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Nota di contenuto	Intro -- Title Page -- Copyright -- Dedication -- Contents -- Introduction -- Chapter 1. The Challenge of Change Management -- Section 1. Defining What's Changing and the Path to Get There -- Chapter 2. The DBZ Applicant Tracking System Case -- Chapter 3. Determining What's Changing -- Chapter 4. Creating the Path -- Section 2. Involving the Right People in the Right Way -- Chapter 5. The JCo Acquisition Case -- Chapter 6. Leading and Managing the Change -- Chapter 7. Generating Advocacy on the Ground -- Chapter 8. Listening to Opposing Views -- Chapter 9. Accounting for Key Stakeholders -- Chapter 10. Designating Roles, Responsibilities, and Authority -- Section 3. Building Awareness, Understanding, and Support -- Chapter 11. The PCo Business Transformation Case -- Chapter 12. Communicating About Change -- Chapter 13. Developing Knowledge, Skills, and Attitudes Needed to Support the Change -- Chapter 14. Anticipating and Addressing Resistance -- Section 4. Assessing Progress and Making Adjustments -- Chapter 15. The TCW Relocation Case -- Chapter 16. Learning From Successes and Mistakes -- Chapter 17. Dealing With Thorny Issues -- Chapter 18. And Then Everything Changed -- Acknowledgments -- Appendix -- References -- Index -- About the Author -- Back Cover.
Sommario/riassunto	Change isn't going anywhere. Learn how to manage it. We live in a wild world of volatility, unpredictability, chaos, and ambiguity, with change

seemingly as the only constant. Change can be difficult. It often induces resistance, panic, and fatigue. And, as you may expect or have experienced first-hand, many organizations aren't handling change all that well, with many efforts resulting in failure. What you may not realize, however, is that some workplace change initiatives are stunning successes, rolling out smoothly and more easily embraced. Why do some change initiatives fail while others succeed? How can organizations and employees handle change better? In *The Hard and Soft Sides of Change Management*, Kathryn Zukof offers practices and approaches to help you and your organization roll out, receive, and manage change effectively. Namely, Zukof shows that you need to manage the process (or the "hard") side and the people (or the "soft") side of change and find the sweet spot between the two. She demonstrates that when you integrate both sides, you and your organization can make change less of a hit-or-miss affair. Successful change management means deploying sound project management techniques that increase the odds of achieving the outcomes of your change initiative. It also means helping employees understand the need and vision for change, so they feel less threatened by it and become excited and energized by what's ahead. To deliver best results, you need to: Define the change and how to get there-with project charters and plans. Involve the right people in the right ways-from dedicated change teams to affected stakeholders. Build support, understanding, and awareness-with communication, training, and resistance management plans. Assess progress and adjust along the way-through action reviews and steps to tackle thorny issues. Capturing the inherently messy nature of workplace change-from technology implementations, mergers and acquisitions, and business transformations to office relocations and more-this book offers tangible insights to help you and your organization tackle change challenges. Follow the book's tools and practices to lessen the messy and objectionable parts of change and actively give your change initiatives the best chance for positive outcomes.

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