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15 myths in the management of change
(From Leandro Herrero's book *Viral Change* *TM*)

At the beginning of the book *Viral Change* *TM*, Leandro Herrero invites the reader to reflect upon 15 common assumptions about managing of change in organisations. In this article, we touch upon myth 7 of that list:

Myth 7: New processes and systems will create the new necessary behaviours

The establishment of new processes and systems often assumes that behaviours will follow as a consequence of those changes. It is expected. However, as we know, it is often the case that people just continue to do things as before. That is why we have all those incredibly big fiascos of new processes and systems implementations, often lead by a new IT system, which end up with 'poor usage and acceptance'.

Viral Change *TM* tells us that the assumption is wrong. In many cases, we see temporary peaks of adoption, but with poor guarantees of sustainability. The role of behaviours in the process is flawed. New processes and systems do not create new behaviours. We need to have new behaviours in place in order to support new processes and systems. Remember the case of the un-collaborative sales force? (See the book, *Viral Change* *TM*, for this case study.) New processes and electronic systems do not create collaborating. On the contrary, you need to have collaboration in order to support these systems. Just a small change of paradigm!

Many organisations are stuck with this flawed process and it is not until behaviours are 're-placed' that we start seeing the light. As described in the book, the biggest fiasco area is CRM: an area where the software and IT industry has produced very sexy tools and where the implementers use that incredibly weak assumption: 'it is so good, people will adopt it'. There is no behavioural science expertise in most of those areas so it is not surprising that the wrong assumption prevails. Even in those cases where people are aware of the naivety of the assumption, little is done to remedy it. Blaming IT or the specification or the project teams is a useful alibi. Blaming lack of stakeholder involvement is another one, a funny one, particularly when the implementation has been done through a myriad of project teams, user teams and stakeholder Task Forces.

Learn more about *Viral Change* *TM* 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* *TM* in the IdeasLab
- Listen to Leandro Herrero on *Viral Change* *TM* (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* *TM*

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

Viral Change *TM* can be bought at:
Amazon UK, Amazon US, Barnes and Noble, WH Smith, Borders, Books ETC.
and many other (online) retailers.