



# MANAGING CHANGE EFFECTIVELY

Donald L. Kirkpatrick  
APPROACHES, METHODS, AND CASE EXAMPLES

"[Managing Change Effectively] is distinguished in that it provides a specific model for change. Again, Kirkpatrick's emphasis is on practicality. If your goal is to make changes in order to actualize possibilities for you and your organization in the future, this book is for you. Read it with a quickened feeling of confidence and discovery."

—from the Foreword by Joe D. Batten, Chairman of the Board, Batten & Associates

"Once again Don Kirkpatrick has favored us with an excellent new book, **Managing Change Effectively**. An eminently readable style and rich content make this book a "must" for anyone concerned with individual and organizational performance improvement. I'm pleased to recommend it."

—Scott B. Parry, Ph.D., Chairman, Training House, Inc.

One of the most important skills of successful managers is dealing with change. **Managing Change Effectively** combines philosophical insights with practical applications to help managers effectively incorporate change with the least disruption. Rather than causing defensiveness and withdrawal on the part of employees, change—and the managers who facilitate it—can create a climate of discovery and creativity and revitalize an organization.

**Managing Change Effectively** details specific approaches and methods for making change decisions and getting changes accepted. From communication to participation, Kirkpatrick shows managers and executives how to make change their ally. Packed with examples that illustrate the principles and procedures for implementing new ideas, policies, and strategies for almost any type of organization, this text is a valuable resource for managers at all levels, especially those in training and human resources.

**Managing Change Effectively includes:**

- Donald Kirkpatrick's "three keys" of successful change management
- Practical exercises to help plan for change
- Multiple case studies illustrating successful change management
- Useful evaluation forms for each step in the change management process
- Overview of the entire change management process, from the planning stage, to implementation phases, to completion and feedback
- A pretest and posttest to evaluate the strengths and weaknesses of the reader's change knowledge



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# Contents

Foreword, ix

Preface, xi

Pretest: A Self-Assessment of Change Management  
Knowledge, xv

## PART I

### APPROACHES TO MANAGING CHANGE 1

#### 1 THE CHANGES MANAGERS FACE 3

#### 2 THE MANAGER'S ROLE 11

#### 3 WHY PEOPLE RESIST OR WELCOME CHANGE 20

## PART II

### METHODS FOR MANAGING CHANGE 31

#### 4 A STEP-BY-STEP CHANGE MODEL 33

5	EMPATHY: THE FIRST KEY TO SUCCESSFUL CHANGE	42
6	COMMUNICATION: THE SECOND KEY TO SUCCESSFUL CHANGE	47
7	PARTICIPATION: THE THIRD KEY TO SUCCESSFUL CHANGE	60
8	APPLYING THE THREE KEYS	77
	PART III CASE EXAMPLES OF SUCCESSFUL CHANGE	93
9	MOVING INTO A NEW MANAGERIAL JOB	96
10	ESTABLISHING VARIABLE WORK HOURS	108
11	IMPROVING PRODUCTIVITY THROUGH WORK DESIGN	117

12	SUCCESSFULLY IMPLEMENTING QUALITY CIRCLES	129
13	GETTING MORE PRODUCTIVITY FROM THE LAST HOUR OF WORK	137
14	GAINING ACCEPTANCE FOR A NEW INCENTIVE SYSTEM	143
15	CONVERTING FROM A "BATCH" TO A "JUST-IN-TIME" PRODUCTION PROCESS	151
16	REORGANIZING THE SALES FORCE	159
17	INSTITUTING NEW TRAINING PROGRAMS	165
18	REVIEWING HOW TO BE AN EFFECTIVE CHANGE MANAGER	170

Posttest: A Self-Assessment of Change  
Management Knowledge, 173

Answers to Pretest and Posttest, 177

Bibliography, 184

Index, 186

## Foreword

A new book by Don Kirkpatrick is always a welcome event. He is that rare phenomenon, a “manager’s manager” and an “educator’s educator.” In short, he brings to his audiences a rich amalgam of both theory and practice—that is, hands-on ways to move from concept to reality.

This book thoughtfully and succinctly explores how people *feel* about change, and how their motives, wants, needs, and possibilities affect their responses. Kirkpatrick’s treatment of empathy as a key and crucial ingredient in preparing for and implementing change is realistic and useful.

He perceives communication as being central to all effective change, and his definition of communication as “creating understanding” does much to illustrate why mere dialogue—two or more people engaged in monologues—is not enough. His treatment of listening and feedback is practical and cogent. Another component of change management—participation—is perceived as a sought-after result of the first two (empathy and communication). Without true involvement, there is no real commitment to change and all that it connotes.

Kirkpatrick emphasizes that change will always be with us and that it need not cause withdrawal or defensiveness. It should, rather, stimulate the kind of thinking, as well as planning of strategies and tactics, that makes every day one of discovery, of zest, and of verve.

Kirkpatrick’s wit enlivens his topic in ways that we have come to expect from this master educator. Beyond that, however, this is a