

Build your own change model

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For decades, CEOs have been looking for the holy grail of corporate transformation, asking, "What is the best way to transform my company? Which model should I use?" Management consultants and academics have been working overtime to supply the answer. They haven't succeeded, however, because the search is a futile one. Every organization is unique. Leaders can adopt ideas that have worked elsewhere, but they need to create their own one-of-a-kind change model through experimentation, learning, blueprint creation, and, most of all, a strong focus on results.

Of all the CEOs who will toss and turn tonight, you can bet that a large number of them are wondering how to carry out major transformations in their companies: reversing profit deterioration, adapting to radical technological shifts, accelerating slow growth, breaking into new markets, absorbing major acquisitions, and so on. They want to know how to execute these changes in ways that make them winners. An army of consultants and academics have invested major efforts in trying to create the right formula but without success. Each group of gurus has generated its own models, some of which have cut a vast swath through the corporate world. However, none have really proven effective.

One reason for this failure is the fact that even though transformational change is quite complex, change models generally attempt to provide a simplified, one-size-fits-all solution. Some formulas consist mainly of lofty principles but with no implementation guidelines. Some specify detailed action steps without regard to the appropriateness for different firms. Because each firm has its own work processes, culture, and competencies, a given change formula may work well in one but fail miserably in the next.

Moreover, almost all of the change formula creators adhere to the classic begin-with-preparations change paradigm: Only after endless preparatory tasks such as strategic planning, new information systems, training, reorganization, and so on can progress be expected. This rigidly logical paradigm is neat on paper but bears no resemblance to how firms really carry out changes.

These are only a few of the vulnerabilities of most change theories. There are many others. So it should not be surprising that, despite the public hoopla that has accompanied the unveiling of a number of such theories, not a one has been validated by repeated success over time.

The weakness of master models was demonstrated in a landmark Harvard Business School study in the 1980s by Beer, Eisenstat, and Spector (1990). After examining several attempted major transformations in a variety of corporations, the researchers primarily concluded that com-

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