INTRODUCTION

Imagine having mastered the leadership of change in your organization. Imagine . . . your mission-critical changes are being readily adopted by your organization and being used to deliver extraordinary results. You are getting the outcomes you need, and your business is reaping the rewards of them. Your change efforts are running smoothly without major disruptions. Your stakeholders and employees are engaged, committed, and pulling their weight. Change work is getting done on time, and your budgets are being met without costing your operations.

For many in organizations, their history with change makes this possibility hard to imagine. For us, it is the possibility that we commit to create in reality.

In this book, we introduce you to The Change Leader's Roadmap (CLR), a change process methodology that will dramatically increase your ability to navigate your organization's changes, and its transformation, successfully. The CLR has been developed through thirty years of application in large organizations across all types of for-profit industries, government, military, and global nonprofits. It will help you plan, design, and implement a comprehensive change strategy and process plan to deliver your results at optimal speed and cost. It will build your confidence in how best to attend to the most challenging aspects of transformation—the human dynamics—helping you design a change process that engenders commitment and engagement of stakeholders and devotes needed attention to mindset, behavior, and culture change. It will help you stay on track when new information or circumstances arise that would otherwise thwart your effort with conflict, chaos, and resistance.

The path of failed change is easy to find because research shows us that the large majority of change efforts fail to produce their needed ROI. Organizational change

is pressured, constant, and competitive, and it has become much more complex and dynamic than in previous decades. It is tougher than ever to succeed at organizational change. In difficult economic times—and in our increasingly competitive world—leaders have little choice but to press for more with less, cut corners, try to attend to their highest priority changes while keeping customers satisfied, and get results as fast as possible.

Not only are leaders responsible for more complex changes, but the social, technological, economic, and political terrains they must navigate during change are shifting faster than they can keep up with. The name of today's game is: "Change as fast as you can to stay ahead of your competitors!" With the marketplace operating at hyper-speed, leaders have their hands full, to say nothing of their heads, minds, and hearts. While they intend to do the best they can with what they have, they too often resort to old command-and-control practices that will not get them what they need, while dangerously taxing their workforce. Getting the chaos under control is an understandable instinct, but the current modes of managing change are not working.

Does the following sound familiar?

We see many leaders overloading the workloads of their employees with change on top of change on top of pressured operating requirements. They believe they have no extra resources, yet still need to get the change work done with what they have. We see an over-reliance on standard change practices applied to all projects, even if some changes are more complex and emotionally tumultuous than others. In such changes, traditional approaches such as project management and change management are not always sufficient. We see superficial attention to upfront change strategy, absentee sponsorship, and the drive for quick fixes. We see too much delegation without clear design requirements for what the outcome needs to achieve. We see leaders under-attending to the human dynamics inherent in change—with little patience for people's needs and reactions, ignorance about the cultural implications of the changes they are making, and sidestepping the need to engage people in shaping their futures. An assumption on our part is that, under pressure, leaders believe that all this "human stuff" takes more time and resources, and they don't have them. People will just have to deal with it.

The risk of this—especially in an economic downturn—is the tendency to increase control, speed, and mandate—in many ways doing more of what actually *doesn't* work. However, there is a leadership opportunity here—to step back, pause, gain greater perspective, learn from the past's unsuccessful patterns, and set up

your organization to actually achieve the results it needs from change, still with the most expedient resources and pace. When things are most challenging, as they are right now in many markets, the time is right to give serious consideration to what you already have going for you in leading change and to learn specifically what you need to do differently to catapult your results. This assessment is the starting point for recreating your organization's ability to succeed in change. The challenge to leaders is to understand what this renewal of change capability requires.

This book and its companion, *Beyond Change Management* (Anderson & Ackerman Anderson, 2010), provide that understanding. We have written these two books as a set to support the evolution of leaders and consultants to become successful change leaders—knowledgeable of what transformation requires and capable of providing it. These two books are designed to alter your paradigm about organization change, from burden to necessity, from distraction to focus, from checklist to strategic orchestration. They provide the pragmatic approaches to guide organizations realistically through the dynamic river of ever-changing economic, business, and social environments. First and foremost, the change game clearly needs new leadership thinking and approaches. Change is not the enemy; in fact, it is the only road to the future. Leading change successfully requires new perspectives, practices, and ways of treating people as they change. *Beyond Change Management* outlines much of this new thinking.

Without question, the nature and complexity of change has evolved over the past thirty-five years. We are not dealing with the more manageable, controllable types of change that dominated the 1970s and 1980s—developmental and transitional change. The most prevalent type of change in organizations today is *transformation*. Developmental and transitional change can be tightly managed. Transformation cannot. It requires a broader and deeper knowledge of the people and process dynamics of change, a knowledge that stretches beyond change management and project management. It demands a close and intelligent partnership between the tangible requirements of change—organizational and technical—and the intangible human and cultural dynamics of change. Leaders must create the capabilities, infrastructures, mindsets, and behaviors they require. Both leaders and consultants must learn how to masterfully guide transformational change—in style, skill, and strategy. Both leaders and consultants must evolve to become competent *conscious change leaders*—**a new caliber of leader for a new type of change**.

Transformation demands shifts in leadership and employee mindset, culture, ways of relating, and the ability to course-correct. These are not easy shifts to make.

However, over our three decades of consulting, we clearly see that the level of awareness, perceptiveness, and openness of leaders and consultants has direct impact on whether change succeeds. Time and again, our clients' results are directly proportional to the degree that they address their mindsets about people, organizations, and change; shift their leadership style and behavior to be more co-creative and engaging; and transform deep-seated cultural norms to unleash the human potential in their organizations. In the absence of conscious awareness, change processes and their outcomes are disappointing.

We offer these books to compel leaders and consultants to step into the role of *consciously* shaping the transformation of their organizations. We believe they are in need of a comprehensive approach for leading transformation with a greater focus on what it takes to succeed: (1) a meaningful context for transformational action; (2) guidelines for thinking strategically about how to plan the process of transformation so that results are realized in both the bottom line and the culture; (3) knowledge of how to ensure that the people who must make the change happen want to change and can succeed; (4) the infrastructure to support and expedite change; and (5) a methodology for doing so. The context and guidelines for thinking strategically about the people and process dynamics are featured in *Beyond Change Management*. This book provides the methodology—The Change Leader's Roadmap—and the recommended infrastructure.

Beyond Change Management describes the conceptual underpinnings of transformation and what it takes to lead it to become more than a leader—to become a conscious change leader. This book describes the approach to put these concepts into practice. *Beyond Change Management* explores the theoretical foundations, and this book offers the pragmatics. We have written both books simultaneously to blend conceptual understanding with tangible steps and tools. Together, they provide an integrated and balanced approach to this essential evolution in the fields of organization development, project management, change management, and sound management in general.

Building your company's change capability is like building proactive continuous improvement into the fabric of your organization. Being able to lead change better than your competitors is a key strategic advantage in the 21st century. The more organizational change capability you have, the more successful you will be. Having the change leadership skills, tools, mindsets, and methodology to lead change of any magnitude is an essential corporate competency. Take some time to step back

and learn about the realities of transformation because, more than likely, your organization is in fact transforming at this very moment. Learn about the CLR's evidence-based best practices of conscious change leadership. Set up the infrastructure, standards, and common change practices with strategic foresight—practices that allow you to hit the ground running with each major change effort your business strategy demands. The more strategic you can be in your change leadership and its supporting methodology and infrastructure, the more likely will be your success. Figure out how to establish in your organization the conditions that drive success—in the operation, the culture, and your leaders and workforce. We invite you to entertain establishing the cutting-edge strategic disciplines for change that we introduce in *Beyond Change Management*. They provide possibilities for enabling your organization to lead all of its changes with much greater intelligence, consistency, and skill. This book provides your toolkit.

In response to the need for conscious change leadership and greater results from change, there is also a new standard for change consultants. No matter what you currently call yourself, or how you perceive your work, we propose that you consider expanding into the new role of the Strategic Change Consultant. These consultants work at the large-scale or enterprise transformation level and are engaged from the beginning, as well as in setting up the change infrastructures their organizations need to succeed at change over the long term. We explore the role of the Strategic Change Consultant in *Beyond Change Management*, describing how it raises the possibility of having much greater impact at the system level from the onset of major change through to results. *Beyond Change Management* and The Change Leader's Roadmap methodology pave the way for this new brand of conscious consulting, addressing the competencies required to master both the people and process dynamics of transformation.

Although The Change Leader's Roadmap (CLR) is crafted for transformational change, it fits all types of change and all sizes. It includes the work relevant to engaging all levels of the organization from executive to the front-line workforce. It is your roadmap, and after you learn it, you will be able to tailor it for any type of change. We will overview the CLR methodology momentarily, and then explore it in depth in the remainder of this book. But first, we will provide an overview of the key points covered in *Beyond Change Management*. Review them as your foundation to understand what underlies the design and content of the CLR.

KEY POINTS FROM BEYOND CHANGE MANAGEMENT

1. **Competent Change Leadership Can Deliver Extraordinary Breakthrough Results from Change.**

   Breakthrough results are outcomes that far exceed what would occur if your organization continued carrying out its changes in the same way it always has. Breakthrough results, by definition, are a level of achievement *beyond* what most people would even conceive as possible.

   Research shows that the majority of change efforts fail to produce their intended outcomes. This is unacceptable! Change leaders can improve—not just a little, but a lot. We know how to lead transformation successfully, and leaders can learn what is required. Not only are intended outcomes achievable, but extraordinary outcomes are also within grasp if leaders develop their change leadership capability.

   Leaders initiate change to improve things. Organizations all have a "normal improvement line"—the level of results they usually get from their change efforts. Few leaders are conscious of this line, but it can be plotted year by year to measure what level of improvement is acceptable in each organization's culture. This line determines the organization's current change capability. If you improve your organization's change capability, the line will go up, and you will achieve greater results.

   Few people pursue real breakthrough results; rather, they unconsciously accept "the territory of the average," the middle of the bell curve. That does not interest us. We are after achieving the extraordinary, and this requires substantially increasing leaders' understanding of transformation, building a new leadership mindset, and applying a new set of approaches and tools.

2. **Creating Breakthrough Results from Change Requires Proficient Attention to Three Critical and Highly Interdependent Areas: Content, People, and Process.**

   Content refers to *what* must change in the formal organization—strategy, structure, business processes, management systems, technology, products, services, culture, and so on. *People* refers to the *human dynamics* that either influence the change or are triggered by it—dealing with people's emotional reactions, turning resistance into commitment, motivation, engaging them in shaping the change, learning new behaviors or skills, changing mindset, dealing with politics and relationships, and addressing cultural implications of the change. *Process* refers

to *how* the organization will transform, and the decisions and action steps it will take along the way. Process includes how you govern the effort; how you pace it; how you design the change solution; how you course correct implementation; and how you ensure the level of communication and engagement that will deliver the highest possible outcome.

Leaders focus much more on content than either people or process. This is one root cause of the high failure rate of change. If any one area is under-attended, results suffer.

The greatest possibilities for breakthrough results reside in how you lead the areas of people and process. Integrating organizational and personal change into one unified change process is key. It is your people who unleash the potential within your content solution. It is your people who can make extraordinary things happen, or keep them from occurring. When people understand and believe in the changes, accept their role in achieving successful outcomes, and commit to working together with everyone needed to produce those outcomes, the possibility of breakthrough increases significantly. As a change leader, you create this possibility by designing a change process that engages your stakeholders, frees up cultural limitations to change, and promotes conscious attention and support for people to move through their resistance to full commitment.

3. **Understanding What Drives Change Is Essential to Building a Change Process That Delivers Breakthrough Results.**

Organizational change is catalyzed by a number of forces that first trigger awareness and then action. Understanding what drives change is critical because the drivers establish the overall context within which any change is identified, scoped, and planned. The drivers of change establish a change effort's relevance and meaning for both leaders and stakeholders. Without understanding them, a change effort can be disorganized, poorly planned, and resisted. Figure I.1 shows the Drivers of Change Model. Here is how it works.

Environmental forces (e.g., regulations, economics, politics, social trends, and international relations) drive changes in the marketplace's requirements for success (e.g., customer demands, client/patient expectations). In response, you establish a business strategy—imperatives for change—to meet those new requirements. These new strategies require change in your organization (e.g., its structure, operations, technology, etc.) If those changes are significant, your culture will need to transform to achieve, sustain, and get real value from the organization's changes. Culture

Figure I.1.   The Drivers of Change Model
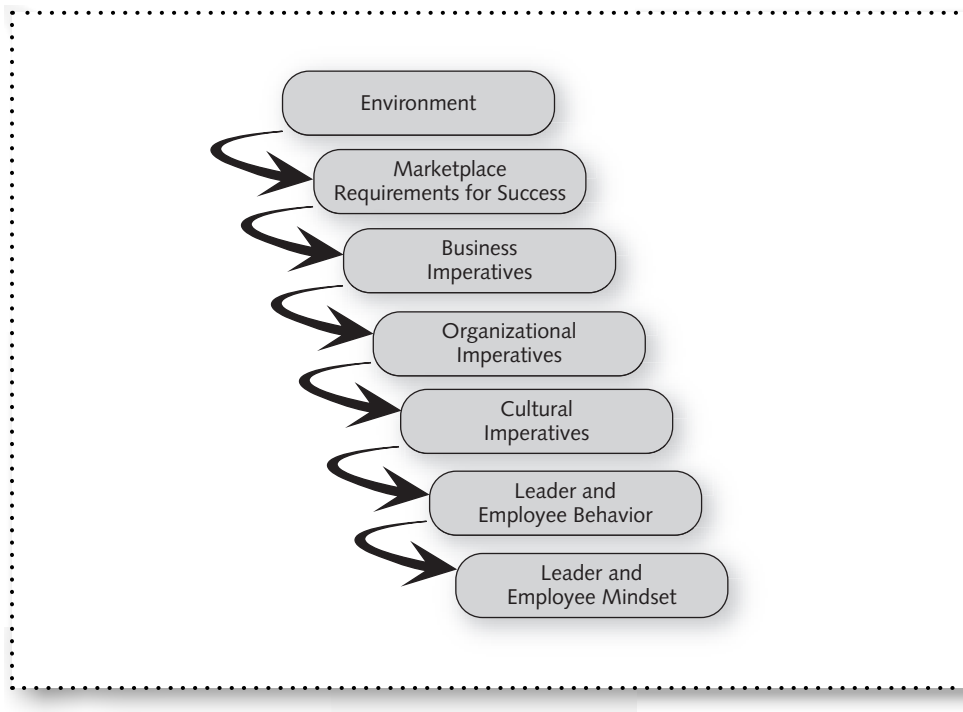
change drives the need to shift leader and employee behavior, and to sustain these, especially if significant, you will need to alter people's mindsets—their assumptions, perceptions, and beliefs about themselves, each other, and the organization.

While the model denotes a linear sequence, do not let this fool you. The drive for change follows this cause-effect path, but all seven areas must get your full attention, not necessarily in the model's order, but as an integrated undertaking. Change leaders must assess the changes required in all seven drivers to accurately scope their organization's transformation. If you leave a driver out, again, results will suffer.

Notice the direction of impact among the drivers. The larger, *external* forces (environment, marketplace requirements, business and organizational imperatives) drive the need to change in the more *internal* areas of people (culture, behavior, and mindset). Leaders are most accustomed to focusing on the external drivers, which generate the content of change. But to lead change competently, they must also attend to the internal drivers and human dynamics. Transformation requires

conscious attention to both the external drivers *and* the internal drivers of change, to both content and people.

4. **You Need to Know the Type of Change You Face to Build the Right Kind of Change Strategy.**

Change has evolved over the past forty years. We now recognize three different types of change, each requiring different change leadership strategies and approaches. The three types of change are *developmental* change, *transitional* change, and *transformational* change. The most prevalent type of change occurring in today's organizations is transformation. It is by far the most complex and requires more than traditional approaches such as change management and project management to ensure its success.

Developmental change is an *improvement* in an organization's existing way of operating, such as improving skills, increasing communications, making a business process more efficient, or improving an existing sales process. Because developmental change does not ask people to radically alter their existing way of operating, it triggers fewer human dynamics than transformation and does not affect the organization's culture significantly. People just have to get better at what they already do. Such changes can also be project managed fairly easily.

Transitional change, rather than simply "developing" the current state, occurs when a problem is recognized in the current reality that needs to be solved with a new way of operating. Transitional change involves replacing the old state with a *clearly designed* new state that is formulated to resolve the inadequacies of the old state. Because transitional change entails the implementation of something different from what currently exists, it requires leaders to dismantle the current way of operating and systematically put in place a newly designed desired state. The process of "transitioning" from the old to the new can be planned, paced, and *managed*. Reorganizations, the installation of new computer hardware, and the creation of new products or services are typical transitional changes. Project and change management are quite useful methods for supporting transitional changes.

Transformation occurs when the organization recognizes that its old way of operating, even if it were to be "improved," cannot deliver the business strategies required to meet new marketplace requirements for success. This calls for content changes that are far more radical than in developmental or transitional changes, and require a fundamental shift from one state of being (the organization's old state) to another (its transformed state). These changes are so significant that they require

the organization, in addition to changing its operations significantly, to shift its culture and people's behavior and mindsets to implement the transformation successfully and sustain it over time.

A key feature of transformation is that the specifics of the new state are unknown when the change process begins. They emerge as a product of the change effort itself. This makes a transformational change process very unpredictable, uncontrollable, and often messy. It must be crafted, shaped, and adapted *as it unfolds*. Leaders must be alert for the signals that indicate what the new state needs to be, as they engage the organization in moving away from its old way of operating and figuring out how the new reality needs to work. A direction may be set in motion, but the leaders need to actively course correct it every time new information emerges that calls for a shift of direction in either the content or the change process.

The second key feature of transformation is the significant factor of human dynamics and the essential role that mindset, behavior, and culture change play in its success. Because people are required to trust and step in to the unknown, transformation triggers fear and anxiety, which must be managed throughout the process to keep moving people's natural resistance toward greater commitment. In most transformations, the organization's culture must change to support the future state being created. Plus, most transformations require a shift of mindset, or worldview, for both leaders and employees to succeed. This means that transformation demands attention to deeper, internal human dynamics beyond simply changing their behavior or improving their skills. The nonlinear and emergent nature of the change process and the significant human and cultural dynamics make leading transformation very challenging.

The challenges require leaders to do three critical things to ensure success: (1) They must be willing to engage in their own personal change process to shift how they think, lead, and relate; (2) they must engage stakeholders earlier in the change process and to a greater extent; and (3) they must overtly set up the change process to welcome and respond to rapid course correction along the way. These actions are in addition to the guidance that traditional change and project management offer. These services can support transformation but are insufficient to deliver and sustain breakthrough results.

Some significant examples of transformation include old economy organizations moving into e-businesses, globalization, and major information technology implementations such as electronic health records in healthcare.

5. **Achieving Successful Transformation That Delivers Breakthrough Results Requires a *Conscious* Change Leadership Approach.**

Your state of awareness or level of consciousness is the greatest determinant of your success as a change leader. Your level of awareness impacts every aspect of your change leadership capability, experience, and outcome. Nothing is left untouched. Your level of awareness influences your change strategy, plans, decisions, leadership style, interpersonal and organizational communications, relationships, what you model, emotional reactions, willingness to change, and ultimately, your outcomes.

In the simplest of terms, leaders approach transformation with either expanded awareness or limited awareness. We call the expanded awareness mode the "conscious" approach and the limited awareness mode the "autopilot" (or unconscious) approach.

Expanded awareness is like getting the benefit of both a wide-angle lens and a high-powered microscope at the same time. Through the wider view, you can see the broader dynamics at play in transformation, such as cross-boundary impacts, regional vs. enterprise solutions, and how change in one area of the organization will impact operations in another. Through the microscope, you can see the deeper and subtler dynamics that would otherwise go unnoticed, such as how people's emotions influence commitment or how culture stifles implementation. Expanded awareness provides both greater span and greater depth to your view of what needs your attention.

Taking a conscious approach is a requirement of leading transformation successfully. When leaders take a conscious approach, their greater awareness provides more perspective and insight about what transformation demands and better strategic options to address its unique people and process dynamics. They can see more accurately what is occurring and can therefore respond to it more effectively.

When leaders take an autopilot approach, they respond automatically and unconsciously to the dynamics of transformation based on their conditioned habits, existing knowledge, and dominant leadership style. Their lens is filtered by biases and assumptions from their default or historical mental conditioning, causing critical people and process dynamics to go unseen. They apply old management techniques because they do not know of or think about other possibilities. In all fairness, the autopilot approach has sufficed for leading organizations and developmental and transitional change for a long time; it just is not adequate for leading transformation in the dynamic marketplace we operate in today.

Breaking out of autopilot to become more conscious is the primary leverage point for greater change leadership success. Everything else pales in comparison. We cannot overemphasize this point. The success formula is simple: *On average, your results from change will be in direct proportion to the level of conscious awareness you bring to the effort*. Working with your level of awareness requires some foundational understandings:

◗ Leaders who take a conscious approach understand that they and all human beings possess a mindset: values, beliefs, and worldviews that are unique to themselves; mental models from which they operate, interpret the world around them, and produce results.

◗ They understand that "mindset is causative": (1) that values, beliefs, and worldviews determine how people perceive and interpret facts; (2) that facts are different from a person's perceptions and interpretations; (3) that how someone perceives a situation causes the person's thoughts, feelings, and emotional reactions to that situation, which then determines the person's decisions, behaviors, and actions and ends up determining the results the person creates. The initial catalyst or source of outcomes is in the person's mindset.

◗ Conscious change leaders understand that mindset "causes" both their and others' internal states (being excited or threatened, confident or doubtful), as well as their external results (success or failure). Of course, these leaders realize that environmental factors also influence outcomes, often placing limitations on what is possible. But this reality does not diminish for them the primary fact that mindset determines how a person responds inside those limitations.

◗ Conscious change leaders understand that their mindset is "conditioned" by their experience, and that past events and how they perceived, felt, and responded to those events set up habits for how they will respond to similar events in the future. These patterns of perceiving, thinking, and feeling are the basis of a person's leadership style and approach to change. If your conditioned responses get you what you want and need, keep them. But if they do not, become conscious of them, and look for how to change them to generate different, and better, results.

A key differentiator between conscious and autopilot change leaders is that conscious leaders value and attend to *both* inner reality (internal human dynamics)

and external reality (organizational factors) in their leadership. They take a whole systems approach. They actively engage with their and others' mindsets, thoughts, feelings, values, and levels of commitment as a part of what is necessary for the change to succeed. They intentionally focus on evolving their organization's culture and increasing employee engagement. These efforts are not nice-to-do's for them; they are must-do's.

Leaders operating on autopilot typically label attention to internal human dynamics as nonessential "soft stuff." They might *say* that they understand that people's reactions have an impact on performance or that culture should be attended to, but they ask someone else, such as the HR department, to handle it. What they do matters, not what they say, and autopilot leaders do not lead in ways that demonstrate a true understanding that mindset is causative and has a direct impact on human dynamics and results. They do not witness their mindset in action or how their conditioning influences how they behave, or how they impact others. They under-attend to culture and do not account for its pervasive force in their change strategies. Leaders on autopilot focus nearly exclusively on external dynamics. Their attention is primarily on content, the design solution, implementation plans, reporting mechanisms, and metrics.

6. **Conscious Change Leaders Are Accountable for All of the Factors Impacting the Organization's Ability to Transform Successfully.**

For thirty years, we have been promoting the idea that leading transformation *masterfully* requires leaders and consultants to design and implement change processes that attend to both internal and external dynamics at the individual, relationship, team, and organizational levels. We have called this a "multi-dimensional, process approach" to transformation to denote all of these different, but interdependent areas of required attention for transformation to succeed. Now, with the rapidly growing global movement catalyzed around Ken Wilber's ground-breaking work at the Integral Institute headquartered in Boulder, Colorado, we can describe our approach as "integral" as defined by Wilber. This alignment is affirming, given the power of Wilber's work.

The full breadth of what conscious change leaders must attend to—the multi-dimensional and process factors at play in successful transformation—is shown in Figure I.2, The Conscious Change Leader Accountability Model. Note that the model includes content (systems), people (mindset, behavior, and culture), and process. It is a lot to pay attention to, and conscious leaders stay as present to these forces as they can.

**Figure I.2.   Conscious Change Leader Accountability Model**
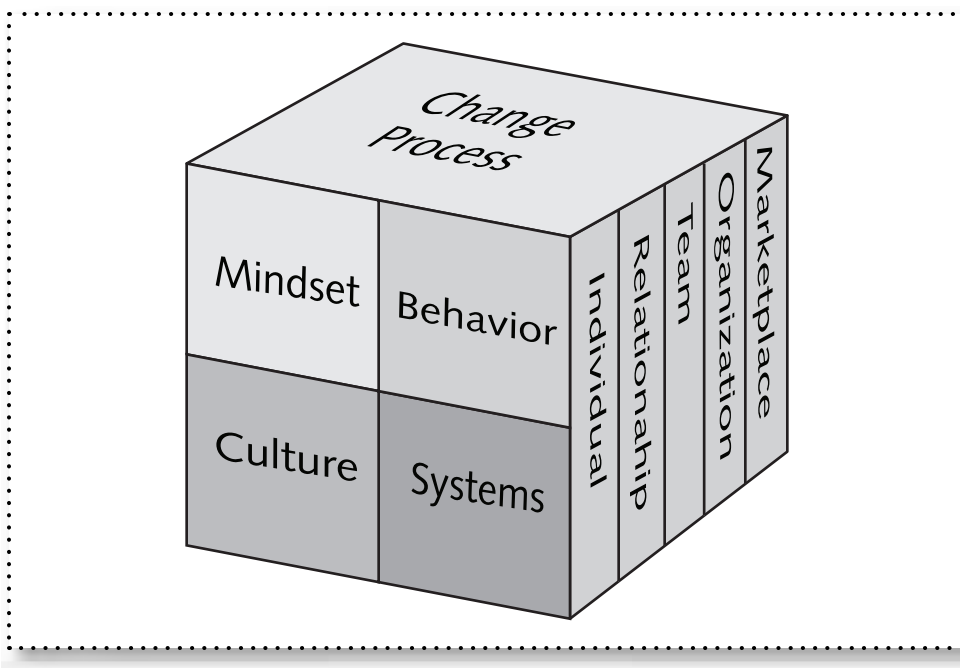
Before we address the individual aspects of the model, let's discuss the way the model is organized. We borrow from Wilber's core work that he calls All Quadrants, All Levels (AQAL) (2000). Notice that the face of the model is a matrix built on an *x* axis (internal and external) and a *y* axis (individual and collective), making four "quadrants." (Figure I.3, The Four Quadrants of Change Leader Accountability, is a section of the overall Accountability Model, and further clarifies this.) The two quadrants on the left describe aspects of internal reality, while the two quadrants on the right describe external reality. The upper two quadrants address the individual, and the lower two address the collective. All together, this simple, elegant, and accurate model depicts all dynamics of reality. (For further explanation, we refer you to Wilber's works noted in the bibliography.)

Conscious change leaders must attend to all four quadrants: (1) mindset (internal, individual); (2) culture (internal, collective); (3) behavior (external, individual); and (4) systems (external, collective).

The **mindset** quadrant includes values, beliefs, thoughts, emotions, ways of being, levels of commitment, and so on. **Behavior** includes work styles, skills and

Figure I.3.   The Four Quadrants of Change Leader Accountability
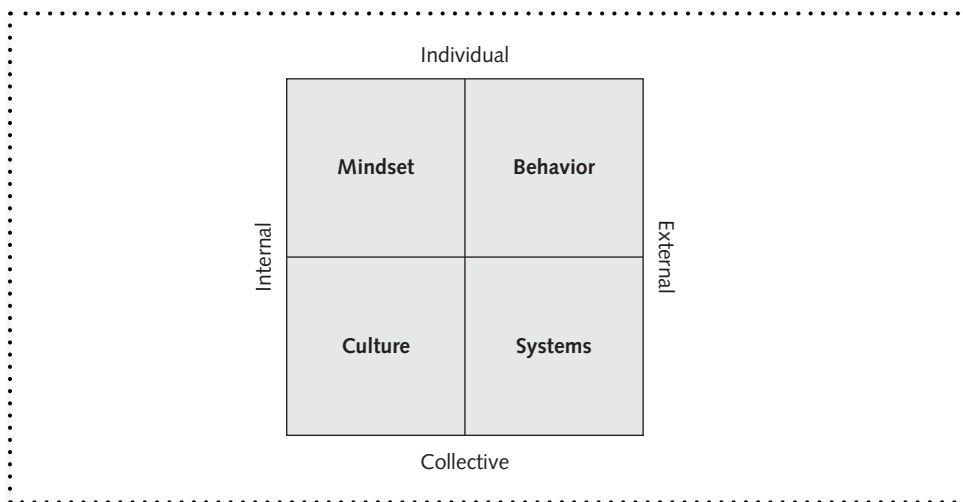
actions, as well as behaviors. **Culture** includes norms; collective ways of being, working, and relating; climate; and esprit de corps. **Systems** include strategy, structures, systems, processes, and technology.

Each of these quadrants must be addressed at all levels of human interaction—individuals, how people relate, how teams function, and interaction with the marketplace itself. Organization transformation is not simply about organizational systems or culture. It demands attention to all levels, as they all will have an influence on your attempt to transform your organization.

We benefit greatly from Wilber's AQAL model to depict this graphically, and we acknowledge his contribution to our improved way of communicating the full scope of required conscious change leader attention. Most importantly, the model makes it clear that conscious change leaders must always attend to internal and external dynamics within both individuals and the collective.

We complete our Conscious Change Leader Accountability Model by capping it all off with "change process." Change processes occur within all the quadrants at all levels. Of critical importance, a successful organization transformation requires a change strategy and process plan that organizes and integrates all of these change processes and the activities within them into a unified organization-wide process that moves the organization (all its quadrants and levels) from where it is today to where it wants to be . . . transformed to something new that produces significantly

improved results in its marketplace. In our consulting practice, we accomplish this very challenging and essential outcome using The Change Leader's Roadmap methodology described in this book.

7. **Successful Organization Transformation Requires Significant Personal Awareness and Transformation, in Both Leaders and the Workforce.**

Becoming a conscious change leader requires personal change. Transformational change calls for leaders and employees to transform *themselves*—changing their mindsets and fundamental assumptions about reality; their ways of being, working, and relating; their behavior and style; and their level of personal empowerment and effectiveness at causing or supporting things to happen in the organization. We call this process of personal change *self-mastery*, which implies that the individual leader must choose to change, be aware of what needs to change, and be empowered to do so.

Personal transformation is a nonnegotiable requirement of organization transformation. If change leaders do not overtly model personal change in themselves, they cannot ask it of their people. If they do not demonstrate the new behaviors and work practices that the new state requires, they cannot ask that the workforce engage in them either. Both are essential to the success of transformation, and both must be built into any effective transformational change strategy. For consultants, this level of personal transformation is equally important. Otherwise, they cannot model this type of change nor coach their clients through it.

There are two principal aspects we all share as humans that are essential to understand to make transformative personal change—ego and "being." The ego is a function of the mind, and performs the role of ensuring that we have a personal identity and a sense of individual self, as distinct and separate from everyone else. It makes sure that we know—and maintain—predetermined roles, behaviors, choices, boundaries, and levels of performance. The ego acts consistently in ways that reinforce who it perceives each of us to be, as successfully as possible and protected from the risk of failure. In transformational change, when so much is uncertain, a leader's ego will be actively engaged in maintaining the leader's identity and securing a known outcome, which may not be at all what the organization's transformation requires. Without an awareness of our ego and how it controls our thinking and behavior, we cannot effectively lead transformation for the good of the organization.

Being, or one's higher self, on the other hand, "holds the space" for everything that is happening inside and outside of us, regardless of whether our ego

judges it as positive or negative. It brings neutrality to leaders' perceptions and decision making, enabling them to discern an objective response, not a protective or conditioned one, and hopefully a better one. Being lacks emotional reactivity, allowing for the identification of the right actions required for desired outcomes. Leaders operating on autopilot are controlled by their egos and relatively out of touch with their beings. Conscious change leaders are more in touch with their being, which empowers them with more choices in the face of the uncertainty of transformation.

8. **Change Capability is a Twenty-First Century Competitive Advantage, and to Ensure it, You Need to Establish Change Leadership as a Strategic Discipline.**

Change is the essence of innovation, growth, and transformation. Organizations that can change quickly and successfully will win in the dynamic twenty-first century marketplace. Change is no longer a "nice-to-do," but rather, is an ongoing, critical function within organizations. Developing change leadership capability is essential.

Organizational change capability requires investment in change leadership development for executives, managers, and the workforce. But even more importantly, superior change capability requires establishing change as a *strategic discipline* in the organization. Virtually all other key functions in organizations have such strategic disciplines, such as finance, marketing, sales, supply chain, HR, and IT. These disciplines, and the management protocols that go with them, are crucial to these business functions performing effectively on an ongoing basis. Change is now so complex, pervasive, and constant that it requires similar strategic disciplines.

There are five key strategies for building the organizational capability to lead change as a strategic discipline: (1) identifying and managing an enterprise change agenda; (2) having one common change process methodology; (3) establishing change infrastructures—based on best practices—to execute initiatives consistently and successfully; (4) building a Strategic Change Center of Excellence; and (5) establishing a strategic change office (SCO) with its leader, the Chief Change Officer (CCO), on the executive team. Any one of these disciplines will support your organization to better succeed at change. However, establishing all of them sets up your organization with the conscious attention and methods to drive achieving greater results from your changes. These disciplines are the next edge of change leadership and are necessary to achieve breakthrough results from change consistently.

9. **Turning Stakeholder Resistance into Commitment Requires Competent Attention to Deeper Human Dynamics**

Stakeholder commitment is a key to successful transformation. Transformation often triggers people's emotional concerns, fears, doubts, and anxieties, which manifests as resistance. Minimizing resistance and turning it into commitment is a primary role of conscious change leaders and consultants.

People's emotional reactions, or resistance, are caused by their perceiving that the change will not meet their core needs. Universal core needs include (1) safety; (2) inclusion and connection; (3) power; (4) control; (5) competence; and (6) justice and fairness. These core needs are often unconscious; people are not overtly aware of them or the influence they have over behavior and reaction. Whether people's needs are met or not governs their attitudes and actions. Each of us has two or three dominant needs. Change may trigger fears that "I won't be on the new team" (inclusion), or that "I won't know how to succeed with the new system" (competence), or perhaps that "selection for new positions will not be fair" (justice and fairness). Leaders often call these fears resistance, but they are not. This "resistance" is nothing more than these deep-seated issues ruling people's emotions and behavior. In other words, people are not intentionally resisting the change; they—or actually their egos—are simply afraid their core needs won't be met.

Conscious change leaders design their change processes to minimize triggering these core human needs (resistance). Strategies could include (1) making the selection process for new positions overt early (power and control); (2) announcing that everyone will be adequately trained in the new systems before being held accountable to perform in them (competence); or (3) in a merger, announcing that job selection decisions will be made by teams with equal representation from both merger partners (justice and fairness).

Success in transformation requires attention to human dynamics at a far deeper level than that provided by typical change management methods. People go through an emotional transition process to resolve their emotional issues and turn their resistance into commitment. Conscious change leaders must understand this process and instead of attempting to "contain" people's reactions, they must provide opportunities to "invite them out" so that people's reactions can be transformed. They must build steps to allow people to have their experience, make the transformational shift from resistance to commitment, and engage constructively in the change. Leaders must provide personal development opportunities that

build conscious awareness of one's internal dynamics—core needs and emotional reactions—in transformational efforts that seek breakthrough results.

10. **Culture Change Is a Critical Driver of Transformation.**

Culture is to organizations as mindset is to individuals. Culture is the way of being of the organization—its character or personality. Within culture lie the company's core values, its norms and operating principles, its myths and stories. It determines what types of individual behaviors are acceptable or not and shapes the behaviors and style exhibited by the organization in the marketplace. Culture infuses "*how* work gets done around here," and how the organization behaves in relation to its customers.

Culture is a like a universal design parameter. Everything tangible in the organization reflects this template. Culture impacts the state of being of its employees (morale), and sets the tone for people's emotional experience at work. Culture determines the level to which the organization "walks the talk" of its espoused values. Culture impacts the organization's performance and results and determines how much of the human and organizational potential actually gets used in service to the marketplace. If the culture is high performing in nature, then the organization's systems (content) and its people (mindset, behavior, and performance) will be too.

Changing culture is a critical aspect of a transformational change strategy. There are six conditions that must be in place for culture change to succeed. Culture change:

○ Must be relevant to business success
○ Must be made explicit and legitimate
○ Must include and support personal change
○ Must have a champion and be modeled by leadership
○ Must engage a critical mass of employees
○ Must ensure that all aspects of the organization are realigned to the desired culture

The Change Leader's Roadmap methodology calls for the actions that drive culture change while simultaneously designing and implementing business solutions.

11. **Leading Transformation Requires a Process Approach.**

By "process," we mean the natural or intentional unfolding of continuous events toward a desired outcome. The key word is "continuous." Transformation cannot be

achieved solely through isolated, disconnected, or random events. Change leaders must ensure that all change-related activity is purposeful and integrated. Each action or event must build toward the next. In this way, momentum is created, and the change process rolls out toward its desired result.

A process orientation is especially critical in transformation more than any other type of change for two reasons. First, because the future state of the organization is unknown at the beginning of the process, it has to emerge as the transformation unfolds. This requires designing a process that supports this "emergent re-invention" to occur. Second, transformation requires significant personal and cultural change, which only occurs over time.

Transformational change leadership requires *conscious process thinking*, intentionally attending to inputs, outputs, what has occurred historically, and how present actions can best support future steps in the change effort. This is distinct from project thinking and systems thinking, or the use of checklists or cookbooks for change. Through the conscious process thinking lens, leaders see their organizations as multi-dimensional, interconnected, living systems in constant and perpetual motion—all quadrants and all levels. They see them as ever-evolving and constantly seek to advance their development. In designing their transformational change processes, they account for the fact that their best-laid plans will be constantly adjusted to the realities that occur at all levels of the organization as change proceeds.

Conscious process thinking generates a need for an advanced tool for leading transformation. You must have a process model as your guidance system. Change *process models* are very different from change *framework models*, which are more common. Framework models are static depictions of types of change activity requiring attention, such as business case, communications, training, and work redesign. Each of these may be necessary focal points in any given effort, but such frameworks do not provide process guidance (actions to take over time, sequence, pacing, etc.). Process models demonstrate the flow of activity of what has to occur to get from your current state to your desired future state. Given the complexity of change, and how to actually get to a new state, a process roadmap is essential.

12. **Change Leaders and Consultants Must Consciously Design and Facilitate Their Change Processes Using a "Fullstream" Change Process Model.**

The Fullstream Transformation Model (Figure I.4) shows that the process of change has an upstream component, a midstream component, and a downstream component—all of which need to be consciously designed and led for the change

Figure I.4. The Fullstream Transformation Model
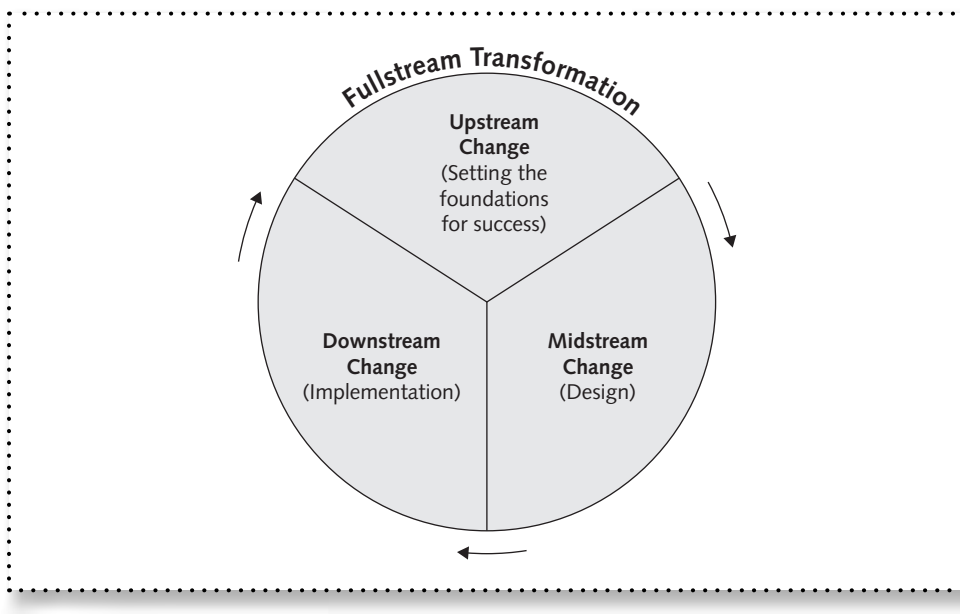
to succeed. The *upstream* stage sets up the foundations for success. The *midstream* stage focuses on designing the desired state, while the *downstream* stage attends to implementation. The Fullstream model helps to graphically and easily understand a high-level overview of the entire process of change requiring conscious attention.

Traditionally, most leaders have thought of "planning for change" as "planning for implementation." If leaders think only of implementation, it is no wonder that their well-intentioned efforts flounder! The seeds and roots of successful transformation are sewn in the upstream and midstream stages. Implementation is essential, yet it is the last of three stages of the change process. Implementation goes smoothly, and typical implementation problems are avoided by getting the upstream and midstream stages right.

Critical upstream activities include communicating a clear case for change and desired outcomes, building an integrated change strategy, clarifying how to engage stakeholders early and meaningfully, establishing a sound communication plan, and shifting leadership mindsets. Skipping these deliverables creates downstream challenges. When leaders rush through the midstream stage and design a desired state with little or no stakeholder involvement, people do not understand the new reality

they are being held accountable to create and resent having one foisted on them. If leaders neglect doing an impact analysis of the desired state, they get blindsided during implementation from impacts they did not know existed. If they only engage project management and change management expertise just before implementation, then their previous oversights would have already created serious flaws in their plans.

Given the dynamic and messy nature of transformation, a process model for leading it must be a *thinking discipline*, not a cookbook of prescriptive action. It should inform choices and decisions by making change leaders *conscious* of all key *potential* change tasks but not insist on their use. It should guide action but not mandate it. It should inform process design decisions, not dictate them. It should point to predictable human dynamics, not trigger them. It should organize the plan, not rigidify it. It should be applied in ways that make it easily adapted as new dynamics emerge. In short, it can be structured, but it must accommodate the evolving, multi-dimensional *process* nature of transformation.

The Change Leader's Roadmap (CLR), shown in Figure I.5 and described in this book, is such a thinking discipline. It is designed as a process model, with attention to the past, the current reality, and the future. It is multi-dimensional, attending to mindset, behavior, culture, and systems at all levels of the organization. It is flexible, providing options and considerations as a navigation system. You, as the change leader or consultant, must choose the right actions to take. With conscious awareness, infused with your experience and wisdom, the CLR will guide you to achieve a successful transformation.

THE CHANGE LEADER'S ROADMAP METHODOLOGY

The CLR model outlines a fullstream roadmap for getting an organization from where it is to where it wants to be, from its current state to its desired future. It delivers your business results in ways that your people are able and willing to engage in the change and succeed. The CLR is a true process methodology that helps you decide which change tasks are critical, the order in which to take them, and how to execute them for optimal impact. The CLR enables you to consciously design your change process so that each task flows into the next, building momentum toward your desired outcomes.

The model portrays nine phases of activity that represent generically how transformation—and all change—takes place in organizations. As a process roadmap, it can't tell you which destination to pursue or which turns to make to get

Figure I.5. The Change Leader's Roadmap Model for Leading Conscious Transformation
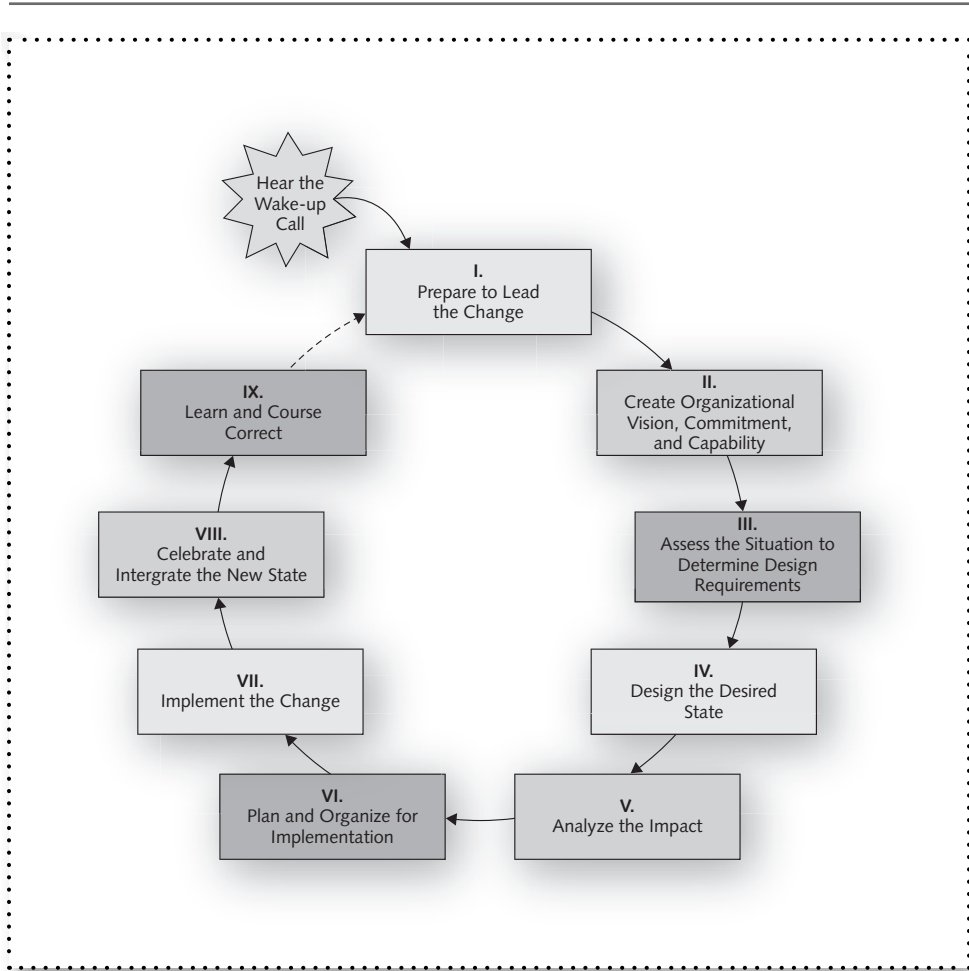
there, but it does provide guidance regarding the whole terrain that lies ahead. It outlines the general process you will take to discover your destination, how to set up the organization and the people who must change to be successful, and how to achieve results as expediently as possible.

We have been applying and developing the CLR for more than thirty years. Every task in the model is there because it served a significant people or process requirement in one live case or another. In some of our experiences, a task was officially added because its presence or absence was a make-or-break factor in a client's

success. Any of the tasks in the CLR may be that critical for you. We encourage you to become familiar with all of the tasks so you can decide which are central to your effort's success. At the same time, we encourage you to make your change process as streamlined and efficient as possible. *Include as few tasks as you can but always what you need to succeed.* Most transformations will require at least 40 percent of the tasks outlined. Many require closer to 70 percent. You choose which tasks you will need to undertake based on your understanding of your organization's need, readiness, and capacity, and the results you are trying to achieve.

Although designed for transformational change, the CLR can be tailored for all types of change, as well as for any magnitude of change effort. Smaller, less complex changes will require selective tailoring of the tasks in the model. Remember that the model is just a model until you tailor it to fit your particular situation. Then the work comes to life and becomes your particular transformational change plan.

The most highly leveraged experiences we have had using the CLR are in organizations that have declared it as their *one common change methodology*, driving all major changes. They use it as their "Change Operating System," the program that stands behind and shapes the execution of all change. We describe the advantages of this strategy in more detail in Chapter Fourteen.

The depiction of the nine phases of the model is designed to represent the inherent logic and flow of the activities of transformation on any given change effort. You may, however, interpret the model's sequential nature to mean that you must complete one phase before you proceed to the next. In reality, you may be in two, three, or even four phases simultaneously. You may do the work of some phases in parallel with the work of other phases, as your situation allows. Different levels of the organization may be in different phases at the same time, and you may need to cycle through all nine phases several times until all aspects of your transformation conclude. Understanding the logic of the model makes this multi-tracking easier.

The graphic representation of the CLR may also cause you to think mistakenly that the roadmap portrays change as circular, where you end a cycle only to start over again from the same place. The graphic is rendered to clearly show the sequence of the Phases I to IX and back to I, yet in reality, the model is a spiral. When your change effort is complete, you are likely to continue on your journey with another change effort. After each "cycle" of change, you end at a future state that is transformed and improved—an advancement from where you started. Hence, the accurate message of the model is that change is a spiral going continuously upward, as our organizations continue to evolve.

As we describe the model, we refer frequently to "the transformation of your *organization*." It is important to note that not every organizational transformation is enterprise-wide. Transformation can occur in a business unit, function, department, plant, group, or any intact part of the organization. Any of these segments of the whole organization is a system in and of itself. The model still pertains to its transformation, just at the smaller boundary of that subsystem. The transformation, even in these smaller systems, must attend to the *whole* of that system. Thus, when we refer to the "organization," it means whatever is within the boundary of the system that is undergoing the transformation.

In enterprise-wide transformations, many change initiatives occur to support the overall transformation. The organization goes through an overarching nine-phase process, as do the individual change initiatives within the larger effort. Therefore, different change initiatives, business units, or areas of the enterprise may be in different phases and will likely need integration so that all initiatives support the overarching transformation. When each change effort is using the same process model, language, and tools, integration becomes much easier. We offer strategies for integrating various initiatives in Chapter Three.

It is also important to note that, while we focus in this book exclusively on the organizational application of the CLR, it also guides transformational changes in systems other than organizations. Communities, social movements, national policy, and multinational issues are examples of arenas that also undergo transformation and would benefit from the application of this roadmap.

Structure of The Change Leader's Roadmap Methodology

Each of the nine phases of the model accomplishes a specific body of work. Together, they generate the activities required to complete a full life cycle of transformation. In the Fullstream Transformation Model, each of its three stages covers three of the nine phases of the CLR: Phases I to III are the *upstream* stage (setting the foundations for success), Phases IV to VI comprise the *midstream* stage (design), and Phases VII through IX denote the *downstream* stage (implementation). Figure I.6 shows this graphically.

Depending on your need, you can customize the model to any level of detail. The most conceptual level is the general description of the nine phases as shown earlier in Figure I.5. Each phase is divided into major activities, as shown in Figure I.7. The activities are achieved through focused tasks, all of which have deliverables.

Figure I.6. The Change Leader's Roadmap as a Fullstream Process
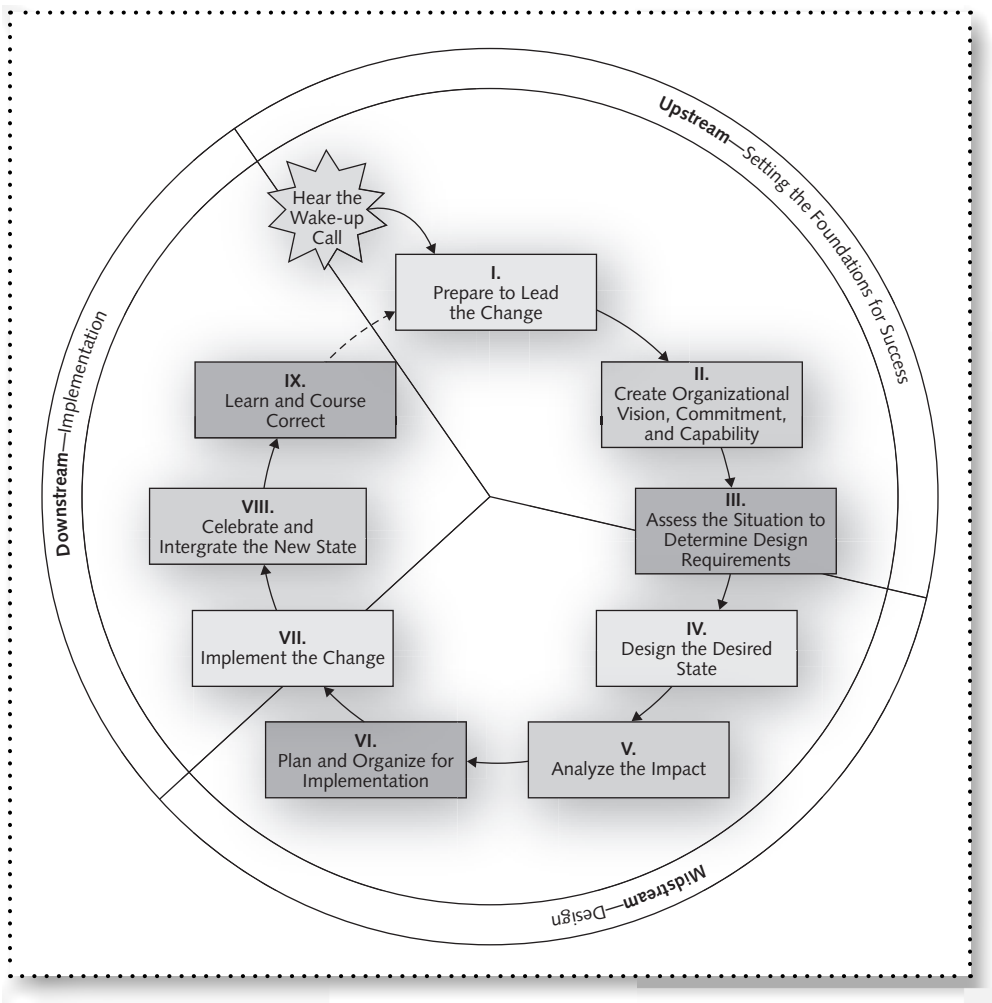
The deliverables of each task, at the most operational level, are accomplished through a series of suggested work steps.

We have structured the material in this way—phase, activity, task, work step—for ease of use for line managers who are familiar with similarly structured project management methods. The structure also provides the greatest versatility for the various people who use it, be they executives who need only the conceptual phase level or change process leaders, project managers, or consultants who benefit from the greater detail of the activities, tasks, and work steps.

Figure I.7. The Change Leader's Roadmap—Activity Level
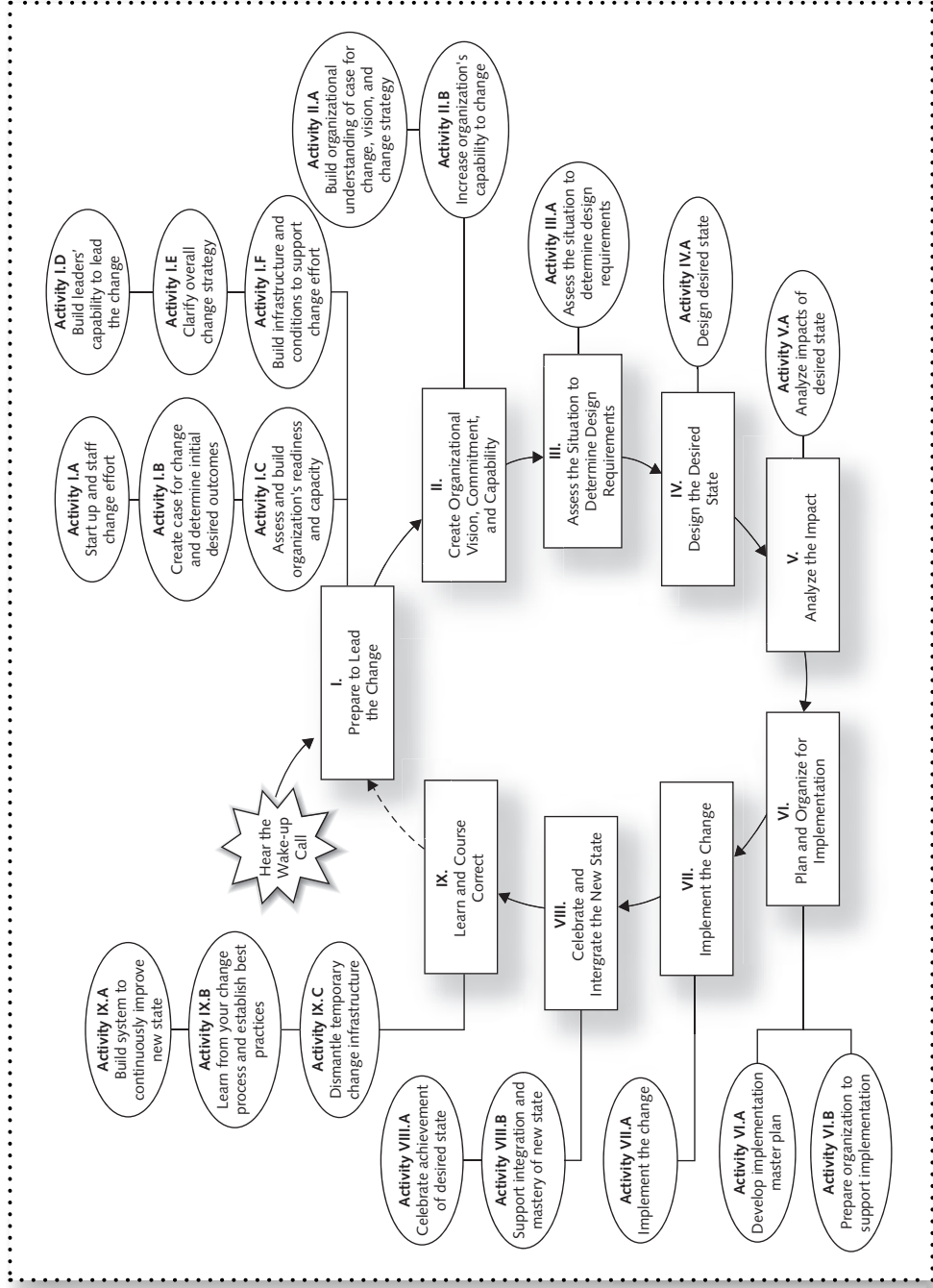
In this book, we present the purpose of each phase, its major activities, and its tasks. A listing of the task deliverables for each activity is included at the beginning of each chapter. In the overview of each phase and activity, we point out several of its predictable underlying people and process dynamics so that change leaders and consultants will become conscious of these forces at play and attend to their causes or resolutions when planning their change processes.

A complete outline of the phases, activities, and tasks is included in the Appendix. The work steps are not included because this book is not intended to serve as an operational manual. More in-depth information about the work steps within each task, additional consulting guidelines, and detailed application tools and information are included in The Change Leader's Roadmap online application available from Being First, Inc. Go to www.changeleadersroadmap.com for more information.

We have designed the CLR to be as comprehensive as possible, including all that we have found necessary to support transformation. *This does not mean you will have to do all of the activities the model suggests*. In all its comprehensiveness, the model is designed to support you to ask which of its many tasks are critical for *your* transformation's success. The application of the model must *always* be tailored to the outcomes, magnitude, style, pacing requirements, and resource constraints of your situation. Remember, the model is a thinking discipline, not a prescription for action. Keep in mind that there is a recognized learning process for mastering the breadth of the CLR. We describe the typical phases of learning the CLR in Chapter Thirteen. Your reading of this book starts your development process!

The CLR provides an important strategic advantage regarding capacity when you are planning for change across your organization. Every change task requires capacity, borrowing it from operations. You must understand the magnitude and criticality of the work needed to accomplish your changes so that you can make an intelligent determination of how much *capacity* your organization has—and needs—to successfully accomplish them. The more robust your change process plan, the more capacity you will need to carry it out, which will pull from operations. Make your change process as streamlined and efficient as possible. Taking on more than you and your organization can realistically handle is a formula for failure. The clarity of the CLR tasks will enable you to develop a more accurate assessment of your capacity needs. Keep your capacity requirements in mind as you learn what each task entails.

No two change efforts are ever alike. Their desired outcomes or content may be similar, but the presenting organizational and cultural circumstances are always different. Tailoring the CLR is a given. We recommend that you be selective about

the work you include in any particular change strategy and plan. For each change effort, we suggest that you consider all of what is offered here and then select *only* the work that is appropriate to your transformation and only what will help you guide and accelerate your effort. You should skip activities or tasks that you have completed already or are irrelevant. You will likely combine tasks to achieve multiple deliverables and accelerate progress.

We hope that the information presented here will help you understand what work you must include in your plans and also see the implications of omitting or skimming through key tasks. Again, we recognize that there is a development process to feel confident in your decisions about what to include or not. As you proceed in your learning, this work will become more obvious. Read this book with an eye toward understanding first, then expediency and strategic impact of each task. And, to make your planning decisions easier, we have included "The CLR Critical Path" in Chapter Fourteen, which lists thirty tasks to consider first.

How The Change Leader's Roadmap Methodology Is Unique

There are many models for how to manage change in organizations. The CLR stands out in several ways. First, it is designed to be comprehensive, giving you a thorough overview of the terrain of change from which you will design your right path to achieving results. The CLR is a multi-dimensional methodology, guiding the work required at the organizational level, within teams, relationships, and individuals. It spells out the change tasks to shift mindset, behavior, culture, and systems at each of these levels. The CLR integrates classic project management and change management with cutting-edge approaches to human performance and culture. Simpler models may be appealing, but they are not effective for transformation. What the CLR offers is essential for delivering breakthrough results from transformation.

You can use the CLR to plan, design, and implement change solutions for any "content" of change, including technology implementations such as ERP, CRM, or electronic health records; restructuring; process reengineering; systems changes; job redesign; culture change; or mergers and acquisitions. The CLR raises awareness of the need to simultaneously attend to the content of the change, the people dynamics triggered by that change, and the process requirements to get you to your intended outcomes. It guides you through developing a high-level change strategy to initiate each change effort with aligned attention to all people, resources, and change work for the most expedient and positive action from the start. Of

great importance is that it provides you the tools with which to accomplish each and every task. We have included a sampling of those tools in this book, and the remainder are available from the online application offered from Being First, Inc. at www.changeleadersroadmap.com.

The CLR includes actions to ensure that your organization has the capacity and builds the capability to succeed in change, and it guides you in how to minimize the negative impacts on people and operations while optimizing engagement and rapid course correction throughout the entire journey. Importantly, it helps you to change the mindset and culture of your organization while you achieve your new business outcomes. Each activity begins with the recommendation that you design the process of that activity's task-level work before you begin. This allows you to take a more conscious approach to how you plan and implement the change, keeping in mind the many people and process implications that will affect your outcome.

Achieving tangible business results from change, transforming culture, and building organizational change capability are often seen as separate goals, but the actions required to achieve all three are built directly into the CLR. In other words, you can use the CLR to transform your culture and build your organization's change capability while you achieve maximum results from your change efforts.

Our Audience

This book is written for change leaders and consultants who are responsible for designing and implementing complex change processes. This includes line leaders who run change projects and their executive sponsors. It also includes directors and middle managers because they are responsible for seeing that change happens successfully in their organizations. We also write for all change practitioners—change management consultants; organization development practitioners; HR specialists involved in change; project managers; all students of organizational theory, business management, and change; and MBA candidates.

We provide useful information about what it takes to both *lead* transformation and *consult* to transformation consciously. Separating the two audiences is, in our opinion, one of the conditions that can impair the success of transformation. Leaders must understand more about the nature of transformational change and all of its dynamics—organizational as well as personal—that are required to guide it effectively. Change consultants must understand more about the business realities of the organizations they are supporting. We hope that consultants will have their line clients read both this book and its companion, *Beyond Change Management*,

and discuss their insights and impressions of both as they strive to lead their actual transformations. We also hope that line leaders who read these books will share them with their consultants or will hire consultants who aspire to this level of work. If your intention is to produce breakthrough results from your change efforts, these books are your springboard.

How This Book Is Organized

The book is organized into four sections. The first three reflect the three stages of the Fullstream Transformation Model—upstream, midstream, and downstream. The chapters in each of these sections present the three phases of the CLR within that stage, as described earlier. Each chapter begins with an overview of its activities and a list of task deliverables. At the end of each chapter is a list of high-leverage consulting questions to help you apply and tailor the work of that phase. The questions can be used to help you determine whether your transformation requires the tasks within a phase or activity. Worksheets and tools are also included to assist you.

Beyond the pages of this book, we provide Premium Content in various places throughout the book. Premium Content is additional information that supports the topic being discussed and is identified by an icon in the margin. You can access the Premium Content at www.pfeiffer.com/go/anderson. A list of all of the Premium Content is provided at the beginning of the book. For use in their courses, college and graduate school professors can access an Instructor Guide for both this book and *Beyond Change Management* at www.wiley.com/college/anderson. Corporate trainers can access the Instructor Guides for use in their executive and managment development programs by sending an email request to instructorguides@beingfirst.com.

Being First, Inc. also offers free change tools and articles at www.beingfirst .com and the complete online CLR methodology at www.changeleadersroad map.com. Explore the Being First Web site for specific training and development programs, consultant certification, and partnership opportunities.

The fourth section in the book, "Leveraging The Change Leader's Roadmap," consists of three chapters. The first chapter describes the developmental stages of learning to master the CLR, and the most common initial reactions leaders and consultants have after being introduced to it, which we find helpful to raise awareness for how best to present and pave the way for its use. The second chapter discusses the opportunities for gaining the greatest value from the methodology, and provides a listing of the CLR Critical Path—the thirty most important tasks—which can be used as your first step in tailoring your change roadmap. This chapter also

offers a guide to using the CLR as your roadmap for culture change and discusses how to embed it as your organization's common change methodology or phase gate system. It also discusses acceleration strategies and how to consult using the CLR's breadth in a "just-in-time" fashion. The last chapter gives personal guidelines and questions for leaders and consultants to make the most of the insights and motivation you have gained from your reading.

Using This Book to Your Advantage

Before you begin exploring the CLR model, we have a few suggestions. First, we suggest you read *Beyond Change Management* if you have not already done so. It provides valuable and necessary context for applying the CLR. Just as a painter's brush is only as useful as the competency of the artist who holds it, the CLR delivers its greatest value to change leaders who understand critical concepts introduced in *Beyond Change Management*.

A useful way to expedite your understanding and application of this material is first to read the chapters in their entirety for general understanding and reaction, at the 30,000-foot level. Compare the content and structure of this model with other models or approaches to change with which you are familiar. Then review the model again with a real transformational change effort in mind, now at the 5,000-foot level. Identify which activities or tasks you need to perform and how you will tailor them to fit your change effort. You might start with the CLR Critical Path tasks in Chapter Fourteen. Remember to be selective. Consider the consulting questions at the end of each chapter as they relate to your initiative. Review the CLR phases and activities periodically as your change effort proceeds. Then apply the model on other change efforts to broaden your skill in tailoring it.

Also, consider the information requested on the worksheets. The worksheets within this book are intended to provide you with a representation of the type of tool you might use or tailor for your live change effort. All of the worksheets in this book are available to you as Word documents at www.pfeiffer.com/go/anderson. You can download, customize, and reproduce these.

No matter how great or comprehensive a change model is, it is only valuable when it is put into use. Imagine how many good change plans lay gathering dust on the shelf! Your thinking and skill in tailoring and applying this model to a real transformation brings it to life. Theory is one thing; pragmatic application is another. Remember, the map is not the territory, especially for transformational change!

Lastly, think about how to build greater change capability into your organization. Think about how to embed the CLR as your common change methodology, and how to train the appropriate leaders and consultants in its use. Think about creating best practices and change infrastructures that would make your organization's successful leadership of change much more predictable. And think about how to create a community of practice or center of excellence in conscious change leadership so that your organization grows its mastery while it produces greater results. It is one of the smartest investments you can make in your future.

Our Challenge to You

Learning to master the conscious leadership of transformational change is a monumental challenge. We have spent our careers building and testing approaches, strategies, and tools for supporting leaders and consultants to lead transformation strategically and proactively. Our body of evidence for the success of these approaches is in some cases thirty years deep and, in other cases, still in its infancy. The more we learn, the more we realize there is to learn.

Both this book and *Beyond Change Management* are products of our consulting and training experience. Writing these books has been a major step in our continual process of learning about transformational change. Putting our ideas into words makes them appear so permanent! But, because we understand the transformational process, we know that we will continue to evolve ourselves and the ideas and approaches captured in these pages. This second edition is evidence of that. We build on what we know works, and challenge ourselves to seek out ways to address what we have not yet figured out.

We want to share this challenge with you. We challenge you to deepen your learning about transformation and its unique people and process dynamics. We challenge you to create a breakthrough in your ability to lead and consult to transformational change. Build on what you know to be useful and true. We encourage you to expand your role in helping organizations and your peers to achieve greater results from change. Rebrand yourself. Get repositioned to do more strategic change work. Help set up your organization's change infrastructure and strategic disciplines to succeed in change from its inception. And bring personal transformation into the scope of your organization's executive and management development aspirations.

We challenge you to design and develop the organizations you serve to be change-ready, change-capable, and change-healthy. And we invite you to take on the personal development required for you to truly be a masterful conscious change leader.