

Change Management

Magazine Articles

Clarke, Kristin. Appeals to the Heart: The Secret to How Change Really Happens.

Executive Update, November 2002.

<http://www.asaecenter.org/PublicationsResources/articledetail.cfm?ItemNumber=13369>

World-renowned business guru and author of *Leading Change*, John Kotter, gets straight to the surprising core of how real, long-term organization change occurs: changing people's behavior by speaking to their feelings. Sound touchy-feely? As you will read in this *Executive Update* interview, that is exactly the point.

Cufaude, Jeffrey, B. Future Imperfect: Innovating Management: A Conversation With Gary Hamel.

Associations Now, April 2009, pp. 35-38.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=40767>

Management expert Gary Hamel reveals core concepts about "management innovation"—ways in which managers can transform the things they do in order to enhance organizational performance. Hamel says organizations should identify a "pivot" around which change can happen, which might be a moral imperative or set of values that enable you to innovate processes, not just products. Hamel proposes an idea-management process that let's people know how to contribute well developed ideas, has a peer-review process and capital to explore promising ideas, and creates time and space for ideas to mature. A sidebar offers ten useful lessons in management innovation.

Fernandez, Kim. Riders on the Storm: What Happens When Change Happens?

Associations Now, April 2009, pp. 28-33.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=40765>

When Rob Dingman came in as president of the American Motorcyclist Association in late 2006, he had no idea he was about to lead the organization through a complete overhaul, from staffing and finance to infrastructure and systems. Those changes have been controversial and upsetting to some members, who saw the organization more as a club than as an advocacy organization. Despite all the controversy, the AMA board chair is convinced that Dingman is the right person to lead the organization since he works tirelessly for the members without distraction by external or internal issues. Dingman is focusing on member benefits, lobbying and monitoring laws that affect bikers, and replacing the staff computer system. He believes that in order to make changes, a leader must remain mission focused and not worry about detractors.

Knowledge Center FAQs: Change Management. *Associations Now*, May 2008, p. 71.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=34136>

This piece discusses three recent articles on change in *Associations Now* and *Association Management* to answer the question, "How can I be the driving force that makes change happen in my organization?"

Morgante, Amy. A Conversation With Richard Axelrod. *Associations Now*, June 2009, pp. 66-67.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=42133>

Richard Axelrod, author of *Terms of Engagement: Changing the Way We Change Organizations*, explains that you can create an engaged and enthusiastic team of stakeholders by involving as many of them as possible from the start and communicating with them thoroughly and authentically. Axelrod's new paradigm of engagement is based on four principles: "widening the circle of involvement," in which you build commitment and hear a range of ideas from including many more people; "connecting people to each other and ideas," where you help stakeholders build trusting relationships; "creating communities for action," which builds on the energy of people passionate about a cause; and "practicing democratic principles," which asks if the process is fair and transparent.

Morgante, Amy. Tools for Change: The Keys to Change Management. *Associations Now*, June 2009, pp. 65-68.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=42133>

Richard Axelrod, author of *Terms of Engagement: Changing the Way We Change Organizations*, speaks about why the old mechanistic approaches to change don't work and about everyday actions we can take to develop organizations with engaged and enthusiastic stakeholders. Three organizations that have experienced recent changes are profiled. Automotive Trade Association Executives needed to radically modify a much-loved summer conference because of the economic downturn, and was able switch gears rapidly by finding out in detail what members wanted and communicating early and often with all involved. The American Academy of Optometry rolled out a new logo with the help of a presidential advisory board and a consultant who worked hard to understand the organization. The State and Territorial Injury Prevention Association also worked with a consultant to remove the emotions from the process of examining bylaws and opening the decision-making process to a broader range of members.

Nichols, William Patrick. Life Cycle of Radical Change. *Associations Now*, January 2006, p.15.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=14730>

Here are common phases in making a successful transition through a radical change in your organization. In the first 3 months, identify a few goals that will allow leadership to build teamwork while assessing the larger strategic issues. Then create a sense of teamwork, formulate a long-term strategic vision, and expect a second round of staff changes. In months 13-18, a longer-term strategy is confirmed and the pace of change begins to slow. The long-term CEO joins the organization and processes are formalized and refined. Finally, revenue gains occur and constituents express confidence in the future.

Parker, Rob. Horizons: Finding a New Kind of Leader. *Associations Now*, May 2008, p. 9.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=34110>

Some of the most talented leaders on the planet are those leading associations, nonprofits, or volunteer-based organizations. Attributes that make successful social-sector executives great leaders include being a skilled listener, a determined problem solver, a passionate advocate, a change agent, and a master communicator.

Wall, Carnie M. Refocus, Restructure, Revitalize. *Association Management*, June 2005, pp. 34-39.

<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=11246>

Rather than struggling to maintain traditional offerings and finding new revenue sources to prop them up, some associations are revisiting their essential reasons for being, refocusing, and restructuring their operations and governance to be more relevant and responsive. Five associations relay their stories of change and the lessons learned, including the importance of data in the change-management process; the importance of flexibility and creativity; and the importance of a board that's focused on strategic, future-focused issues. Executives also discuss tactics for removing obstacles to change, such as fear and attachment to tradition.

Whitaker, Scott. Who's With Me? (Building Staff Buy-In). *Associations Now*, November 2008, pp. 25-29.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=37217>

You may have a terrific idea, but you'll need to find a way to get others in your association to sincerely and permanently buy into the change if your idea stands any chance of taking hold. Seeking staff buy-in from the beginning and responding to feedback creates ownership within the larger group. Top leadership should be visibly engaged from day one. Build a strong narrative to explain the "why" of your idea, find the communication tools that match your audience's preferences, create a sense of urgency and communicate your message repetitively to air all possible questions and intensify interest. Handle staff resistance by maintaining flexibility in your plan and make sure people understand why the change is needed and how it will affect them.

Other Resources from our Website

Adkins, Bryan Sr. and Cindy Stewart. Shift Organizational Culture to Improve Organizational Performance. *Dollars & Cents*, July 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=3160>

Shifting your organization's culture is never easy, but if you lead the change with a clear vision and a data-driven strategy, your chances for success will be greatly enhanced, as will your organization's performance. This survey looks at four cultural traits—mission, involvement, adaptability, and consistency—each with three measurable attributes.

Goman, Carol Kinsey. What I've Learned About Communicating Change. *Dollars & Cents*, November 2008.

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=37362>

After 25 years of helping organizations cope with change, Carol Kinsey Goman has learned that people, emotions, and informal communications have far greater effects than the mere quality of well-developed plan for organizational change. The key to successful change communication may be found in understanding the kinds of signals ordinarily overlooked, especially tone of voice and body language.

Lepsinger, Richard. Avoiding the Commitment Dip: Seven Ways to Keep Your Employees Focused on and Committed to Change. *Executive IdeaLink*, April 2007.

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=25941>

During any change initiative, there's a point when employees' focus and commitment falls off. Learn the steps high-performing leaders take to get things back on track before it's too late.

Trader-Leigh, Karyn. Managing Resistance to Change. *Executive IdeaLink*, April 2005.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=10837>

Identifying resistance to change and understanding the underlying factors prompting it can help improve the implementation outcome.

Ziesenis, Beth. Leading Your Association to Embrace Change. *CEO Leadership Letter*, October 2008.

<http://www.asaecenter.org/PublicationsResources/whitepaperdetail.cfm?ItemNumber=36897>

In *Designing Your Future*, Fast Future and ASAE & The Center identified 10 key patterns of change that are likely to impact organizations and the communities they serve. The list covers changing economic and political influences, lightning-fast technology advancements, the impact of the generation gaps and more national and global trends. Association CEOs and change management experts share experiences and advice to help CEOs create organizations that are ready to respond.

Books from ASAE

Dalton, James G. *From Scan to Plan: Managing Change in Associations.*

Washington: ASAE & The Center for Association Leadership, 2004, 80 pp.

<http://www.asaecenter.org/Marketplace/BookstoreDetail.cfm?ItemNumber=15252>

Building upon *From Scan to Plan: Integrating Trends into the Strategy-Making Process*, this publication focuses on how association executives can identify and manage the changes already affecting the culture of their workplaces. It addresses change management from three points of view: the mid-level manager who must manage one major change initiative from a project perspective, the CEO who must manage the ongoing change initiatives from a process perspective, and the elected officer who sees the need for change from the standpoint of the association's mission and vision.

O'Sullivan, Richard C. *Sustainability: Associations as Agents of Change in the Collaborative Economy*, (E-chapter) - Chapter 4 in *Professional Practices in Association Management* (John B. Cox), PDF download.

<http://www.asaecenter.org/Marketplace/BookstoreDetail.cfm?ItemNumber=41491&Topic=&WebFlag=New&TitleAlpha=&AuthorAlpha=>

Talwar, Rohit and Gary Golden. *Designing Your Future: Key Trends, Challenges, and Choices Facing Association and Nonprofit Leaders.* Washington: ASAE & The Center for Association Leadership, 2008.

<http://www.asaecenter.org/Marketplace/BookstoreDetail.cfm?ItemNumber=35492>

The Association of the Future project is a multi-year research program from ASAE & the Center designed to help associations understand the drivers of future change and use the insights to help envisage, plan, and transform toward their preferred futures. This publication addresses three specific objectives: introduce critical trends, ideas and developments that could have an impact on associations and their members over the next five to ten years; identify the key challenges that these trends create for association leaders as they develop their longer term strategies; and provide a strategic framework for making key choices and decisions about the preferred future for your organization.

Vanin, Gerald A. *Managing Change.* Cincinnati: South-Western Educational Publishing, 2001, 92 pp.

<http://www.asaecenter.org/Marketplace/BookstoreDetail.cfm?ItemNumber=15235>

This Quick Skills book covers why the work world is changing and the types of change occurring, politics in an organization, human reactions to change, adapting quickly to change, skills that facilitate change, forecasting change, creative thinking skills, and balancing change and the status quo.

Other Resources

Aguirre, DeAnne, Christopher Hannegan, Gary Neilson, Claudia Staub. *Navigating the Network: Communications That Create Lasting Change in Today's Dynamic World.*

Booz Allen Hamilton White Paper, 2007.

http://www.boozallen.com/media/file/Navigating_the_Network.pdf

Companies facing the prospect of radical change often succeed in engineering the business aspect of the change, but fall short in genuinely engaging key stakeholders in understanding and embracing the change. The reasons for failure are numerous and varied, but the authors assert that many companies fail in part because of a communications approach that is outdated. Such an approach neglects to take into account the way today's employees, and audiences in general, process information, respond to outreach, and form the personal opinions that ultimately lead to modified behavior and sustainable change.

Alexrod, Richard. *Terms of Engagement: Changing the Way We Change Organizations.*

Berrett-Koehler Publishers, 2000.

<http://www.amazon.com/Terms-Engagement-Changing-Change-Organizations/dp/1576750841>

The Change Management Paradigm, hailed as revolutionary when it first appeared twenty years ago, has lost its way. This failing approach to organizational change has now been found to increase bureaucracy and produce cynicism, resistance, and resentment. *Terms of Engagement* challenges the Change Management Paradigm with a powerful new alternative—the Engagement Paradigm—that provides leaders with a practical, principle-based strategy for creating successful change outcomes.

Also see: **YouTube interview with Richard Axelrod.**

<http://www.youtube.com/watch?v=O5-kl67mSAE>

Hamel, Gary. *The Why, What and How of Management Innovation.* *Harvard Business Review*, February 2006, 18 pp. Online Version (subscription/purchase required).

<http://harvardbusiness.org/product/why-what-and-how-of-management-innovation/an/R0602C-PDF-ENG>

A management breakthrough can deliver a strong advantage to the innovating company and produce a major shift in industry leadership. Your existing management processes may exacerbate the big problems you're hoping to solve. To identify them, pose a series of questions for each one: Who owns the process? What are its objectives? What are the metrics for success? What are the decision-making criteria? How are decisions communicated, and to whom? A management innovation, the author says, creates long-lasting advantage when it meets at least one of three conditions: It is based on a novel principle that challenges the orthodoxy; it is systemic, involving a range of processes and methods; or it is part of a program of invention, where progress compounds over time.

Kanter, Rosabeth Moss. *The Enduring Skills of Change Leaders.* *Leader To Leader*, No. 13, Summer 1999, pp. 15-22.

<http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=50>

Years of study and experience show that the things that sustain change are not bold strokes but long marches—the independent, discretionary, and ongoing efforts of people throughout the organization. Real change requires people to adjust their behavior, and that behavior is often beyond the control of top management. The author explores forces behind change, including globalization and technology; managing change with imagination to innovate, professionalism and collaboration; and classic skills to take charge of change.