Organizational Change Explained

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Organizational Change Explained

Case studies on transformational change in organizations

Sarah Coleman and Bob Thomas

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Her early career was spent in software and telecoms and, as technology is an acknowledged driver of change, she developed her passion for improving capability within organizations for successful change: the right change, landing well. She draws on over 25 years' practical experience of leading and supporting multi-million-GBP strategic projects, programmes and transformation, including technology implementation, outsourcing, procurement and culture change. She is valued for her ability to challenge positively and constructively, her ability to provide clarity and focus, and for her excellent communication skills.

Sarah is a Fellow of, and former non-executive director for, the Association for Project Management and a Chartered Fellow of the Chartered Management Institute. She holds an MBA from Cranfield School of Management, is Visiting Fellow at Lincoln University and Cranfield University, and is sought after to speak at business schools in the UK and abroad, and at events and conferences. She is a published author (*Project Leadership*, Gower, 2015; 'Dealing with power and politics' for *Business Analysis and Leadership* edited by Pullen and Archer, Kogan Page, 2013) and regularly contributes to professional journals on all things project, programme and change. Sarah is a Director at Business Evolution Ltd and can be contacted at sarah.coleman@businessevolution.co.

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FOREWORD

The variety of challenges that face organizations are exciting, stimulating and at times fraught with danger. The demanding pace for change brings a particular complexity and pressure to the organizational leader driving hard to achieve required results. Often the most testing challenge that presents itself is organizational transformation and change: promising careers have been stalled or even halted when transformation has not been successful. The rate of change is now relentless and this challenge is regularly exposing those businesses unable to successfully evolve and respond to what is happening in the market, with increasing competition, with their supply chain and customer expectations. Organizational flexibility and agility, the ability to change fast and appropriately to the situation, is increasingly seen as the holy grail. Successful organizations now appear to be those able to grow through the development of new styles, new behaviours and new sets of practices.

My own experience has been gained from business leadership roles within the divisions of a blue chip organization, with an increasing transformational element. In recent years, transformation leadership and coaching other leaders through change has been a core part of my responsibilities with my present role leading Rolls-Royce's Civil Aerospace Transformation. Through these experiences I have learnt many lessons, many of which are reflected in *Organizational Change Explained*. This timely book has a broad appeal to organizations across industry sectors, regardless of size or maturity, and to all those individuals involved in change and transformation from Senior Leadership Teams to Operations.

There are many excellent articles, books and research available on how to lead and manage change, and on the mechanistic and procedural aspects of change. There are also numerous businesses preoccupied with selling their advice, proprietary methodology or approach to change and transformation. Whilst these are all of course important and useful, there is something further that I consider to be of specific relevance: the power of learning from the insights, shared experience and success of others. *Organizational Change Explained* provides just that. It is different because it consolidates vital lessons learnt from those who have experienced it for themselves, and because it addresses the realities of change and transformation. It explains

change themes through the eyes of leading practitioners who have helped organizations change; who are candid about the difficulties they have faced and what they needed to do and mobilize to overcome them. The ideas and insights are based upon real situations, of particular benefit to all those who undertake or are involved in change within organizations. While Part 1 presents leading practitioner insights across 12 change themes gained from 18 industries, Part 2 challenges the reader to better understand how change might influence industry sectors and organizations for the future.

Organizational Change Explained will strike a chord with all those involved with organizational change and transformation, whether seasoned and experienced or new and aspiring. The benefit of such experience is invaluable, making *Organizational Change Explained* something you can read and reference throughout your career.

Rob Campling
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