

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 4 of that list:

Myth 4: Cultural change is a slow and painful long-term affair

This is also a strongly held belief. It is just natural that people think that way. Our view of the culture is one of that one macro-frame that is 'the cause of everything', so any attempt to change 'that thing' surely has to come associated with parameters such as long-term, pain, difficulty, etc. And we all know one example or two of this. People with this kind of experience have difficulty seeing things differently. And how could they?

The trick is to change the paradigm. And instead of seeing culture as the cause of 'the behaviours', we should focus on behaviours and manage/change them to see cultural change. The introduction of Leandro Herrero's book, [Viral Change™](#), is entitled *Change behaviours, get culture*. [Viral Change™](#) takes a pragmatic approach and sees that when a small set of non-negotiable behaviours is installed in the organisation and becomes stable and widespread, these behaviours will have the capacity to create new routines, rules and norms which will equal 'cultural change'. These changes are possible in short time frames such as three or six months. [Viral Change™](#) is very adamant that if we can't see those 'cultural changes' happening in those timeframes, something is wrong.

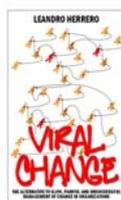
The power of the internal network to spread new behaviours is immense. Cultural change doesn't have to be a long-term, painful affair. It is not something that is so big that we will have to postpone it until we have some serious time. That is, not this year, next year, maybe...

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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