

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 2 of that list:

Myth 2: Only change at the top can ensure change within the organisation

Sure, you need change at the top. You wish to see that the top leadership takes things seriously and that they are on the path of change. It may be that they themselves have declared these intentions, conscious of the importance of their role modelling. If it goes that way, bingo! But sometimes it doesn't. There is a spectrum of leadership-at-the-top behaviours. On one end: total support, clear leadership and a pristine role model with high awareness of the importance of their behaviours. At the other end of the spectrum: total blockage, lack of support and unhelpful behaviours that jeopardize change efforts made in many other parts of the organisation. Success at that end of the spectrum happens *despite* leadership, not because of it. And there are, of course, situations in between! Conventional wisdom says that there is a good correlation between leadership and changes, but reality tells us that it is not often the case.

'Change at the top' is obviously desirable, but [Viral Change™](#) does not wait until this is happening. The power of the distributed leadership - mainly across the Champions network - often leads to advances on the ground not mirrored at the top. Of course, this may be a problem. We are used to Champions telling us about these 'disconnects' and their worries about taking risks with no consequent support. Our general advice is usually one of 'suspend judgement'. Unless there is notorious toxicity in the system (leadership does NOT want the changes, no matter how much of a distributed leadership is pushing for them), many so-so leadership teams - which were supposed to lead but didn't jump on the wagon at the last meeting - will see tipping points and changes occurring when they open the windows. And then they will suddenly become fully supportive and they may even try to take credit for 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.](#)
and many other (online) retailers.