



Change Management Excellence using the intelligences for successful organisational change

Chapter 1

Introduction

In recent years change in the business environment has become a way of life. Advancements in technology, the pace of competition, globalisation, the need to control cost and increase efficiency coupled with increasing customer expectations mean that organizations have to evolve and re-generate in order to survive. Gone are the days when individuals could expect to work in the same business, with the same people, under the same ownership and the same customer base for the whole of their careers.

Management guru Charles Handy, one of the first to predict the massive downsizing of organizations and the emergence of self-employed professionals, believes that change now is a way of life. He also states something many have experienced, that 'change is always difficult'. Everyone is impacted by change.

As the degree of change increases people who manage others, no matter what their title, are in a position of influence the process and outcomes of change. What they do and say impacts whether others move from the comfort of the present towards a different future. Change leadership can no longer be confined to a figurehead at the top of the organization who drives change forward. In today's changing environment anyone who influences others has the capacity through the active use of their intelligences to become transformational leaders.

Traditionally managers have kept the wheels turning. They set objectives, set procedures and monitor in order to get things done. Leaders take a more active role in change. They focus on

Chapter 1 - Change Management Excellence

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inspiring others, setting strategies for the future, role modeling and coaching for enhanced performance. One of the key differences is the focus on the here and now as managers. The focus for leaders is on the future and looking for different ways of doing things. This is a proactive approach as opposed to a reactive one. We believe that managers must also move up to become change leaders. This view is supported by many influential management thinkers as in the model below developed from the work of John Kotter. To survive in a world where the amount of change is high and the complexity of operation is also high, businesses need people who are both strong leaders and managers.

Considerable Leadership and Little Management would work for a small, highly motivated group of people - perhaps doing Research and Development or product innovation or for a consultancy group.

Little Leadership or Management would work for a small business owner eg window cleaners.

Considerable Management and Little Leadership would work in production eg manufacturing where there is a lot of emphasis on managing processes or production lines and where there is little change e.g. a stationary supplier getting supplies from A to B.

Considerable Leadership and Management would work well in any organization where there is a large amount of change and the complexity of the operation is high e.g. airlines, insurance companies, banks, car industry, leisure industry, retail etc.

So in most organizations today, people with responsibility for others need to develop their ability to lead others towards future organizational goals. In 'The Flight of the Buffalo', by Dr. James A. Belasco and Ralph C. Stayer drew the analogy of the buffalo and the goose. Buffalo herds tend to follow their leader at any cost, even if doing so is injurious to the herd. Flocks of geese travel thousands of miles to their winter migration site. The geese fly in formation with the lead goose at the front of the V providing direction to the rest of the flock. During migration the geese take it in turns to take the lead. Each member of the flock knows the route the flock is taking and is capable of taking over the V position when the lead goose is tiring. Likewise in the business environment, managers throughout an organization need the ability to navigate the sea of change. Everyone who manages people and resources needs these skills, irrespective of their title or role.

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In this book we focus on the role of leaders in intelligent change management, we take a personal view helping you to assess your own capabilities and what can be done to strengthen them.

The first chapter begins with the Change Leadership Compass, outlining the leadership qualities needed to manage change successfully. The subsequent chapters focus on each of the four axes of the compass:

- Business intelligence (BQ) which drives the context for change and provides the rationale for change
- Political intelligence (PQ) which helps leaders identify the stakeholders in change and how to influence them appropriately
- Spiritual intelligence (SQ) that provides the inner drive for change and manifests itself in the vision and values of an organization going forward
- Emotional intelligence (EQ) that supports change in oneself and others by recognising reactions to change and creating an environment where others feel motivated to follow

In each chapter we provide practical examples of how to navigate change, how successful leaders have applied these approaches as well as the opportunity for you to assess your own skills and abilities and identify where and how you can improve your capacity in order to excel at change management

Leaders during change are like the captain of a ship. They may have a map of the seas they sail and they may know their intended destination but they must rely on their compass to navigate a pathway. They must be prepared for all eventualities: squally weather, foreign ports, truculent crew, un-chartered waters, and attacks by pirates. This book aims to help you navigate your way towards excellent change management so that you reach your ports of destination as quickly and effectively as possible.

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