

MAKING SENSE OF CHANGE MANAGEMENT

A complete guide to the models, tools
& techniques of organizational change

2nd edition



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PAGE



Conclusion

So what did we set out to do, and what did we achieve here? We wanted to write a book that allowed leaders of all persuasions to dip into the rich casket of theory on change, and to come out with their own jewels of learning. We most of all wanted to help to create the time and space for people to reflect on the changes facing them in the past, now and in the future by making the theory accessible, asking the right questions and providing practical glimpses of our experiences. We hope all of this will stimulate new thoughts and new connections.

Two significant messages emerge from writing this book. These are explained below. We also want two-way communication with our readers, and want to make that possible through this section.

THE IMPORTANCE OF PERIPHERAL VISION

The first message we want to convey is about the importance for leaders of being awake and being aware. The notion of peripheral vision is a key one to keep in mind. Leaders need to wake up to what is going on around them. This means noticing more than the obvious, the loud or the directly visible. It means having an awareness of what is going on at the edges, and being observant about motion and change. Whichever assumptions