Center for
Strategy &
Leadership

36. Change Manager's Toolbox

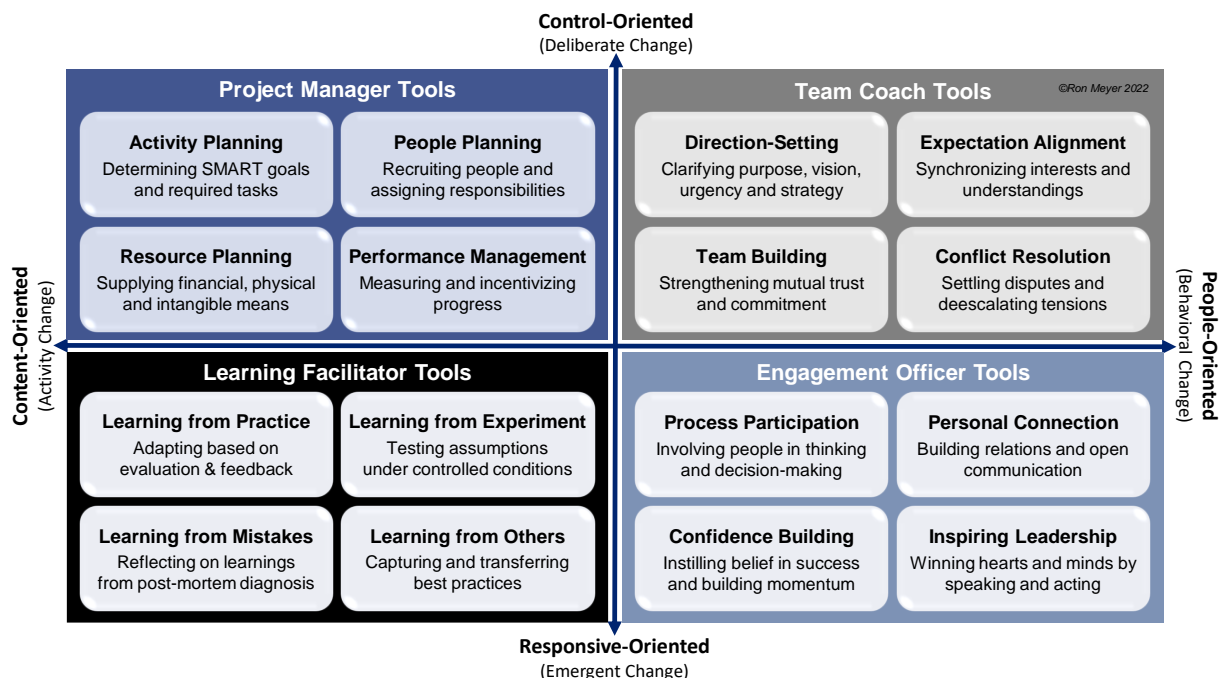*Which tools can I use to achieve change in my organization?*

Key Definitions

Organizational changes can range from small-scale incremental adjustments all the way to large-scale radical transformations. Whatever the magnitude, managers inside the organization, sometimes supported by consultants from outside, need to stimulate and guide change. In this sense, every manager is also regularly a change manager.

To realize change, managers need insight into change processes (see no. 25, Everest Model of Change), but also require tangible change management tools. These are ways of influencing what people do (*intervention methods*) in order to steer changes in the right direction.

Conceptual Model

The *Change Manager's Toolbox* framework suggests that there are four change manager roles, each with four categories of tools. These roles differ along two dimensions. The first dimension is whether the role is focused on changing things (*content-oriented*) or changing behaviors (*people-oriented*). The second dimension is whether the role is focused on changing in a planned way (*control-oriented*) or in a more evolving way (*responsive-oriented*). All change manager roles need to be played by someone, but not necessarily by the same person. Which categories of tools are used will depend on the situation and the change manager involved.

Control-Oriented
(Deliberate Change)

Content-Oriented
(Activity Change)

People-Oriented
(Behavioral Change)

Project Manager Tools

Activity Planning
Determining SMART goals and required tasks

People Planning
Recruiting people and assigning responsibilities

Resource Planning
Supplying financial, physical and intangible means

Performance Management
Measuring and incentivizing progress

Team Coach Tools ©Ron Meyer 2022

Direction-Setting
Clarifying purpose, vision, urgency and strategy

Expectation Alignment
Synchronizing interests and understandings

Team Building
Strengthening mutual trust and commitment

Conflict Resolution
Settling disputes and deescalating tensions

Learning Facilitator Tools

Learning from Practice
Adapting based on evaluation & feedback

Learning from Experiment
Testing assumptions under controlled conditions

Learning from Mistakes
Reflecting on learnings from post-mortem diagnosis

Learning from Others
Capturing and transferring best practices

Engagement Officer Tools

Process Participation
Involving people in thinking and decision-making

Personal Connection
Building relations and open communication

Confidence Building
Instilling belief in success and building momentum

Inspiring Leadership
Winning hearts and minds by speaking and acting

Responsive-Oriented
(Emergent Change)

Key Elements

The four change manager roles and their associated tools are the following:

1. *Project Manager.* Every change can be seen as *implementation project* of getting from A to B, whereby the change manager needs to go through the classic plan-do-check-act cycle

to ensure the effective and efficient execution of change. To run this cycle, the project manager will typically use tools from each of the following in four categories:

a. *Activity planning.* Tools for determining which tasks need to be carried out and when.

b. *People planning.* Tools for finding the right people and assigning tasks to them.

c. *Resource planning.* Tools for providing these people with all the necessary means.

d. *Performance management.* Tools for checking and incentivizing realization.

2. ***Team Coach.*** Every change can also be seen as a *team challenge* of getting from A to B, whereby the change manager needs to coach the squad to work together in unison to be successful. To achieve this concerted effort, the team coach will typically tap into all four categories of potential tools:

a. *Direction setting.* Tools to ensure all team members are striving towards the same goals.

b. *Expectation alignment.* Tools to help mutual understanding and agree on shared rules.

c. *Team building.* Tools to foster team spirit and commitment to each other.

d. *Conflict resolution.* Tools to clear up interpersonal irritations and clashes.

3. ***Learning Facilitator.*** Every change can also be seen as a *learning journey* of starting at A and finding out whether B is the right destination, whereby the change manager needs to facilitate the unfolding insight and to trigger the required adaptation. To achieve this ongoing learning, the learning facilitator can draw on tools from four categories:

a. *Learning from practice.* Tools for gaining understanding from implementation feedback.

b. *Learning from experiment.* Tools for discovering from controlled testing of assumptions.

c. *Learning from mistakes.* Tools for drawing conclusions based on errors made.

d. *Learning from others.* Tools for capturing and transferring best practices from elsewhere.

4. ***Engagement Officer.*** Every change can also be seen as an *uncomfortable move* of going from A, inside people's comfort zone, to B, somewhere outside. The change manager needs to win people's hearts and minds to embrace this discomfort and then keep them engaged when the going gets tough. Four categories of tools are typically employed:

a. *Process participation.* Tools to facilitate involvement and influencing of the change.

b. *Personal connection.* Tools to help relationship-building and mutual bonding.

c. *Confidence building.* Tools to stimulate people's conviction that success is attainable.

d. *Inspiring leadership.* Tools to encourage people to follow the change leader.

Key Insights

- ***Change has four different faces***. Change can be seen as an implementation project, as a team challenge, as a learning journey and as uncomfortable move. All four sides of change pose different questions and require their own response.

- ***Change managers can play four roles***. To tackle each of the four change issues, change managers need to play a different role – project manager, team coach, learning facilitator and engagement officer. All roles need to be filled, but not necessarily by the same person.

- ***Change managers can be content- and people-oriented.*** The roles of project manager and learning facilitator focus more on the '*what of change'* – things and activities. The team coach and engagement officer focus more on the '*who'* – the people.

- ***Change managers can be control- and responsive-oriented.*** The roles of project manager and team coach focus more on the planned side of change, while the learning facilitator and engagement office focus more on the evolving side.

- ***The change manager's toolbox has 16 compartments***. Each of the four roles has four categories of tools, giving a toolbox with 16 compartments, each with room for a whole range of specific tools. A change manager's toolbox is big and needs time to be filled.

Meyer's Management Models
Insightful Tools to Kickstart Your Thinking

Publication Schedule

July 2019	*Mind the Gap Model*	*Change Management*
August 2019	*Digital Platform Map*	*Digital Strategy*
September 2019	*Interaction Pressure Gauge*	*Interpersonal Interaction*
October 2019	*Revenue Model Framework*	*Revenue Model Typology*
November 2019	*House of Engagement*	*Organizational Engagement*
December 2019	*Confidence Quotient*	*Trust Building*
January 2020	*Competition Tornado*	*Competitive Strategy*
February 2020	*11C Synergy Model*	*Corporate Synergy Management*
March 2020	*Leadership Fairness Model*	*Leader-Follower Interaction*
April 2020	*Strategic Agility Model*	*Strategy Process Approach*
May 2020	*Control Panel*	*Corporate Control Dimensions*
June 2020	*Rising Star Framework*	*Talent Management*
July 2020	*Strategy Development Cycle*	*Strategy Process Steps*
August 2020	*7I Roles of the Corporate Center*	*Corporate Organization*
September 2020	*Storytelling Scripts*	*Leadership Communication*
October 2020	*Strategic Bets Framework*	*Strategic Decision-Making*
November 2020	*Rebound Model of Resilience*	*Organizational Resilience*
December 2020	*4C Leadership Capabilities*	*Leadership Competences*
January 2021	*Digital Product Model Dial*	*Digital Strategy*
February 2021	*Digital Distribution Model Dial*	*Digital Strategy*
March 2021	*Empowerment Cycle*	*Employee Empowerment*
April 2021	*Innovation Box*	*Innovation Approaches*
May 2021	*Knowledge Sharing Bridges*	*Best Practice Sharing*
June 2021	*Followership Cycle*	*Leader-Follower Interaction*
July 2021	*Everest Model of Change*	*Change Management*
August 2021	*Fruits & Nuts Matrix*	*Priority-Setting*
September 2021	*Powerhouse Framework*	*People & Organization Strategy*
October 2021	*Strategy Hourglass*	*Strategy-Making Steps*
November 2021	*Disciplined Dialogue Model*	*Interpersonal Communication*
December 2021	*Team Building Cycle*	*Team Building Process*
January 2022	*Market System Map*	*External Analysis Framework*
February 2022	*Strategic Alignment Model*	*Business Level Strategy*
March 2022	*Creativity X-Factor*	*Creativity Enhancement*
April 2022	*Organizational System Map*	*Organizational Analysis*
May 2022	*Corporate Value Creation Model*	*Corporate Level Strategy*

June 2022	**Change Manager's Toolbox**	**Change Methodologies**
July 2022	Sustainable You Model	Personal Sustainability
August 2022	Value Proposition Dial	Business Level Strategy
September 2022	The Tree of Power	Organizational Power
October 2022	Psychological Safety Compass	Team Dynamics
November 2022	Strategic Action Model	Strategy Process
December 2022	Customer-Centricity Circle	Organizational Design
January 2023	Reasoning Routines Model	Thinking Skills
February 2023	Partnership Distance Model	Interorganizational Relations
March 2023	Embedded Identity Model	Personal Awareness
April 2023	New Pyramid Principle	Presentation Approaches
May 2023	Stakeholder Heat Map	Stakeholder Management
June 2023	Needs Radar Screen	Motivation Analysis