

## 15 myths in the management of change

(From Leandro Herrero's book [Viral Change™](#))

At the beginning of the book [Viral Change™](#), Leandro Herrero invites the reader to reflect upon 15 common assumptions about managing of change in organisations. In this article, we touch upon myth 14 of that list:

### **Myth 14: There will always be casualties - people not accepting change - and you need to identify and deal with them**

This assumption contains quite a lot of common sense. However, in his book, Leandro Herrero has warned you several times about preconceived ideas and he suggested a 'suspend judgement' policy. Yes, there will always be casualties, but you don't know which ones. This assumption cries for leaders with significant emotional and social intelligence skills (in short supply), leaders who are able to read beyond the obvious and ask the question 'why?' Why the casualty? Happiness and unhappiness are part of our human nature. You can't make people happy or unhappy. People make themselves happy or unhappy. We prefer happiness to unhappiness but can't run a client engagement assuming that everybody is going to be happy. Unhappiness sometimes comes on the back of difficulty. What people might be saying is: "*This is tough.*"

Again, think twice before labelling the casualties. The death of many unhappy employees is sometimes grossly exaggerated. The statement also includes the words 'accepting change', so it contains the hidden famous assumption that people are resistant to change, which we have dealt with several times before. *Viral Change™* asks us not to make early assumptions. The power of internal networks enables them to deal with 'receptive and non-receptive people' far better than the managerial plumbing system. Inclusions and exclusions become very obvious after the peer-to-peer influence.

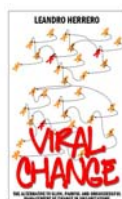
If some people do leave, make sure you take some time to look beyond the obvious 'exit interview'. In such an exit interview, people tend to pay excessive attention to 'what was wrong'. Incidentally, 'stay interviews' are preferred, i.e., asking people why they are still here. From those who finally exclude themselves, we can learn not only what was 'wrong', but perhaps also what is going so well, that they can't integrate it!

Learn more about *Viral Change™* as an alternative to the slow, painful, unsuccessful and costly traditional management of change by using the resources found on [The Chalfont Project's website](#).

Among many other things, you can:

- Read articles about the 15 myths and *Viral Change™* in [the IdeasLab](#)
- [Listen to Leandro Herrero](#) on *Viral Change™* (audiovisual presentation)
- See and hear Leandro Herrero on [the management of change](#) (short video blog)
- [Listen to the Inside Scoop Live interview](#) with Leandro Herrero on *Viral Change™*

[Contact The Chalfont Project](#) if you would like to discuss an alternative and successful change management process for your organisation.



*Viral Change™* can be bought at:  
[Amazon UK](#), [Amazon US](#), [Barnes and Noble](#),  
[WH Smith](#), [Borders](#), [Books ETC.](#)  
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