is happening.
2. **Content** - what the change is.
3. **Process** - the way the change is being implemented.

Change is difficult and complex and can often be uncertain. So there is a real need to bring people with you, and to continually try to make sense of the context together, whilst developing clarity and purpose over why the changes are happening (purpose). So it's important to add two other aspects to Pettigrew's original list:

4. **People** - their view on change, their ideas and commitment.
5. **Purpose** - clear reasons as to why the change is taking place, to help realise the benefits of change management.

This combination of factors is illustrated in the diagram and tool 2:



Therefore we suggest defining change management as:

Tool 2

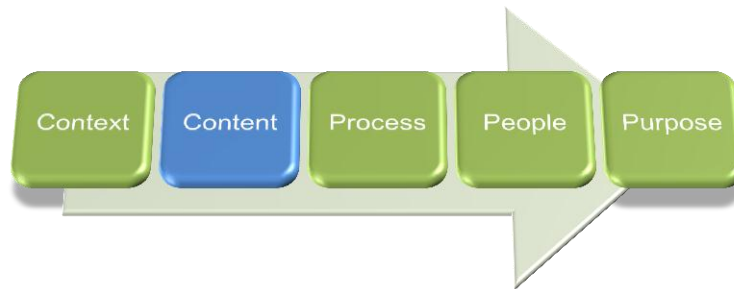
Adopting processes to managing change that are appropriate to the nature, characteristics and context of the change being managed, that take people with you, and are focused on achieving successful outcomes.

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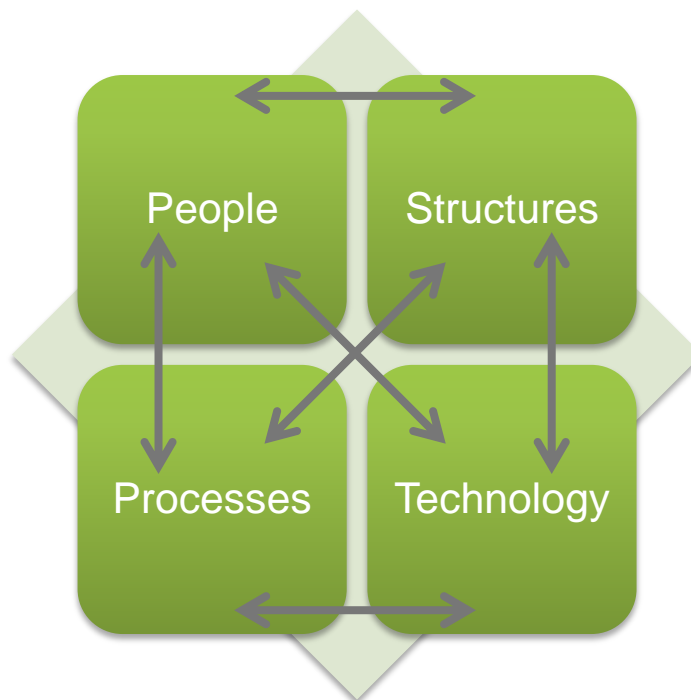
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The content of change



The content of change is what is actually *being* changed. This is best viewed in relation to the following interrelated aspects:

- **People** – changes in staff levels, abilities, circumstances, availability.
- **Structures** – deployment, functions, teams, collaboration.
- **Processes** – service functions, customer focus, co-production.
- **Technology** – information, as an enabler.



Regardless of which of these aspects is most affected by change, the important things to remember are the relationships between each, evident in *the tensions of change*, illustrated in the diagram above.

Change in any one of these areas will require change in another. Otherwise there will be a tendency to resist change and the effect will be a reversion to the equilibrium or status quo. Unless the interrelationships between these areas are managed as part of the change process, most systems will eventually resist change and revert to the way things were.

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Tool 2: Defining your change agenda

Make notes in each of the boxes below to define the change agenda you are managing.

Context

- The environment in which the change is happening:

Content

- What the change is:

Process

- The way the change is being implemented:

People

- Their view on change, their ideas and commitment:

Purpose

- Clear reasons as to why the change is taking place:

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Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

Titles available:

How to be a Happy Manager
Have a Good Workday
How to Build a Happy Workplace
Workstyle, Lifestyle

Build a Better Team
Team Building Exercises
Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
Defining Leadership
Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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