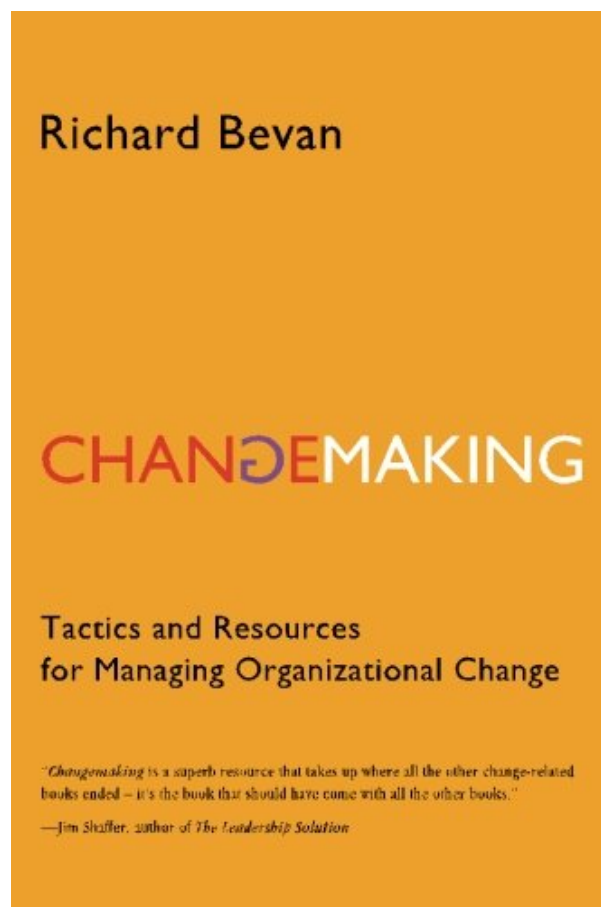


# **CHANGEMAKING: TACTICS AND RESOURCES FOR MANAGING ORGANIZATIONAL CHANGE BY RICHARD BEVAN**



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Richard Bevan

# CHANGEMAKING

## Tactics and Resources for Managing Organizational Change

*"Changemaking is a superb resource that takes up where all the other change-related books ended – it's the book that should have come with all the other books."*

—Jim Shaffer, author of *The Leadership Solution*

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## About the Author

Richard Bevan is a consultant and educator who has been working in organizational communication, leader development and the management of change for 30 years. His experience is international, including periods based in Europe and Australia as well as the US. He has worked with organizations of every size and in a wide range of industries, as well as government and non-profits. A graduate of Oxford University and Manchester Business School, Bevan's early experience in manufacturing management provided a powerful lesson in how organizational performance depends on the way that people are respected, engaged, led and rewarded. Later in his career, leading Towers Perrin's global communication practice through a period of major change was another leadership learning experience. He started his own firm in 1995. For several years he was also an external faculty member at the University of Washington where he developed and taught a course on managing change for the Executive MBA program. He serves on the Board of Advisors for ROI Communication, and as strategic communication advisor for Elliott Avenue Associates. The tools and approaches that he has developed and applied during his teaching and consulting career have contributed to the content of *Changemaking*.

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It's ironic that while most people know what conditions enable change to be effectively managed, these straightforward needs are often missed. The intent gets the attention; the details of execution are forgotten. Yet the elements are simple: listen to the stakeholders, learn about the issues, lead with clarity and involvement, align systems, communicate relentlessly, follow-up and course-correct. Consider who will be most affected and then explore their issues, needs, and ideas. You'll learn fast; you'll have answers to your own questions; and you'll have the raw material for a plan to address the issue, solve the problem or lead the change. This can be done on a small, local scale, through informal conversations. Or it can be a much broader effort using meetings, surveys, social media, or a combination of methods. And then make it all work through sustained follow-up. Never assume that things will happen as planned. Is the change working? What needs to happen to make it work better? What's working well and what's not? Assess progress; fix it; keep listening, learning, and leading. This book is built around resources that the author has developed and used in many years of consulting and teaching about the management of change. The first section of each chapter includes guidance, ideas, and short case studies. These are followed by a set of resources, including checklists, templates, presentations, tactics, Q&As, talking points, and emails. Select and adapt the ones that meet your needs.

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19 of 20 people found the following review helpful.

A superb change management resource guide

By J. Shaffer

I've been leading clients through major and minor change over the past 25-plus years. I suspect I've read every promising book on the subject. Some are excellent in that they explain why change is necessary and what you should do to manage the change process successfully. But this is the first book I've seen that gives you very specific resources to do the job.

Richard Bevan's new book, Changemaking, is a toolbox packed with checklists, meeting agendas, suggested talking points, survey questionnaires and tools, worksheets, templates, sample e-mail messages, workshop planning guides, PowerPoint meeting guides and on and on. These are the proven, workable tools that Bevan has successfully used over the years with his clients.

Changemaking takes up where all the other change-related books ended. It's the book that should have come with all the other books.

For anyone managing a small or large business through change, it will make your life a whole lot easier.

Jim Shaffer

Jim Shaffer Group

4 of 4 people found the following review helpful.

An essential book for the effective manager and leader

By B. Grant

It's a given that businesses need to change to survive. It is also unfortunately true that most organizations resist change on the institutional or personal level. "Changemaking" recognizes the resistance to change but goes beyond theory and an outline of the problem. It provides specific techniques and worksheets for organizations to make change happen effectively.

The book is a portable consultant. Buy several copies, assign a team to various sections and do the work without hiring outside help. When you need to do it again, your own home-grown talent can repeat the process.

The book could be equally valuable in a political context outside of the corporation, for example in engaging a community in a process that requires change.

Fair notice - I am one of the individuals who read a draft of Richard Bevan's book before it went to press. It's easy to read and the tasks are presented in a way that outlines how to execute them. Buyers of the book are getting the distillation of a career managing change, teaching and consulting. I know that Bevan has been hired many times to be the consultant that he is now teaching managers to become for their own

organizations.

I am the chairman of a company that I founded. I know personally how challenging it can be to engage others in change. The framework outlined in the book (for example, in chapter 2 on why change can derail) can be used to frame problems and engage in smaller interventions and discussions, short of major change initiatives. Since engaging people and addressing resistance is a component of effective leadership, studying this book can help one be a more empathetic and effective manager, even if one does not put in place a full-fledged program.

If I were to raise a critique of the process outlined in the book, it's whether buy-in is always necessary or achievable? The decision to change is usually arrived at by management, rather than a majority vote of line staff. Depending on the company and the staff, some may throw up more roadblocks than necessary if given the opportunity, and perhaps believe that they have a choice when there is none. Others are indifferent and can't or won't be engaged without a large spend of time and resources, likely with the same result.

But the tools and approaches can reduce resistance and increase buy-in. Regardless of whether one deploys, all, some or none of the methods described in "Changemaking", the theory outlined in the book allows the manager to think about his/her options and make deliberate choices, once they have gained an understanding of the many issues that they face with any change initiative, large or small.

This book has just been released. It is practical, highly relevant and useful. It's my hope and expectation that it will gain a wide base of readers and is adopted by managers and companies across the world. This should be a matter of its merit and worth. The book itself is a product of the major shift - change - being seen in book publishing; going direct to the public from the author, without a major publisher as intermediary. So it's more than ever up to the reader(s) to help generate the positive 'buzz' and reputation it deserves.

Brian Grant

4 of 4 people found the following review helpful.

A practical, no-nonsense guide to facilitating change

By Alan Feinberg

You won't see any business books advocating his leadership style, but Niccolo Machiavelli certainly knew a thing or two about change management when he said that: "There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things."

In Changemaking, Richard Bevan address the difficult, perilous, and uncertain subject of change management with depth and insight. He has distilled his years of experience as an executive, consultant, and educator into a comprehensive guide for the executive who appreciates that there are no shortcuts or quick fixes when it comes to successfully leading an organization through times of change.

As other reviewers have noted, Changemaking is chock full of functional tools, proven methods, and specific techniques that can be applied to facilitate change. This is a practical workbook that is meant to be used, not read once and put on a shelf. Explore the chapters, study the "micro-cases", and modify the nearly 50 resources (templates, worksheets, processes, guidelines) to suit your needs. You'll know that you've gotten the most out of this material when your tattered, dog-eared copy is so full of yellow highlighted paragraphs, notes in the margins, and coffee stains that you can barely read it.

As an entrepreneur and veteran of multiple silicon valley start-ups, I experienced firsthand the difficulty of

managing change, especially in times of rapid growth (and unfortunately, rapid decline). In reflecting on the decisions that I've made over the years, I wonder how much more effective I might have been with a copy of Changemaking in hand.

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