CONTENTS

Introduction / 3

Reports in drawers
New Age change management
Science and spirituality?
Proof in complex systems
Models - useful or science-based?

CHAPTER 1

Failed Change: The Greatest Preventable Cost to Business? / 27

Myths and facts on change failure
"Everything flows" – constant change
Changing people and the human sciences
Change management or change leadership

CHAPTER 2

From Change Fragility to Change-Agility / 57

Antifragility
Systemic, integral change model
Agile people "growers not knowers"
Agile cultures
Agile organization structures
Agile processes for learning and innovation

CHAPTER 3

Governance and the Psychology of Risk / 103

Where math meets people is what matters
The planning fallacy and game theory
Black swans and decision making under uncertainty
Project risk management
Cascading and correlating risks

CHAPTER 4

Decision Making in VUCA Environments / 139

Complicated or complex systems?
Decisions in complex systems - Cynefin
Decisions in complex systems - Systems thinking
The human side of analytics
From a deluge of data to wisdom

CHAPTER 5

Cognitive Biases and Failed Strategies / 167

What do biases cost?
Perception biases
Hubris and self-justification
Problem solving biases
Solution finding biases
Leading like a lemming
Trust your gut, or trust the model?
What makes "all of us smarter than one of us?"

CHAPTER 6

Misunderstanding Human Behavior / 217

The buzz-kill of mythbusting
Folk psychology and "commonsense"
Popularity a proxy for expertise
Pop leadership – no substitute for thinking
Is psychology a science yet?
Neuroscience, useful, hype, or fad?

CHAPTER 7

The Science of Changing Behaviors / 255

Black boxes and change?
Punished by rewards?
The limits of persuasion and education
A simple checklist saves millions
Zero tolerance and behavioral modeling
From change manager to nudger
How do you change habits?
Can training change behaviors?

CHAPTER 8

The Science of Changing Hearts and Minds / 299

Influencing and resistance
Trust - the resistance-slayer
Involvement and wicked messes
Can using facts backfire?
MINDSPACE and behavioral science
Mindfulness in business and leadership development

CHAPTER 9

Leading with Science / 349

Leadership – a science-based craft?
Bad science costs money
Science, anti-science, pseudoscience
Stamping out anti-science
The scientific mindset
Evidence-based management
Positivism, Taylorism, and scientism
Leadership, reason, and science

LIST OF FIGURES

15 Figure 1 Move all our change and people tools to the upper-right quadrant

45 Figure 1.1 Human sciences with essential perspectives on change leadership

61 Figure 2.1 Systemic (integral) change model

63 Figure 2.2 Growth versus fixed mindset (from Nigel Holmes, with permission)

115 Figure 3.1 Graph of project returns showing EGAP and MLD

149 Figure 4.1 The dynamics and outputs of reinforcing and balancing loops

151 Figure 4.2 S-curves combine reinforcing and balancing loops and model interesting business and natural phenomena

152 Figure 4.3 Fixes that Fail archetype – quick fixes make things worse

153 Figure 4.4 Systems thinking diagrams can model even complex situations with many inputs. (Courtesy of Role Häsänen.)

159 Figure 4.5 Hierarchy of knowledge – from Data to Wisdom

187 Figure 5.1 Organization performance models help leaders think through systemic consequences, cause and effect

219 Figure 6.1 Change management and other people-related policies must move toward increased validity and accountability

256 Figure 7.1. Neo-behaviorism and the black box

291 Figure 7.2 Nine ideas for getting behavioral change from training

302 Figure 8.1 The four 'D's of spotting resistance to change

316 Figure 8.2 One of the most useful change-tactics models. Which involvement/engagement style should we pursue?

361 Figure 9.1 How many management theories are in the bottom two quadrants? Many!

363 Figure 9.2 Evolution of a science-based craft

374 Figure 9.3 Evidence-based decision-making weighs data, theory, experience, and stakeholders

375 Figure 9.4 Hierarchy of evidence

LIST OF TABLES

31 Table 1.1 Success Rates of Different types of Change Programs

32 Table 1.2 SOCKS Taxonomy of Project Failures

38 Table 1.3 Change myths that still circulate in executive and change-expert communities

47 Table 1.4 Change Leadership versus Change Management

53 Table I.1 From Change Management to Change-Agility

65 Table 2.1 Carol Dweck's Steps to Self-Coach Yourself from a Fixed Mindset

65 Table 2.2 Dimensions of Learning Agility (from Korn Ferry)

75 Table 2.3 Climate for Innovation (Ekvall)

95 Table II.1 Change Strategy Versus Change Tactics

111 Table 3.1 Illustration of Major Project Overruns

120 Table 3.2 Thinking through project failures beforehand – which SOCKS category?

147 Table 4.1 Systems with different dynamics and logic require different decision making

161 Table 4.2 The Human Side of Big Data: Staff, Skills, Culture, and Capabilities

171 Table 5.1 Cognitive Biases Affecting Change Strategy

182 Table 5.2 Killer Questions to Combat Perception Biases

189 Table 5.3 Five Killer Questions to Combat Problem-Solving Biases

206 Table 5.4 Four Killer Questions to Combat Solution-Selection Biases

238 Table 6.1 Psychological Myths Propagated by the Media

309 Table 8.1: A Holistic Model of Resistance to Change

329 Table 8.2 The MINDSPACE Framework