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 change in organisations. In this article, we touch upon myth 9 of that list:

**Myth 9: There is no point in creating change in one division without the rest of the company participating**

Even people in a part of the organisation who feel passionate about change and embrace the principles of Viral Change™ often have this nagging feeling about what the extent of it all will be, if the rest of the divisions (or the corporation, or headquarters, or everybody else) don’t do the same. In the worst case, this thinking leads to paralysis or a delay in the ‘change process’ until – or so they hope - others have understood and bought in. Which, incidentally, may never happen!

There is little doubt that changes in one group or division have the potential to create antibodies in the rest, or will simply be rejected or alienated. It may be tough. However, as leaders, one has to ask the question: what can I do that is under my control? Simply asking this question many times results in revelations such as: actually, a lot. Organisations have great capacity to host models in a symbiotic way. Change needs to start somewhere.

Viral Change™ focuses on the spread of changes via internal viral networks. In many cases once the tipping points have occurred, their visibility goes beyond the borders of the organisation, and other divisions or groups may copy or start thinking about copying the changes. There is so much you can do via Viral Change™ within the borders under your control.

People who accept the idea of ‘try-and-see-what-happens’ have invented the word ‘pilot’. It seems as if ‘piloting’ is acceptable, but ‘here-we-go-for-real-change’ is not. Viral Change™ could be done through pilots, but we would be prostituting terminology. There are no ‘pilots’, only real life spread of infections.

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.

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