Fact sheet – Change management

Number 3, 2013

Dealing with organizational change in the workplace is always a hot topic. This Tranzinfo Hot Topics fact sheet links to some key resources to provide an overview of the main themes.

Contents:

Introduction to change management

 A brief Introduction to change management

Developed and produced by Paul Brown, this video is the first of a management series and delivers a concise and very accessible introduction to change management.

Essential change management concepts

Slides by consultant William Borges introducing the essential concepts.

Tranzinfo

The Australian and New Zealand network of transport libraries

[Developing the skills for managing change](#)

A basic outline from the UK's Chartered Management Institute

[A comparison of 5 popular models for managing business change](#)

A slideshare presentation of some popular change management models.

[Back to top](#)

How to

[Ten guiding principles of change management](#)

Booz & Co's top ten list of underlying principles for successful change management.

[Making change happen, and making it stick: delivering sustainable organizational change](#)

This Perspective describes Booz & Company's approach to change management and lays out the five key success steps in any successful change management program.

[Structural change management: a guide to assist agencies to manage change](#)

Guidelines from the Western Australian Public Sector Commission.

[The hard side of change management](#)

Two out of every three transformation programs fail. Why? Companies overemphasize the soft side of change: leadership style, corporate culture, employee motivation. What are the essential hard elements? Think of them as DICE: duration, integrity, commitment, and effort.

[Why change programs don't produce change](#)

Effective corporate renewal starts at the bottom through informal efforts to solve business problems. Through task alignment—directing employees' responsibilities and relationships toward the company's central competitive task— managers focus energy on *work,* not abstractions like "empowerment" or "culture."

[Social media strategies for change management](#)
A slideshare presentation on the use of social media to help effect organisational change.

Watch the video…and read the book

[John Kotter – The heart of change](#)

John Kotter explains the concepts in his book *The heart of change*.

The heart of change: real-life stories of how people change their organizations
by John P. Kotter & Dan S. Cohen, Harvard Business Press Books, 2012.
For individuals in every walk of life and in every stage of change, this compact, no-nonsense book captures both the heart--and the "how"--of successful change. Kotter and co-author Dan Cohen reveal the results of their research in over 100 organizations in the midst of large-scale change.

[Our iceberg is melting](#)

The University of Georgia put together this video summary of Kotter's book about leadership and leading change in an organization.

Our iceberg is melting: changing and succeeding under any conditions
John P. Kotter & Holger Rathberger, St. Martin's Press, 2005
An allegory intended to help people deal with change. On the surface, Our Iceberg Is Melting is a simple story of a colony of penguins facing a dilemma. But contained within the story and the characters is a powerful message about the fear of change and how to motivate people to face the future and take action.

[Change management using ADKAR model](#)

A short animated video showing the ADKAR model in action.

ADKAR : a model for change in business, government and our community
By Jeffrey M. Hiatt, Prosci Learning Center Publications, 2006.
ADKAR stands for Awareness, Desire, Knowledge, Ability and Reinforcement.
ADKAR allows you to understand why some changes succeed while others fail. Based on research with more than 1100 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

Benchmarking & best practice

[Change management: 2012 benchmark study](#)

Right Management conducted a study of 7,300 employees in ten major
industry sectors across Australia and New Zealand in 2012. The study found associations between employees with positive perceptions of change management in their organisation and high levels of employee engagement and retention. This whitepaper examines the implications of the findings and presents practical recommendations for improving change management effectiveness.

[Change management best practices guide: five (5) key factors common to success in managing organizational change](#)

The Queensland Government's Best Practices Guide is designed to give general guidance to public sector bodies undertaking change.

[Back to top](#)

Leadership, people and culture

[The change curve](#)

Originally used to explain different stages of the grieving process, the change curve is now widely used to help people understand their reactions to change.

[Dealing with resistance to change](#)

John Kotter talks about how to overcome resistance to change.

[Cultural change that sticks: start with what's already working](#)

Drawing on recent research and real examples, this Harvard Business Review article presents an approach that leverages what is strongest in an organization's existing culture, providing a practical road map for real, substantive evolution in employees' ways of behaving by focusing on a few critical shifts.

[Motivating behavior change – boosting performance by mobilizing pride builders](#)

This Booz & Co report show how companies can grow a robust community of Pride Builders and develop the institutional capability to observe, capture, and spread critical behaviour changes throughout the organization.

[Your company's secret change agents](#)

Somewhere in your organization, groups of people are already doing things differently and better. This HBR article explains that to create lasting change, you need to find these areas of positive deviance and fan their flames.

[Leading change: why transformation efforts fail](#)

In this HBR article, John Kotter explains how Leaders who successfully transform businesses do eight things right (and they do them in the right order).

[Radical change, the quiet way](#)

If you want to push important cultural changes through your organization without damaging your career, step softly. Try these tempered but surprisingly effective techniques.

[The real reason people won't change](#)

It's a psychological dynamic called a "competing commitment," and until managers understand how it works and the ways to overcome it, they can't do a thing about change-resistant employees.

[An inconvenient truth about change management: why it isn't working and what to do about it](#)

A McKinsey&Company article on why conventional change management approaches have done little to change the fact that most change programs fail. The odds can be greatly improved by a number of counterintuitive insights that take into account the irrational but predictable nature of how employees interpret their environment and choose to act.

Watch the video…and read the book

Video
[Taking charge of change](#)

Using William Bridges' 3-stage model, this video program shows employees how to accept what's happening and remain productive throughout the change process.

Managing transitions: making the most of change
William Bridges, Da Capo Press, 2009.
The job of managing workplace change can be difficult; managed poorly, the result can be disastrous to the morale and stability of the staff. As veteran business consultant William Bridges explains, successful organizational change takes place when employees have a clear purpose, a plan for, and a part to play in their changing surroundings.

Video
[Adaptive leadership-leading change](#)

A TEDx talk by Marty Linsky, co-author of *The practice of adaptive leadership*, and Harvard University professor.

The practice of adaptive leadership: tools and tactics for changing your organization and the world
by Ronald A. Heifetz, Marty Linsky & Alexander Grashow, Harvard Business press, 2009.
A hands-on, practical guide containing stories, tools, diagrams, cases, and worksheets to help you develop your skills as an adaptive leader, able to take people outside their comfort zones and assess and address the toughest challenges.

Video
[Want your organization to change? Put feelings first](#)

Dan Heath, co-author of *Switch*, explains his views on organizational change.

Switch : how to change things when change is hard
by Chip Heath & Dan Heath, Broadway Books, 2010.
In a compelling, story-driven narrative, the Heaths bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. "Switch "shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, whether your interest is in changing the world or changing your waistline.

[Back to top](#)

Case studies

[Reinventing the National Geographic Society](#)

How the 123-year-old magazine was transformed for the digital world.

[Change management – strategy and values: six case studies from the Australian public sector](#)

Report investigates patterns of change management in six Australian federal agencies and identifies factors which contributed to success.

[Walmart: using social media for change management](#)

Walmart's Web/Digital Communications Manager Lisa Thurber shares how they engage with massive audiences internally via social media.

[Back to top](#)

Websites & blogs

[Australian College of Change Management](#)

[Change Management Institute](#)

[Change Management Toolbox](#)

[Change Management Learning Center – Prosci](#)

[Reply-MC: Online magazine for organizational change practitioners](#)

[Change Guides blog](#)

[I-Change](#)

[Practical change management](#)

[Change whisperer: Gail Severini's blog](#)

[Change Management Toolbox – change management blogs](#)

[Change management blog - Accenture](#)

[Back to top](#)

This fact sheet was produced by the New Zealand Transport Agency Library, part of Tranzinfo, the Australian and New Zealand network of land transport libraries.

Australia

ARRB Group, MG Lay Library
Centre for Automotive Safety Research Library
Commonwealth Department of Infrastructure and Transport Library
Hargrave-Andrew Library, Monash University
Victorian Department of Transport Library
Main Roads Western Australia Library
Queensland Department of Transport and Main Roads Library
Roads and Maritime Services Library
SA Department of Planning, Transport & Infrastructure Library
Sinclair Knight Mertz Library
SMEC Library
Tasmanian Department of Infrastructure, Energy & Resources Library
University of Tasmania Launceston Campus, incorporating former Australian Maritime College Library
VicRoads Library
WA Department for Transport Library

New Zealand

Ministry of Transport Library
New Zealand Transport Agency Library
Opus International Consultants Library