



Change is on the Wind: Managing Change for a New Landscape

Cheryl P. Duvall

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Written in the form of a fable, *Change is on the Wind* tackles the challenge of the ever-changing landscape of the modern office, where real estate is constantly shrinking while additional demands are placed on employees for innovation and productivity. How do you help employees make the leap to a new culture and location without missing a beat? The story begins on a savanna, or perhaps it's an office, where the King, or maybe the CEO, rules over a population that enjoys luxurious accommodations including enclosed personal spaces, private habitats, and spacious quarters. Sound familiar? But the King sees into the future, and announces that their land will soon be taken away! They must relocate the kingdom to smaller accommodations, across the Great Divide ...and soon! A guiding coalition is quickly formed, led by Lady K who recognizes that the real beastly work lies in getting the kingdom to accept change in order to live successfully and happily in the new land. She skillfully engages the kingdom's mighty and small in the top-down-bottom-up approach of an effective change program. A Change Agent Committee, representing all the tribes in the kingdom, is appointed, intentionally including a few resisters. A Pilot Project in the kingdom's coveted Central Park is the key to early wins. And a detailed communications plan that parallels design and construction is highly effective in getting the word out, squelching rumors, and involving the whole kingdom in the change. The fable format makes for delightful reading and presents a sound methodology to bring the mighty and the small along in the journey.

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