



Change Management

Michael Reiss

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The core features of the approach to managing change outlined in the book are balancing and blending. Against the background of diverse opportunities and risks of change management, a balanced handling seems most appropriate. The existence of manifold risks for change projects (due to resistance, inertia or confusion) makes resilience a more realistic vision for change managers than excellence. In conjunction with a balanced approach of handling risks and opportunities, a framework of balanced resilience evolves. This framework is focused on managing two categories of barriers: the barriers to success as a contribution to opportunity management and the barriers to failure as a contribution to risk management. The blending of tools creates hybrid toolboxes, composed of antithetic components such as "soft" and "hard" tools or "physical" and "virtual" environments.

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