Selling Change

How Successful Change Leaders Use Impact, Influence, and Consistency to Transform Their Organizations©

Chapter 1 book excerpt

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Introduction

We live in an age of near-perpetual organizational change. If your organization has not yet started a new change or transformation effort, it is probably smack in the middle of an existing one or planning for the next big one. Be it a shift to Agile processes, a culture change, opening in a new market, or adapting to digital transformation, organizations of all sizes and types are in the midst of massive transformation. So why another book on leadership and organizational change, you ask? Let's first consider the very relevant statistic that over half (52%) of Fortune 500 organizations have merged, declared bankruptcy, been acquired, are on the verge of irrelevancy or have simply gone under since 2000. Notable cases include Eastman Kodak, Circuit City, Rhythm in Motion (Blackberry), Barnes and Noble, Radio Shack, Blockbuster, Toshiba, and most recently, Toys R Us. These were all once powerhouse brands whose products and services many reading these words frequented and are (or were) well-established household names. On one hand, it could be said that these organizations had their time yet with the winds of change, technology enhancements, changing customer expectations and strong competition, these institutions lost relevancy to their consumer base. On the other hand, each of these organizations' stories are sorted and fraught with possibilities and missed opportunities to make different sets of strategic and tactically-focused decisions to turn things around and truly commit themselves to transforming the way they ran. On the government side, the story does not appear to be much better. U.S. states including Illinois, Connecticut, Kentucky, New Jersey, and Massachusetts have been identified as potentially unable to meet their pension and other key financial obligations though few would argue that any of these areas are strangers to business development or historically have had difficulty attracting commerce or property taxes.

Organizations of all types will continue to experience constant and accelerated change and those that fail to adapt and transform will become irrelevant or face extinction. Unfortunately, many organizations are painfully bad at transforming themselves. The pesky statistic that 70% of organizational changes fail persists, suggesting that even when organizational leaders do identify the need for change and attempt to make those changes a reality in their organizations, the vast majority are unsuccessful. A deeper look into the causes of change failure does not reveal a lack of resources or poor planning being the primary culprits, but instead, a lack of buy-in to those changes from the people needed to execute organizational change. Simply put, the people involved in attempts to change the organization's direction were not engaged in or they actively resisted the proposed changes. I believe this is due to the fact that more often than not, organizational change is not sold well. In other words, when leaders propose organizational transformations, they fail to do so in ways that get people to buy-in to the need for the change or transformation efforts. This results in organizations instituting "zombie" changes in which team members go through the motions of change but do not actually change their behaviors or attitudes in meaningful ways. These change initiatives then limp along, never fully realizing their potential.

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Selling Change challenges some of the long-standing paradigms of organizational change by introducing commitment into the change management process. Rather than simply following a set of standardized change and communication process steps that focus more on change leader's actions and their desired goals we instead explore a new, research-based model and stories of successful organizational transformations across a variety of industries from manufacturing, to retail, to healthcare that follow the principles of highly engaged change commitment. This approach is more focused on those who must execute change in their organizations and what they need to successfully buy into and implement change. The research highlighted in this book describes how change leaders at these organizations achieve the most highly engaged levels of commitment to change and do so in ways that provide the information needed for team members to 'want to' commit to change.

The rate of change is increasing at an exponential pace with the convergence of changing client demands, new technologies, new ways of working, and changing employee expectations. The organizations that will survive and thrive into the future are those that are led by transformational leaders who can galvanize their teams by articulating the need for and impact of organizational changes needed make their organizations future-ready. In a world where the challenge of widespread, transformational organizational change has become so daunting that prominent organizational researchers have begun proposing the idea of simply creating separate organizations within organizations with their own leadership teams, funding streams, and decision-making models, gaining an understanding of how to get multiple stakeholder groups to commit to transformational change is no small undertaking.[i],[ii] While approaches to transformational organizational change that rely on creating separate organizations within organizations can work and has been tried before, it is a bit of a cynical and defeatist approach. These models harken back to the days of widespread corruption in US cities and police departments that led to the rise of institutions such as the Federal Bureau of Investigation (FBI). Before the establishment of the FBI, local police departments were so corrupt that even leaders who were genuinely committed to making changes in their departments would hit a wall of resistance in the middle layer, stymying them from making any real changes. Internal anti-mob, off-the-record police units were set up such as the "Untouchables" to get around the problem of corrupt (and corruptible) officers and lieutenants. These groups became the heroes who served the true missions of these organizations. Is this really the state of large modern-day organizations? To affect change, separate and distinct internal groups need to be set up to serve real and changing consumer needs and demands? Perhaps, but what if there was a different way? What if there was a way to modify existing organizational structures and gain enough buy-in across multiple stakeholder groups -from finance, to product design, to IT- to affect widespread organizational change and achieve change results that are well-above the 30% success rate we see today? High performing change leaders are demonstrating the ability to effectively transform their organizations. My research, along with leading research in the field of organizational change, shows that frequently, the only difference between successful change organizations and more intransigent, change-resistant organizations is the fact that organizations that achieve successful transformations have leaders who have tapped into a set of practices, behaviors, and leadership styles that lend themselves to more effective

transformation outcomes. Perhaps we need to revisit the way change agents talk about, approach, and build consensus for change in their organizations. I am convinced that highly engaged change commitment is the key to achieving those outcomes. People who demonstrate highly engaged change commitment demonstrate a willingness to learn new ways of doing things, have higher levels of performance, and are involved in change projects that show higher rates of successful outcomes.

The Power of Organizational Change

If you could create one human invention that was capable of putting a person on the moon, eradicating diseases that less than 100 years ago killed thousands of children annually, mapping the human genome, and creating an audio-visual library containing most of all recorded human knowledge, what would that invention be? It would be the organization. Be it a private company, a nonprofit, or government establishment, each of these institutions have brought together individuals and teams to create what was once believed to be impossible through the 'organization'.

Because organizations are really nothing more than the combination of people and resources, the story of organizational change is really the story of people change. As demonstrated in each of the examples of NASA, the World Health Organization, the National Human Genome Research Institute, and Alphabet (Google) above, when people come together with a common set of goals and shared purpose, and bring a collective commitment to executing against those goals and shared purpose, almost anything can be accomplished. By the same token, when people in the same organization under the umbrella of a common vision and purpose are not committed, it can be nearly impossible to accomplish even the most basic goals. Commitment to change is the linchpin that connects people to the purpose and goals of their organization.

Four Trends Changing Organizations and Work

We are living (and working) through extraordinary changes in work and organizational culture. The workplace landscape has been shifting dramatically over the past 5 to 10 years with the rise of social media, the changing nature of when and where work gets done, and even what it means to be an employee or worker. These changes are making the boundaries between work, personal time, and leisure less clear. At the same time, expectations of leaders have increased. Not only are they expected to be "agile" but they have to do more with less, meet higher productivity and quality standards, and "delight" customers- and most have to do so with smaller budgets. They are expected to engage and create cultures that meet the needs of their teams. On all sides, expectations are increasing. Here are a few trends shaping work.

Trend #1 – The Gig Workforce

There's a growing "gig" or freelance economy. Over the next few years, as much as 40% of the US workforce will be comprised of freelance workers.[iii] Many organizations are executing and planning for "blended workforces" where freelance workers work alongside full-time employees to complete various projects. Marriott, Inc., for example, has a

team that focuses exclusively on hiring contractors and temporary staff to more flexibly augment spikes in customer demand and support ongoing work needs. Entire portions of the tech sector are devoted to enabling this trend including Uber and Lyft in the transportation industry, Airbnb in the hotel and lodging industry, and Freelancer and Guru for professional services. A recent series of Uber commercials depict this trend best as it shows eager, fun-loving, protagonist Uber drivers transitioning from, "…earning to working to chilling".[iv]

The freelance/gig economy trend suggests that many workers will increasingly expect, if not demand, more flexibility from their employers. As full-time employment opportunities become increasingly competitive, workers will begin to supplement part-time opportunities with smaller, limited scope, supplemental 'gig' opportunities. This will provide opportunities for leaders to create more engaging projects. Organizational leaders will need to 'sell change' across a broader range of worker types (internal and external) to drive the types of organizational outcomes they need to achieve.

Trend #2 – Social and Analytical Skills on the Rise

In addition to this trend, employment and wages have been disproportionately clustered in areas of the economy that require higher skills and greater levels of education. Pew research shows that employment is rising faster in jobs and occupations that require higher levels of education and people in jobs requiring higher levels of social (e.g., interpersonal, management, and communication) and analytical (e.g., critical thinking and technology) skills find that their wages are increasing.[v]

This trend indicates that moving into the future, any given organization's workforce will be comprised of better educated, more savvy, and astute individuals. Josh Bersin, the Founder of human capital consultancy, Bersin by Deloitte, put it well in a recent issue of Undercover Recruiter, "The jobs that are being created are actually jobs that focus on the essential human skills: listening, convincing, selling, communicating, designing and curating."[vi] In this context, it will be increasingly difficult for leaders to hide or tell workers things that are misleading or wholly untrue. This trend also signifies the importance of organizational leadership skills such as emotional intelligence and social awareness. Leaders who are able to tap into the analytical capabilities of their teams and do so in ways that are emotionally engaging will differentiate their organizations as great places to work.

Trend #3 – Making Work an Experience

There is also a growing trend towards the "experience-ification" of work where workers gravitate towards workplaces, work experiences, and work cultures that will provide them with opportunities to gain meaningful experiences. In this new and emerging mode of work, workers will increasingly select and opt to remain at workplaces that keep them engaged emotionally, intellectually, physically, technologically, and culturally. Managers, human resources, and

learning departments alike have begun focusing their energy on activities that will deliver employee experiences that use the latest digital technologies and will be personalized, compelling, and memorable for each worker.[vii]

The net result of this trend is that organizations that creating meaningful work environments and engaging work experiences will "win" talent. People will want to work for these organizations because they know they will have the opportunity to do engaging work, work with a good manager and team, gain valuable experience that can be leveraged on a resume for future work opportunities, and maybe even have fun while in the process. This need not mean foosball tables and free lunch everyday but the ability to create a work environment that is engaging, collaborative, and rallies people around purposeful, meaningful goals.

Trend #4 – Transparency & Rapid Transformation
The final trend is a dual trend towards the democratization of the workforce coupled with a more rapid need for change. What does this mean? There is an overall trend towards the workplace becoming more transparent, flexible, and open with a focus on allowing workers to express themselves and having an engaging work environment. This trend is exemplified by organizations that allow people to work flexible schedules and greater focus on work from home practices in organizations ranging from US federal agencies to the likes of Amazon, UnitedHealth, and Dell.[viii] Tech firms such as Buffer, SumAll, and WholeFoods Market (now also Amazon) have made the salary information of their employees publicly available.[ix] Workers are expecting greater levels of flexibility around when and how work gets done even while being "always on" and connected to work via email, and increasingly, text messages.
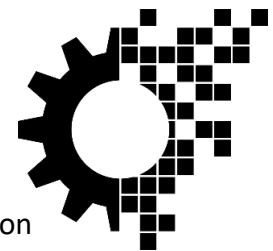
Organizational leaders are facing increased pressure to accelerate the pace of workplace changes needed to enable their organizations to remain nimble and meet growing budgetary and customer demands. This confluence of factors can prompt some leaders to get more creative and adaptable in their workplace approaches or it can cause some to double-down on more rigid leadership styles. Like Jacques Nasser, nicknamed "Jack the knife" for his cost-cutting efforts during his time at Ford, or Bob Nadelli who in his efforts to cut costs and bring a performance-focused culture to Home Depot, ended up alienating employees.[xxi] The need for and the process of making the journey through large-scale transformation efforts can bring out the best or the worst in leaders and cultures. What we'll see in the following chapters is that leaders who have succeeded where other have failed are not shy about making difficult decisions that can result in major upheavals and even job losses, but they do so in a way that is transparent, engaging, and results-focused.

Together, these four trends represent a Dickensonian 'best-of-times-worst-of-times' era of work for organizational leaders looking for top talent and workers looking for their next opportunity to grow and acquire skills and experiences that will make them more marketable. At the same time, technology is enabling a more globally dispersed and "always connected" workforce through the "gig" economy. Hiring trends and wage practices indicate very talented

workers have more options and opportunities for gainful employment and work. This will challenge organizational leaders to devise ever more creative ways of making work an engaging experience that will entice workers across the labor spectrum. Expectations are increasing on both sides as workers look to employers to provide meaningful and memorable work and employer organizations look for high-skilled, highly engaged talent to create leading services, exceptional products, and engaging customer interactions. Effective organizational change and transformation practices will need to factor-in all of these elements because as we move forward, workplace change will represent a flashpoint for leaders to engage with team members. Be it a merger, digital transformation, or customer-focused process improvements, organizational change will provide opportunities for workers to bring their best selves to work and make their mark—a strong factor of employee engagement. Organizational change will also be the opportunity for organizational leadership to demonstrate their ability to influence the organization and engage team members in meaningful ways that support successful organizational transformation.

When I Was Your Age…
The seeds of this new mode of work were being planted as I began my career in Human Resources (HR) nearly 15 years ago at a small, now defunct, HR outsourcing company in the suburbs of Columbus, OH. In the years since, I have consulted for leaders at massive, privately-held corporations, global fortune 500 companies, and US federal and state agencies who have been tasked with adapting their workforces and work processes to these new realities. Then, as now, workplace change has been a constant factor. Whether it was the boom that led to the dot-com bust, the shift towards large enterprise resource planning (ERP) systems, the rise of social media platforms, or the recent shift towards digital transformation, the landscape has changed dramatically for work and workers over the past 20 years. In a time when average worker tenure is decreasing and employee engagement is on the decline, change commitment functions as a way of binding workers to organizational goals and priorities.

When I first started this particular change journey I was really interested in what caused people to be committed to change taking place in the workplace, particularly in situations where workers were very concerned about losing their jobs. What, if anything, could possibly cause these individuals to still believe--to still be committed to changes in their organizations that they believed would likely result in them having to look for alternative employment opportunities? Through a series of interviews and surveys with over a thousand employees, plant managers and store managers alike, the answer to that question began to emerge. The key to highly engaged commitment to organizational change despite potential personal risks seems to lay in a combination of factors that include impact, influence, and consistency. Having devised detailed organizational change plans and led transformations throughout my career, over time I began to develop a nagging feeling that something was missing. Usually that feeling led me to dig even deeper into creating a better change plan, a more detailed communication strategy or some combination of the two. But the lived experience of witnessing people experience transformations for themselves and hearing them talk about it had much less to do with the technicalities of the particular change and much more to do with real-world impacts. Water cooler discussions I overheard in the hallways following big transformation-focused town

hall meetings tended to focus less on the particulars of any change like the timeline or why the company was pursuing that particular path. Instead, conversations were focused on things like "will I have a job when this is over" or "this is going to make my job harder" or "the last time we tried this it didn't work so well" or "what are they *really* up to". These questions and comments are what I call the 'dinner table conversations of change'--those things that really matter and the aspects of the change process that people are much more likely to discuss over dinner with a spouse or close friend.

Executives and HR/change managers like myself get really excited and fixated on timelines roadmaps and, one of my personal favorites, "future-state designs", but rarely are those the things that get the typical employee excited about, committed, or bought-in to a change initiative. This disconnect about change is supported by research showing that, following the announcement of several major change initiatives at a large, metropolitan hospital, rumors

The key to highly engaged commitment to organizational change despite potential personal risks seemed to lay in a combination of factors that include impact, influence, and consistency.

began to spread among various employees. The number one concern expressed by 776 survey respondents were around changes to their job and working conditions.[xii] Findings like these seemed to align to my own experience as a change manager. Typical change management models focused on the type and nature of change but had a more limited focus on the types of things employees who were responsible for executing those changes were concerned about. It was my observations about this fundamental disconnect between organizational change management writ large and those dinner-table change discussions that got me thinking, what is it that really gets employees onboard with a new way of doing things?

Why Commitment Matters

This book is premised on the idea that when change leaders can get their teams committed to change in the workplace, the results will be improved change outcomes, better change execution, and more engaged teams. Leaders can drive this level of commitment by increasing the impact of change, facilitating influence, and creating consistency. These three factors of highly-engaged change commitment are supported by neuroscience research that outlines neurological decision-making processes and change management research, as well as real-world examples outlined in the following chapters. Increasingly, organizational leaders at all levels and their teams are being asked to change with greater levels of speed and precision than ever before. They will need every cognitive, emotional and behavioral resource available to them to ensure successful outcomes. While there will always be a place for foundational change management tools such as change plans, stakeholder communication plans, and impact assessments, the difference between successful and unsuccessful change results will come down to how well change leaders are able to drive commitment and engage their teams throughout each stage of change. As we move into the future, change leaders will need to position organizational transformations in ways that will create impact, build influence, and deliver consistency to generate adequate levels of commitment within their teams needed to

achieve next-level performance and change success. This is doable when change leaders are able to sell change across their organization effectively.

Selling change is the approach leaders use to effectively communicate workplace changes in ways that boost team member commitment and buy-in to those changes. This includes talking about, discussing, and behaving in ways that lets team members understand the impact, importance, and worthwhile-ness of committing to and supporting change efforts. In other words, this is why this change matters and why you should buy-in (buy) it. While the concept of sales may conjure images of less than trustworthy hucksters or a not-my-job response, the fact is that sales is nothing more than influencing others to commit to a particular course of action. Leaders who are able to drive change commitment more effectively will be more successful at delivering change within their organizations. Commitment to change represents a new way of thinking about organizational change in a way that puts the people who are responsible for executing workplace change at the heart of the change process--not simply as "change targets" but as responsible adults whose ideas and effort are invaluable to making change happen. At its core, organizational change is about the interplay between discretionary effort, momentum, and communication effectiveness. In most organizations, a new initiative can only achieve success if enough people are willing to put forth effort to support it. For instance, a new cloud-based software platform is only as effective at generating usable customer insights as team members' willingness to use it to store key sales or employee data. Cross-team collaboration following a merger is only as effective as team members' willingness to work together and share key work processes and customer information. New product designs are only as effective as those who are willing to contribute ideas and work collaboratively to transform an idea from design into a usable service or product. In each case, team members in the workplace have the power to accelerate or bring a major workplace transformation to a grinding halt depending on their overall willingness to engage with and commit to change.

Questioning the Change Process

The first question I ask anyone who is trying to implement change in their organization is: why would people commit to this change? If the majority of people on the team commit to changes taking place because they see the changes as meaningful, the leadership approach provides adequate information and influence, and there is an adequate level of trust, then the foundation is in place to build and carry-out a successful change program. The second question I ask is: how are you maintaining commitment? If the majority of people who are impacted by the change can see consistency to change being reinforced throughout the change process and there is a high degree of trust, then there's a high probability the change will be successful. How can I be so sure? The research on hundreds of successful organizational change projects bears this out. If we start by looking at change initiatives that were successful, then look backwards to examine what made them so, across industries, leaders, and change types the

same themes appear again and again. Impact, influence, and consistency are the 'ingredients' that drive the highest levels of commitment to change in the workplace.

This book is for leaders who want to drive meaningful change in their organization. My goal is to help broaden your change management toolkit by pulling together the best insights from my own change management experience and research as well as psychology, neuroscience, and examples from successful, real-world changes. While all major organizational changes bring some degree of uncertainty and have the potential to trigger less-than-desirable emotional responses, *Selling Change* is about the things change leaders can do to position planned organizational changes in ways that get people to buy-in to those changes based on how the human brain processes information and makes decisions. Many popular change models aptly describe how to manage a change program--e.g. creating a sense of urgency, creating a vision, building a guiding coalition, etc. but the goal of this book is not to build a better or more improved change management structure. Rather, my goal is to give change leaders a peek into the minds of those impacted by change to reveal what is happening at any given stage of the change process. Understanding what the change process looks like from the perspective of those who are impacted will help change leaders better tailor their change management approaches, messaging, and actions to increase the levels of commitment needed to ensure effective change outcomes.

The Selling Change Approach
The process of crafting and leading impactful and influential change approaches can be daunting, particularly when the objectives of your change initiative involve multiple stakeholders and perhaps even a negative history of unsuccessful transformation. This book was designed to provide a roadmap for thinking about what makes leading organizational change effective. As I collated the great research already done on the topic of organizational change along with my own change management experience and insights derived from leaders I have worked closely with, I've incorporated each of these elements into the chapters of this book.

Chapter 2 - Change in the Real World
Outside of the field, the value and usefulness of change management has been questioned and this is due in part to the fact that people-related change and transformation risks are either unknown or undervalued. The result is that people-focused change factors go unaddressed and contribute to the 60-70% of organizational change failures. This chapter delves into the statistics behind why organizational change and transformations fail. I unpack the infamous 70% change failure rate to show the specific types of organizational changes that fail and the factors that contribute most to those failure rates. To mitigate against these risks, a change risk calculation model is introduced to support change leaders in determining a change management budget for each of the different types of people-related risk factors. People analytics case studies are also included as well as a proven social science model that has successfully predicted behavior change across a range of change types and industries.

Chapter 3 - Faulty Change Assumptions

This chapter outlines three common faulty change management assumptions including a key ingredient missing from many of the most commonly used change management models. It also addresses the misconception that workers are naturally inclined to resist change and offers an alternative explanation rooted in real examples of how organizations, by simply modifying their change-focused messaging, significantly increased change commitment levels.

Chapter 4 - Research Story (The Making of a Change Commitment Model)

This is the most personal of the book's chapters. It outlines the journey that led me to the research findings on organizational change commitment as well as the origins of the 2IsC™ Model based on insights derived from my research findings of over 650 workers in the manufacturing and retail industries. This chapter also addresses why change commitment is such an important element in the change leadership process. This is also the most research-focused chapter of the book detailing the factors that make up the 2IsC™ Model and how they correlate to highly engaged commitment to change. Not to fear, there are plenty of examples of how these concepts get brought to life in real organizational contexts. Packed with references to organizational and social science research, science-oriented practitioners and leaders can use this chapter to better understand the empirically-proven factors that drive effective change leadership.

Chapter 5 - Using Impact and Influence to Sell Change

This chapter is designed to bring the 2IsC(™) to life by providing practical steps change leaders can take to effectively communicate about and message change and transformation across multiple stakeholder groups. The tips and tools included in this chapter provide a sound basis for training and crafting change-focused communications for existing or your next change initiative. You will want to have this chapter open as you are crafting your next change communication email or planning the next change management workshop. Along the way, leader examples are included that demonstrate how these work in organizational settings making this one of the most usable chapters in the book.

Chapter 6 - 2IsC™ (Impact, Influence, & Consistency) in Action

Having already explored the theoretical and empirical roots of Impact, Influence, and Consistency, this chapter pivots to focus exclusively on how leaders at real organizations with real-world workforce challenges, budgets, and constraints led their teams to organizational transformation success. Learning from others can help in navigating the change journey. Examples are taken from organizations in a cross-section of industries including Nissan, New York University Langone Medical Center, Box, Chipotle, and Build-A-Bear Workshop. In each case, the principles of Impact, Influence, and Consistency are highlighted for each step of the transformation journey to show what leaders in these organizations did to "sell change" to their teams and turn cross-team change commitment and buy-in into tangible organizational results.

Chapter 7 - Creating an Outcomes-Focused Change Strategy

Too often, change leaders get caught-up in the minutiae of organizational change such as creating the change plan or getting the communications "just right". While those elements are important, those are not typically the main focus of truly successful change leaders because they are instead focused on ensuring the right questions are being asked and answered in the minds of their team members. Once that has occurred, the work of "managing change" gets transferred away from only the change leader to each team member. This chapter outlines what each of those questions are and what leaders can do to ensure all team members are included throughout the change process while receiving the information and role-modeling needed to get them to buy-in and commit to workplace changes. The goal is to make change viral so that critical change mindsets, behaviors, and attitudes spread quickly throughout the organization. This chapter details how to make that happen.

Concluding Thoughts
The final chapter recapitulates the central themes and lessons throughout the book with a call-to-action for change leaders to think differently about change and transformation. Spoiler alert: Transformational change requires leaders to generate novel ideas and figure out ways to disseminate those ideas to multiple levels of the organization. In so doing, effective change leaders pave the way for multiple change types including digital transformation, agile, new product innovations, increased customer orientation, or whatever other change is needed to generate organizational growth and success.

Resources on the Selling Change Journey
As you read, you may find it helpful to understand your own levels of change commitment and commitment levels in your own organization. On our website, www.TheChangeShop.com, you can take a brief change commitment survey to better understand your commitment level and change leadership approach for changes occurring in your organization. You can also send a short **[Team Lead]***180* or **[Change Lead]***180* survey to your team, division, or entire organization to understand commitment levels across your organization. These tools will help you understand the areas of commitment and resistance in your organization and track how those levels change over time. The **[Personal]***180* survey is free and only takes a few minutes to complete and rate to see your own levels of commitment to change in your workplace. Each can be particularly helpful to understand where your change commitment levels are as you read through the remainder of the book.

I will share additional insights and research on The Change Shop™ blog. If you have ideas or questions, or want to share stories of your own organizational change journeys, feel free to send an email to Robert@TheChangeShop.com.

End of Chapter 1

Want more? Get it here.

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