



**2019 UC-CORO SYSTEMWIDE
LEADERSHIP COLLABORATIVE
-SOUTHERN CALIFORNIA COHORT-**

**BEST PRACTICES FOR LEADING
CAMPUS/SYSTEMWIDE CHANGE PROJECTS**

READING LIST

COMPREHENSIVE ANALYSIS BY PROSCI, INC.

In addition to the **Case Studies**, **Toolkits**, **Books**, and **Journal Articles** included in this list, **Prosci Inc.** periodically publishes a comprehensive analysis of change management practices world-wide. The most recent study was published in 2018 and is entitled ***Best Practices in Change Management 2018 – 10th Edition***, 359 pages (ISBN 978-1-930885-15-8, <https://store.prosci.com/best-practices-in-change-management-2018-edition.html>). This comprehensive study analyzed data contributed by 1,778 change managers, project leaders, consultants and executives from 85 countries, representing a wide variety of industries. It covers all aspects of change management. The study has four parts and includes over 300 tables and figures. **Part One** is entitled *Current State of Change Management* and focuses on key obstacles faced by change managers. A primary conclusion is that effective change management increases the likelihood of successful change implementation six-fold. **Part Two** is entitled *Change Management Application* and focuses on the tools, techniques, and methodologies that are characteristic of effective change management. The importance of effective sponsorship is emphasized. **Part Three** is entitled *Roles in Change Management* and includes chapters devoted to sponsors, managers and supervisors, change agents, consultants, and others who serve in support roles. Active and visible sponsorship is identified as by far the most important factor contributing to successful change implementation. **Part Four** is entitled *Adapting and Aligning Change Management* and covers the adaptation of change management tools and techniques to different types of organizations, each having its unique culture and goals. An Executive Summary of the full Prosci study is available (<https://empower.prosci.com/2018-best-practices-change-management-executive-summary>).

CASE STUDIES OF SUCCESSFUL CHANGE PROJECTS IN ACADEMIA

There are numerous case studies of successful change projects on the Prosci web site (<https://www.prosci.com/resources/success-stories>). Currently, three of them involve changes at academic institutions.

Texas A & M University System (<https://www.prosci.com/resources/success-stories/tamu>). In late 2017, the Texas A&M University System replaced a 35-year-old payroll system with the Workday cloud-based system that integrates HR, payroll, and other systems. The executive director of program and project management used the three-phase Prosci Process and the Prosci ADKAR model as a guide. She and her core management team began a thorough communication and effective sponsorship plan 26 months before the new system was implemented. The readiness of stakeholders was assessed, impacts and likely areas of resistance were identified, and the HR Officer and CFO of each of the system's individual universities and agencies formed an Executive

Advisory Committee (EAC) and became active, sustaining sponsors of the project. Together with local change leaders, the EAC became the face of the project to stakeholders. In addition, coaches with expertise with Workday's business processes meet with stakeholders to communicate Workday processes and identify resistance and questions. Training activities and communications were timed in phases and metrics were formally tracked. As a result, over 77% of leadership, managers, staff, and core impacted employees had received repeated communications and 70% had completed readiness training months in advance of implementation. The project was completed on schedule and on budget.

University of Virginia (<https://empower.prosci.com/client-success-uva>). To address a growing sense of change fatigue across the university, the Organizational Excellence team at the University of Virginia adopted Prosci's approach to change management and integrated it into its University Project Portfolio framework. The new Project Portfolio framework integrates the technical aspects of project management with people-focused change management and provides a holistic view of all projects that might impact wide groups of stakeholders. At the onset, fifty-four key employees from throughout the university's Academic Division and Medical Center representing a wide range of areas were certified in the Prosci change management system. These trained individuals now apply Prosci methodologies and apply the Prosci ADKAR model to projects so that faculty and staff throughout the university are better prepared to adopt significant changes in a continually changing university environment. Specific examples are given of changes adopted at the School of Medicine, the Medical Center, and in connection with the annual reporting of achievements and accomplishments by Faculty.

UC San Diego (<https://www.prosci.com/resources/success-stories/ucsd>) In 2014-2015, the Staff Education and Development (SED) team at UCSD adopted the Prosci framework to embed change management practices throughout the campus to facilitate the adoption of a new Strategic Plan initiated by the Chancellor. The new plan would impact all 12,000 faculty and staff and would transform every part of the university. The SED team attended Prosci's "Train-the-Trainer" program and worked with Prosci to customize training to fit large forum-style training environments. Initial training focused on building awareness of and interest in the new change management initiative. For the first session, a Prosci Master Instructor and the SED team met with 50 senior administrators and academics who would need to act as sponsors of change. Over the next several months, the SED team provided in-depth day-long or half-day-long training to groups of 30-100+ managers, supervisors, and staff during "Learning and Development Days." Of the 500 staff members who attended the training, more than 90% reported learning the knowledge and tools they needed and more than 50% reported being able to use the information and tools immediately. The success of the Learning and Development Days earned UCSD an award from the Association of Talent Development. All 500+ Learning and Development Days attendees were also invited to a closed LinkedIn Group to foster conversation and support. In addition, Prosci webinars were offered that were devoted to specific topics and the SED team circulated a brochure that detailed their services so that anyone needing additional

training or coaching could receive help in a timely fashion. The first project success, an Information Technologies (IT) unification project, is described.

TOOL KITS

Priya Saran, Delia Clark, and Kathy Mendonca, *Change Management Toolkit: Tips, Tools, and Techniques for Leading a Successful Change Initiative (Updated in 2019)*, UC Berkeley, 50 pages. This toolkit was developed at UC Berkeley on the basis of content from 35 unique campus and non-campus change management sources and feedback from individuals managing large-scale change initiatives on each UC Campus. The authors emphasize the importance of change management for ensuring the support of stakeholders and describe change management in terms of seven essential components (Case for Change, Compelling Vision, Communications, Manage Barriers, Manage Resistance, Show Progress, Reinforcement). The neglect of any single component will compromise the successful implantation of the change initiative. The toolkit itself is arranged in four sections that cover (1) *Change Management Pre-Work* (i.e., developing the case for change, developing a compelling vision with the sponsor (the importance of a strong and actively engaged sponsor for successful change implementation is emphasized), analyzing stakeholders' possible responses and developing a plan for their engagement, assessing readiness for change, and developing plans for needed behavioral changes and communications), (2) *Managing Personal Transitions* (best practices for leading change and overcoming resistance are presented), (3) *Developing a Change Plan* (e.g., developing implementation strategies including clear paths for individuals to follow, identifying potential problems before they occur, developing success metrics to assess the overall health of the change), and (4) *Implementing and Monitoring the Change* (e.g., reinforcement/reward strategies to maintain momentum once the project is underway). The first and third sections are comprised of numerous templates to guide planning. Each template is introduced with relevant background information and advice for completing the template's empty boxes.

BOOKS

Anderson, Linda Ackerman and Anderson, Dean (2010) *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation, 2nd Ed.*, Pfeiffer, San Francisco, CA., 357 pages (ISBN 978-0-470-64806-3).

The authors emphasize the importance of developing a clear strategy for change and the capability within the organization to carry it out. The "roadmap" consists of Upstream, Midstream, and Downstream phases. The Upstream phase entails creating a clear case for change, assessing the organization's readiness and capacity, clarifying change leadership roles, and building leaders' capacity to lead the change. The Midstream phase entails developing a detailed assessment of the magnitude of work required and a realistic timeframe. The Downstream phase

entails carrying out the plan for implementation. Each stage is described in 3-5 chapters. Three additional chapters offer additional advice for following a “Change Leader’s Roadmap.”

Anderson, Dean and Anderson, Linda Ackerman (2010) *Beyond Change Management: Advanced Strategies for Today’s Transformational Leaders, 2nd Ed.*, Pfeiffer, San Francisco, CA., 288 pages (ISBN 978-0-470-64808-7).

The authors emphasize the importance of leadership consciously leading change efforts, designing change roadmaps that take into account human dynamics at the individual, team, and organizational levels, and building change capacity within organizations. Different types of organization changes are described and two leadership approaches are contrasted. Three chapters are devoted to human dynamics in terms of (1) designing change roadmaps that generate support and commitment rather than resistance and (2) creating a positive culture in an organization that unleashes greater human potential. The final sections of the book describe the change leader’s roadmap that is developed more fully in the authors’ companion book, “The Change Leader’s Roadmap” (see above).

Andreatta, Britt (2017) *Wired to Resist: The Brain Science of Why Change Fails and a New Model for Driving Success*, 7th Mind Publishing, Santa Barbara, CA, 132 pages (ISBN 978-0-9973547-3-7).

The author stresses the importance of keeping employees engaged. After explaining resistance to change in terms of neuroscience and brain physiology, the author provides examples for how leaders can decrease the stress associated with change and provides new methodologies for getting the brain to accept new realities more easily. Of particular interest are Chapter 14, “The Change Journey Participants” (pages 61-65), that describes the psychological response to change of different types of employees, and Chapter 17, “The Leader’s Toolkit” (pages 83-97) that provides motivation tools (purpose, problem-solving, rewards) and describes three case studies of successful change projects.

Bridges, William and Bridges, Susan (2016). *Managing Transitions: Making the Most of Change*, 4th Ed., Da Capo Press, Philadelphia, PA, 154 pages with 28 pages of appendices (ISBN 978-0-738219653).

The authors argue that the psychological impacts of transitions between the phases of change are more stressful than the change itself. Three transition phases are identified and described: “Letting Go” is grieving over losses associated with leaving the old ways and identities, the “Neutral Zone” is the period of uncertainty that exists before the new ways are fully operational, and the “New Beginning” is when people develop a the new sense of identify and purpose that makes the change begin to work. Typically, the “Neutral Zone” is the time where most innovation and creativity in managing change take place. Successful change requires that employees pass through the first two phases for the third to be

successful. This requires that leaders be engaged, sympathetic, encouraging, and help employees pass through each phase. The text provides communication and action strategies for leaders to help staff/employees successfully navigate the transitions. Examples of poorly managed transitions are provided.

Cameron, Esther & Green, Mike (2015) *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, 4th Ed., Kogan Page Limited, London, UK, 450 pages (ISBN 978-0-7494-7258-0).

The first five chapters of this text compare and analyze the many theories, frameworks, and approaches to change management that are available today, including those of the authors and those of other authors in this list of recommended books (e.g., Bridges, Kotter, and their coauthors). The crucial role of visionary leadership in facilitating change at the individual, team, and organizational level is emphasized throughout the text, including the necessity of remaining thoroughly engaged throughout all phases of the change process. Chapter 4 is expressly devoted to the skills and qualities needed by leaders to oversee change successfully. Chapter 5 describes the variety of roles played by internal experts and external consultants. Chapters 6-8 provide case studies associated with organizational restructuring, mergers and acquisitions, and an organization's culture, respectively. The final chapters analyze approaches to change that are organized around projects or programs, changes that are highly complex, and leading change in an uncertain world. Each chapter concludes with a brief summary. A fifth edition of this text is scheduled to be released on November 26, 2019.

Clifton, Jim and Harter, Jim (2019) *It's the Manager*, Gallup Press, New York, NY, 186 pages plus 188 pages of appendices and 49 pages of references and notes (ISBN 978-1-59562-224-2).

While not a book about change management, the authors present the Gallup organization's largest and most recent global study of the future of work and emphasize that the quality of manager and team leaders is the single most important factor in the success of any organization. Presumably this would include implementing successful change. Each chapter is only two to four pages in length. Several chapters cover how to identify individuals who would make the most talented and engaged managers on the basis on their personality and character traits, particularly in terms of building and inspiring teams, setting goals and arranging resources, pushing through adversity and resistance, and analytically approaching strategy and decision making.

Haines, Stephen G., Aller-Stead, Gail, and McKinlay, James (2005) *Enterprise-Wide Change: Superior Results Through Systems Thinking*, Pfeiffer, San Francisco, CA, 324 Pages (ISBN 0-7879-7146-4).

The authors define “Enterprise-Wide Change” as large-scale change that has a major structural and fundamental impact and occurs over a long time. After describing the science of Systems Thinking, chapters are devoted to providing practical advice for initiating and sustaining Enterprise-Wide Change. Numerous examples and case studies are provided. The vital importance of conducting comprehensive advance planning by senior leadership is emphasized, including the establishment of a Change Leadership Team, soliciting critiques from key stakeholders, and being sufficiently flexible to modify and adjust plans accordingly. The phases of the change cycle are also described, with advice given on helping stakeholders pass through phases involving shock/denial and depression/anger. Each chapter has a brief summary of major points and the last chapter provides a summary of the entire text.

Hiatt, Jeffrey M. (2006) *ADKAR: A Model for Change in Business, Government and our Community*, Prosci Learning Center Publications, Fort Collins, CO, 146 pages (ISBN 978-1-930885-50-9).

The ADKAR model was developed by the author (the founder of Prosci) as a framework for successfully implementing change. The model has five elements that focus on the behavior of individuals and that are intended to be followed sequentially: **A**wareness of the need for change (why it is needed and the risks of not changing), **D**esire to support and participate in the change, **K**nowledge of how to change, **A**bility to implement required skills and behaviors, and **R**einforcement to sustain the change. After a brief overview, short chapters (5-12 pages each) introduce each ADKAR element. These are followed by lengthier chapters that describe the ADKAR model more completely (Chapter 7) and that describe strategies and tactics for achieving each element (Chapters 8-12). A brief summary concludes each chapter. The author emphasizes that the executive sponsor of change must participate actively and visibly throughout the entire change process, build a sponsorship coalition, and communicate directly with employees. Two final chapters summarize the model and provide suggestions for its use as a teaching, planning, coaching, and assessment tool.

Hiatt, Jeffrey M. and Creasey, Timothy J. (2012) *Change Management: The People Side of Change, 2nd Ed.*, Prosci Inc., Fort Collins, CO, 94 pages plus 54 pages of appendices (ISBN 978-1-930885-61-5).

The authors describe tools and processes to increase the ability of leaders to manage change, such as visibly and actively communicating the need for change, building and maintaining support for change, diagnosing root causes of resistance, determining corrective actions, and developing change competency within organizations. Key concepts and best practices of change management are described. Brief summaries follow each chapter and the overall concepts are

summarized in a three-page concluding chapter (pages 91-94). The appendices provide a guide to change management resources, highlights of best practices, and answers to frequently asked questions. The authors are the CEO and Chief Development Officer of Prosci, respectively.

Jellison, Jerald M. (2006) *Managing the Dynamics of Change: The Fastest Path to Creating an Engaged and Productive Workplace*, McGraw-Hill Publishers, New York, NY, 222 pages (ISBN 0-07-147044-1).

The author describes tools for overcoming emotional resistance to change. The book has three sections. The first analyzes change projects in terms of five stages, describes the emotions, thoughts, and performance of individuals during each stage, and briefly describes the author's recommended methods to help individuals begin changing despite their fears and anxieties. The second section describes these methods in greater detail. The importance of an actively engaged leader is emphasized as is the necessity of achieving early successes and building momentum by helping key allies successfully implement small but highly visible aspects of the overall plan. Other advice includes being open to ideas from employees, supporting the emergence of informal leaders who can help shape direction and progress, and offering praise and rewards, especially during the project's early stages. The third section describes methods for sustaining change, including establishing a culture of accountability and sustaining enthusiasm for change in terms of fostering innovation and creativity.

Kegan, Robert & Lahey, Lisa Laskow (2009) *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization*, Harvard Business School Publishing Corporation, Boston, MA, 340 pages (ISBN 978-1-4221-1736-1).

The authors provides tools to identify and overcome the hidden assumptions and fears that impede an individual from making behavioral changes that he/she desires to make. The authors emphasize that an individual's mental development and complexity can grow continually throughout one's career. They argue that promoting change in an organization is facilitated when leadership promotes the intellectual growth of key personnel. Most of the ideas are presented in the book's first three chapters. These are illustrated with numerous examples of individuals and organizations. Most of the rest of the book is taken up with case studies that explore the authors' ideas in depth. There is an excellent concluding chapter entitled "Growing Your Own: How to Lead So People Develop."

Keller, Scott, and Schaninger, Bill (2019) *Beyond Performance 2.0: A Proven Approach to Leading large-Scale Change*, McKinsey & Company, John Wiley and Sons, 277 pages (ISBN 978-1-119-59665-3).

A methodology for successfully implementing change is described by two senior partners in McKinsey & Company on the basis of research conducted over 15 years

on over 2,000 companies world-wide. **The book's central premise is that leadership should place equal emphasis on the human (organizational "health") aspects of change as on the technical/performance aspects.** These health aspects are defined as how effectively an organization works together in pursuit of a common goal and include (1) employees having a clear and meaningful sense of where the organization is heading and how it will get there, (2) the extent to which leadership inspires actions by others, (3) the quality of interactions within and across organizational units, (4) the extent to which individuals understand what is expected of them, have sufficient authority to act, and are willing to take responsibility, (5) the presence of enthusiasm that drives employees to put in extraordinary effort to deliver results, and (6) the quality and flow of new ideas. The authors' cite their research in arguing that an emphasis on an organization's health during a change process more than doubles the probability of the change's success and sustainability. The book has three parts: Part I introduces the "health" aspects of change and describes change as a five stage process ("Five Frames of Performance and Health"). Part II describes each of these stages in depth, with a chapter devoted to each "Frame," explaining how to integrate considerations of the organization's health into each phase. Part III describes the roles of senior leaders and change. A brief summary concludes each chapter. The importance of actively engaged leadership, two-way communication, assessing the organization's readiness to implement the change, dividing the overall project into manageable steps, and identifying and encouraging influential individuals regardless of position or title are emphasized. The authors' points are illustrated with one or more examples of major companies and their success or failure in implementing and sustaining major change. An August 2019 conversation with the authors is available on the McKinsey & Company's web site in both written form and as a podcast: (<https://www.mckinsey.com/business-functions/organization/our-insights/how-to-double-the-odds-that-your-change-program-will-succeed>).

Kotter, John P. (2012) *Leading Change*, Harvard Business Review Press, 194 pages (ISBN 978-1-4221-8643-5).

On the basis of his long study of change initiatives in business environments, the author describes an eight-stage process for successfully managing change that avoids or mitigates mistakes that typically frustrate change initiatives. The stages are (1) establishing a sense of urgency in managers and employees to break down the forces that resist change, (2) creating a team with leadership skills to direct and guide the change initiative, (3) developing a vision that is simple and clear, that will motivate action, yet is sufficiently flexible to allow individual initiative (4) communicating the change vision and strategy effectively, (5) empowering a broad base of employees to take action, (6) generating visible short-term wins to provide evidence that sacrifices associated with change are worthwhile, (7) consolidating gains, and (8) anchoring the new approaches in the organization's culture so that the change sticks. The author emphasizes that the first four stages are essential for initiating a successful change initiative and that many change initiatives fail

because leadership declares “victory” prematurely without completing the final stages of the process. The book’s first two chapters briefly describe the common mistakes that frustrate change initiatives and introduce the author’s eight-stage process. These are followed by individual chapters devoted to each of the eight stages. These chapters provide advice for successful implementation and examples of what not to do. All chapters are short and contain effective figures and tables that summarize key points.

LaMarsh, Jeanenne (1995) *Changing the Way We Change: Gaining Control of Major Operational Change*, Prentice Hall, 226 pages (ISBN 0-201-63364-7).

The author argues that successful organizations build a change management methodology and incorporate it into their organization’s culture. The ideal roles of sponsors, change managers, and empowered employees are described. The need for effective communication and feedback channels, education and training systems, and a reward/reinforcement system that recognizes important milestones is emphasized. Chapters are devoted to describing individual change elements and how to develop them. Each change element is illustrated with a case study of a fictitious manufacturing company whose story is woven throughout the text. Numerous short vignettes of actual companies are also included. A final chapter provides an overview of key strategies for planning and managing change.

Maurer, Rick (2010) *Beyond the Wall of Resistance*, Bard Press, Austin TX, 204 pages (ISBN 978-1-885167-72-9).

The author describes common mistakes made by leaders that cause change projects to fail and offers ideas for planning and implementing change. Chapters include making a compelling case for change, why people support or resist, how to get started, how to maintain momentum, and how to get back on track when the process slows down. Other advice includes working with consultants and choosing the right people to lead change.

Ruben, Brent D., De Lisi, Richard, and Gigliotti, Ralph A. (2017) *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*, Stylus Publishing, Sterling VA, 496 pages (ISBN 978-1-62036-392-8).

Intended as a resource for leaders and those who aspire to hold leadership positions in academia, this text covers the competencies, strategies, and tools necessary for effective leadership in colleges and universities. Each chapter concludes with relevant case studies. **Chapter 15, *Understanding and Leading Change in Colleges and Universities* (25 pages)**, deals specifically with change initiatives in academia. The authors argue that the reason that most change initiatives fail is that personnel, cultural, and communication issues were not fully understood or addressed. They state that this problem is particularly acute in academia and strongly emphasize the need for planning. They divide the change process into five stages (Attention, Engagement, Commitment, Action, and

Integration) and describe five factors that are vital for successful passage through each stage (Planning, Leadership, Communication, Culture, and Assessment). To facilitate planning, the authors introduce a 5 x 5 matrix with the five stages of change as columns and the five success factors as rows. Each cell highlights an important area for attention. Additional matrices are introduced for selecting appropriate leaders and teams (and defining their tasks and timelines), addressing cultural issues, and assessing how well each stage is being addressed. The importance of meaningful communication is stressed, including a willingness to consult stakeholders and revise initial plans, and a table is introduced to plan what is communicated, how it is communicated, to whom, and when.

RECOMMENDED JOURNAL ARTICLES

Highly recommended is ***On Change Management* (2011), Harvard Business Review Press, Boston MA, 210 pages (ISBN 978-1-4221-5800-5)**. This book is a compendium of the ten most influential articles on Change Management that appeared in *Harvard Business Review* up to 2011. Included are: (1) *Leading Change: Why Transformation Efforts Fail* by John P. Kotter, (2) *Change Through Persuasion* by David A. Garvin and Michael A. Roberto, (3) *Leading Change When Business is Good: An Interview with Samuel J. Palmisano*, by Paul Hemp and Thomas A. Steward, (4) *Radical Change, the Quiet Way* by Debra E. Meyerson, (5) *Tipping Point Leadership* by W. Chan Kim and Renee Mauborgne, (6) *A Survival Guide for Leaders* by Ronald A. Heifetz and Marty Linsky, (7) *The Real Reason People Won't Change* by Robert Kegan and Lisa Laskow Lahey, (8) *Cracking the Code of Change* by Michael Beer and Nitin Nohria, (9) *The Hard Side of Change Management* by Harold L. Sirkin, Perry Keenan, and Alan Jackson, and (10) *Why Change Programs Don't Produce Change* by Michael Beer, Russell, A. Eisenstat, and Bert Spector.

Greg Satell (2019) *4 Tips for Managing Organizational Change*, Harvard Business Review, August 27, 2019 (4 pages)

The author argues that most successful change initiatives begin with (1) small groups of people who are willing to try out new ideas and (2) an initial clear and tangible “keystone” change whose success convinces stakeholders that the full change initiative is worthwhile. The importance of “wooing” an “ecosystem” of stakeholders is emphasized.

Merlijn Venus, Daan Stam, and Daan van Knippenberg (2018) *Research: To Get People to Embrace Change, Emphasize What Will Stay the Same*, Harvard Business Review, August 15, 2018 (5 pages).

The authors' research suggests that effective change leaders communicate a vision of continuity in addition to communicating a clear and convincing vision for change. To overcome resistance and build support for change, leaders need to instill in stakeholders a sense that the organization will remain the organization that they value, identify with, and care for.

Sally Blount and Shana Carroll (2017) *Overcome Resistance to Change with Two Conversations*, Harvard Business Review, May 16, 2017 (4 pages).

The authors argue that effective change management requires identifying the individuals or groups that have the largest potential to thwart change, then to have unhurried, face-to-face conversations with them. Ensuring that opponents feel that leadership is open to addressing their concerns is a vital component of change management. A minimum of two conversations are recommended to convey openness and respect, and to show that earlier conversations resulted in meaningful adjustments to plans and timelines. In the authors' words, "Effective change management...requires an ability to listen to your opposition, diagnose their antipathy, consider their thoughts and feelings, and explain how it has changed your thinking, if not your plan. This is a time-consuming but effective process."

Todd Warner (2016) *Overcome Resistance to Change by Enlisting the Right People*, Harvard Business Review, September 13, 2016 (3 pages).

The author argues that, rather than impose change "top-down," leadership should identify the social units within an organization (i.e., "local tribes") and enlist and encourage them to propose solutions to overarching problems. In this approach, leaders still lead the change, but work through the organizations' social units so that these units own the change. Also, leadership should identify and form alliances with individuals who, regardless of position or role, have disproportionate influence with fellow workers. Such individuals can provide invaluable information about the feelings and concern of their coworkers, can carry information to their local social units, and can serve as local champions to help their groups adapt and integrate change.

Ron Ashkenas and Rizwan Kahn (2014) *You Can't Delegate Change Management*, Harvard Business Review, May 30, 2014 (3 pages).

The authors emphasize that successful implementation of change requires active engagement by senior leadership.

Ron Ashkenas (2013) *Change Management Needs to Change*, Harvard Business Review, April 16, 2013 (3 pages).

The author argues that change management methodology needs to be integrated into the organization's business plan and requires effective engagement by both senior leadership and managers – that change management cannot be outsourced to HR specialists or consultants.

Carolyn Aiken and Scott Keller (2009) *The Irrational Side of Change Management*, McKinseyQuarterly.com, April 2009 (9 pages).

The authors provide insight into how human nature can frustrates change projects and offer suggestions for overcoming this challenge. These suggestions include ensuring that (1) the leader's compelling vision for change addresses factors that motivate the organization's employees, (2) most of the energy invested in communication involves listening to employee concerns and soliciting employee input - so that employees feel ownership, (3) role modeling by leadership be appropriate to the change being proposed, (4) individuals having disproportionate influence with fellow workers are relied on to an appropriate extent, (5) reinforcement mechanisms be viewed as fair and just by employees, and (6) capacity-building training have quantifiable outcome-based metrics that permit employees to be recognized and rewarded for additional skills attained.