

A book proposal for:

Change with Confidence

A Business Leader's Guide to Change Management

Submitted by:

+1 416.710.3685
phil.buckley01@gmail.com

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I. Overview

Introduction

The first big change project I worked on took me by complete surprise. I felt like I had entered a foreign airport and didn't speak the local language. Everyone was in "action mode" with little time to brief me, and there was no way to get my bearing and figure out what I needed to do. Worse, people assumed I had been chosen because I had done it before and knew what I was doing. I hadn't and I didn't, and this made me even more anxious. Survival became my main objective: How was I going to pull this off and look like I knew what I was doing?

From the outside businesses might look stable and secure, and some actually are, but for the most part they are in constant flux, forever changing in a highly competitive world. Inside this often anxiety-inducing environment generally people are chosen – that is, do not choose themselves – to lead or manage big change projects, and, after a short briefing, are left on their own to succeed or fail in an uncertain, often threatening world. Sven-Göran Eriksson, international football coach, has observed that the "Greatest barrier to success is the fear of failure," and during big business changes there are many things to fear: not knowing what to do, say, or act; being a poor leader; failing; developing of low self-esteem; and, of course, looking stupid.

By preparing them for the questions they must answer, *Change with Confidence* builds confidence in leaders managing big change projects. Although every change has its own circumstances, there are proven processes, tactics, and behaviours that lead to sustainable success. The book is structured around fifty questions I have been asked time and again – across twenty-six big change assignments in twenty countries – by leaders and it provides the context, examples, and advice to answer them well. In fact, each chapter addresses an important question that enables successful change.

Many leaders don't realize that the people who must adopt the changes are the ones who control the long-term success of a project, and if they don't take on new ways of working (and stick with them) the project will ultimately fail and most benefits will be lost. Therefore, from my experience, the best approach to managing change is a people-focused one, ensuring they have everything they need – including respect, encouragement, information, tools, and the opportunity to shape the change to fit their environment – to adopt the change. This is the most effective way to drive business results and my book shows them how to do it.

Over the past twenty years I have led big change projects in Canada, the Americas and around the globe. My assignments included three mergers (most recently the \$19.6 billion purchase of Cadbury by Kraft Foods), a demerger, organization restructurings, efficiency drives, culture initiatives, business model developments, strategy creation and deployments, downsizings, and organizational capability developments. Practical experience working in twenty countries has taught me how to help people make changes within their local environments that last and to give them the results they need. I have over twenty years of international public speaking experience including hundreds of corporate keynote presentations, business facilitations, and college teaching classes. My blog, *Making Change* (phil-makingchange.blogspot.com) has over 6,700 page visits since April 2011 and I also write for the

Pivot Communication's blog, *Pivot Points*, specializing in employee communication and culture development.

Change with Confidence is the first book to discuss details of the Kraft/Cadbury integration in 2010. Kraft's acquisition of Cadbury (after Cadbury's six month battle to stay independent) was closely monitored by the press, especially in the UK, Cadbury's birthplace and biggest market. Many examples and about half the lessons learned in this book come from my fifteen years at Cadbury and Kraft. In 2004, Cadbury bought the \$4.4 billion Adams confectionery company; in 2008, it battled with the US rogue investor Nelson Peltz, a fight that resulted in the \$5 billion demerger of the Dr Pepper Snapple beverage group from Cadbury; and in 2010 the \$19.6 billion acquisition of Cadbury by Kraft Foods. I have held change leadership roles in all of them. Kraft is still widely covered in business magazines and news services because of its planned separation into two publicly traded company: Mondelez International and Kraft Foods North American. *Change with Confidence* includes forty-four mini-case studies on Cadbury and Kraft, almost all of which have never been published.

Gap in the Market

Studies indicate that the people side of change is the most difficult to manage. An IBM Global Change Management Study in 2008 with CEOs identified that "key barriers to change are *changing mindsets and attitudes, corporate culture, and underestimated complexity*. These 'soft factors' are rated more important than *resource constraints*, illustrating they are inherently hard to manage and measure even with sufficient resources." Most books on change provide theoretical models that explain elements of the change process but do not provide specific, practical actions to manage the challenges leaders face when trying to lead a change. The gap in the market is the lack of how-to approaches to managing change based on critical every day questions that must be answered well to be successful.

Unique Selling Features

Change with Confidence provides practical advice chiefly on how to manage change.

Readers will:

- Learn the questions they need to answer to successfully manage a change project.
- Understand why certain actions will move a project forward or cause it to falter.
- Be able to identify and gather information on his or her change project that will lead to making the best decisions for the business.
- Know how to set up and execute change tactics that make changes stick and deliver the desired benefits.

The book:

- Offers advice in clear, easily digestible chunks.
- Lists clear actions on what to do and not do (based on real-world business experience).
- Is formatted for easy access and can be dipped into as needed or read from cover to cover.
- Includes case studies from all industry sectors and continents.
- Provides templates to effectively manage projects.

Product Extension opportunities

Change with Confidence is well-suited for:

- E-book, audio, and video formats.
- Change project workbooks (paper and electronic).
- Educational lesson and assignment guides.
- Serialized content (e.g., articles, blog entries, daily calendar reminders, etc.).

II. The Market

There are three audiences for this book:

1. Leaders of Change: CEOs and Presidents, Senior Sponsors of Big Change Projects, Project Managers, Business Team Members, and Consultants
2. Teachers and Students of Change
3. Cadbury and Kraft Enthusiasts

1. Leaders of Change: CEOs and Presidents, Senior Sponsors of Big Change Projects, Project Managers, Business Team Members, and Consultants

Constant change is a business reality. Organizations must continually adapt to their environments to stay competitive or risk losing relevance and becoming obsolete. Moreover the 2008-2009 global economic crisis and ongoing turmoil over the last five years has increased pressure on organizations to meet shareholders' expectations, by rethinking their business models. Those who have failed to do so have lost market value and undergone senior management replacements.

Gary Hamel, the world's most influential business thinker according to the *Wall Street Journal*, noted that "Over the coming decades, an accelerating pace of change will test the resilience of every society, organization, and individual. These changes are managed through change projects, typically run by internal teams that have little experience in doing so. They haven't cut their teeth on real

situations and learned lessons from past successes and failures.”

As the need for change management grows, the ability to provide it remains abysmally low. Studies by companies like McKinsey & Company, Bain Consulting, and Towers Watson have demonstrated that about 70 percent of big change projects fail. Another study by Panorama Consulting in 2011 confirms that IT related projects have taken longer than expected (61 percent), exceeded budget (74 percent), and have realized less than anticipated benefits (48 percent).

A 2008 IBM study of 1,100 CEOs rated their ability to manage change as 22 percent lower than needed. A 2010 follow-up analysis suggests that the ability to manage change was shrinking, and that change management was a top priority for CEOs. A 2012 Towers Watson study noted that more than 64 percent of businesses who invested in Change Management training rated it as ineffective. This is concerning given that a McKinsey study showed that return on investment of a big change project is 143 percent when an excellent change program was used and 35 percent when there was a poor or no program. *Change with Confidence* provides the knowledge and wisdom required for up-skilling and building confidence in anyone who has a role to play in managing a big change project.

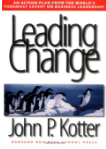
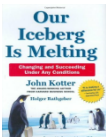
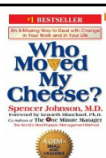
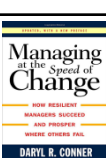
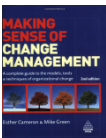
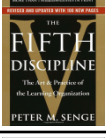
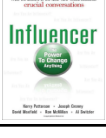
Change management continues to be a hot topic in business publications and most business magazines have recently published articles about the challenges of managing change. For example:

Article	Publication	Date
Making Change Happen and Making it Stick. Is Your Company Fit for Growth?	Strategy + Business	May 29, 2012
The Endangered Public Company: The Big Engine That Couldn't Stop Trying to Change People's Minds	Bloomberg Businessweek Inc.	May 17 2012 May 14, 2012
Barriers to Change: The Real Reason Behind the Kodak Downfall	Forbes	May 2, 2012
Developing Better Change Leaders	McKinsey Quarterly	April, 2012
The Power of Small Wins	Harvard Business Review	May, 2011
Success and Potential Obstacles to Change Management in the Public Service	Ivey Business Journal	December, 2010
Why is Change So Hard?	Fast Company	June 2, 2010

Change management statistics and ongoing media attention suggest that there is a huge need for a digest of practical knowledge and skills for leaders and their teams working on big change projects. Whether someone is an executive sponsor (who funds and has overall accountability for projects), a project manager (who runs the day-to-day operations), or a team member (who has a project-specific role), there are capability gaps for successfully managing the issues. *Change with Confidence* addresses them head on.

Competition

The top ten recommended books on change management according to LinkedIn* are:

#	Title	Author	Publisher	Date
1	 Leading Change An Action Plan From the World's Foremost Expert on Business Leadership	John Kotter	Harvard Business School Press	1996
2	 Managing Transitions Making the Most of Change	William Bridges	Da Capo Press	1991, 2003, 2009
3	 Switch** How to Change Things When Change is Hard	Chip Heath, Dan Heath	Random House Canada	2010
4	 Our Iceberg is Melting Changing and Succeeding Under Any Conditions	John Kotter, Holger Rathgeber	St. Martin's Press	2005
5	 Who moved my cheese?*** An A-Making Way to Deal With Change in Your Work and in Your Live	Spencer Johnson	G.P. Putnam's Sons	1999
6	 Managing at the Speed of Change How Resilient Managers Succeed and Prosper Where Others Fail	Darryl R. Connor	Random House	1992, 2006
7	 Making Sense of Change Management A Complete Guide to the Models, Tools, & Techniques of Organizational Change	Esther Cameron, Mike Green	Kogan Page	2004, 2009
8	 Organization Development & Change	Thomas G. Cummings, Christopher G. Worley	Thompson/ South-Western	2005, 2009
9	 The Fifth Discipline The Art and Practice of The Learning Organization	Peter Senge	Currency Doubleday	1990, 1994
10	 Influencer The Power to Change Anything	Kerry Patterson	Harvard Business School Publishing	2009
	* Based on questions posted on six LinkedIn Change Management groups between February 2011 and May 2012 ** Debuted at #1 on both the <i>Wall Street Journal</i> and <i>New York Times</i> bestseller lists (and is			

		still on the New York Times Best Sellers List as of February 12, 2012 - # 12 in the business section); #9 on the Wall Street Journal's Best Selling Books List, April 27, 2012; and #4 on the Globe & Mail's Top 10 Business Reads of 2010 *** #1 International Bestseller with over 21 million books in print			
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Only two books from this list were released in the last two years, *Switch* and *Influencers*. *Switch* is the closest in style to *Change with Confidence*, however there are differences in content and structure.

Switch/Change with Confidence Comparison

Component	Switch	Change with Confidence
Audience	Individuals working on a business or personal changes	Individuals working on big change projects in public or private organizations
Structure	Three element model for making a change	Questions faced across four phases of a change
Tools	Case studies and scenario clinics	Case studies and templates with examples
Style	Conversational	Conversational

The main differences between the two books are that *Switch* provides a broad approach to making any type of change, whereas *Change with Confidence* focuses on business change and provides an in-depth approach to managing organizational change projects. Both books appeal to teams and groups that collectively work on big changes. Booksellers have confirmed bulk purchases of *Switch*.

2. Teachers and Students of Change

Change with Confidence is an excellent educational resource because it includes 100 case studies (fifty good practices and fifty poor practices). The information accommodates all four learning styles (as defined by Hermann Miller International), and recommended actions that promote lecture discussion and the basis for assignments. This book is an excellent resource for change management and organizational development courses, both as a text and as chapter articles. There are eighteen university programs that offer change management/organizational development graduate degrees.

#	School	Program	Location
1	Australian Graduate School of Management	Graduate Certificate in Change Management	Sydney, Australia
2	Carleton University, Sprott School of Business	Masters, Management and Change	Ottawa, ON, Canada
3	University of British Columbia	Masters, Adult Learning and Global Change	Vancouver, BC, Canada
4	Ashridge Business School	Masters of Science in Organizational Change	Berhamsted, UK
5	Birkbeck, University of London	MSc Occupational Psychology/Organizational Behaviour	London, UK
6	Middlesex University, NeuroLeadership Institute	Masters Degree in the Neuroscience of Leadership	London, UK
7	Hamdan Bin Mohammed E-University	Masters of Science in Innovation and Change Management	Dubai, UAE
8	LUBAR School of Business, University of Wisconsin	Graduate Program	Milwaukee, Wisconsin, USA

9	University of North Carolina	Masters of Science in Organizational Change and Applied Behavioral Science	North Carolina, USA
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#	School	Program	Location
10	Pfeiffer University	Masters Degree in Strategic Change Management and Organizational Leadership	Charlotte, North Carolina, USA
11	Queen's University, McColl School of Business	Masters of Science in Organizational Development	Charlotte, North Carolina, USA
12	California Intercontinental University	Masters of Organizational Development and Human Resources Management	Diamond Bar, California, USA
13	Northern Kentucky University, Marshall School of Business	Masters Executive Leadership and Organization Change	Heighland Heights, Kentucky, USA
14	Benedictine University, Department of Management and Organizational Behavior	Masters of Science in Management and Organizational Behavior	Lisle, Illinois, USA
15	Pepperdine University	Masters of Science In Organizational Development	Malibu, California, USA
16	Norwich University	Masters of Science in Organizational Leadership	Northfield, Vermont, USA
17	American University, School of Public Affairs	Master of Science in Organization Development	Washington, D.C., USA
18	Colorado State University	Organizational Performance and Change Masters of Education	Fort Collins, Colorado, USA

In addition to specialist change management degrees, most MBA programs offer change management courses. This is a sizeable market given that 260,000 GMAT tests (a requirement for admission) were administered in 2011. In the USA, the *News and World Report 2012* noted large enrolment numbers – 18,620 students at top twenty-five full-time programs, 9,683 students at top ten Executive MBA programs, and 1,822 students at top twenty-five part-time MBA programs.

3. Cadbury and Kraft Enthusiasts

Cadbury had over 45,000 employees when it was bought by Kraft, which grew to 127,000 employees after the acquisition, strengthening its position as the world's number two food company. The Cadbury brand is still prominent within Kraft, especially in former Cadbury strongholds like UK, Australia and South Africa where Kraft operations are managed under the Cadbury company name.

Competition

There are two Cadbury related books published in the past few years. Both are still in print.

	Title	Author	Publisher	Date
	Chocolate Wars The 150-Years Rivalry Between the World's Greatest Chocolate Makers	Deborah Cadbury	Perseus Books Group	2010, 2011
	Cadbury's Purple Reign The Story Behind Chocolate's Best-Loved Brand	John Bradley	Wiley & Sons	2008

III. The Author

I am a senior change management professional with over twenty years of experience developing and executing change strategies to achieve aggressive business goals across Canadian, North and South American, and global businesses. I have managed twenty-six large-scale change projects, most recently co-leading global change management for the \$19.6 billion Kraft Foods acquisition of Cadbury including a team of forty change leads across sixty countries.

Career Roles (Past Five Years)

Role	Company	Location	Date
Director, Culture and Engagement, Global Human Resources	Kraft Foods Inc.	Chicago, USA	2010-2011
Global Change Management Co-lead – Kraft/Cadbury Integration	Kraft Foods Inc.	London, UK	2010
Human Resources Director, Global Commercial	Cadbury plc.	London, UK	2008-2010
Organizational Change Director, Global Human Resources	Cadbury plc.	London, UK	2007-2008
Vice President, Human Resources	Cadbury Adams Canada	Toronto, Canada	2005-2006
Vice President, Organizational Change	Cadbury Schweppes, Americas Confectionery	Parippany, USA	2002-2007

Education

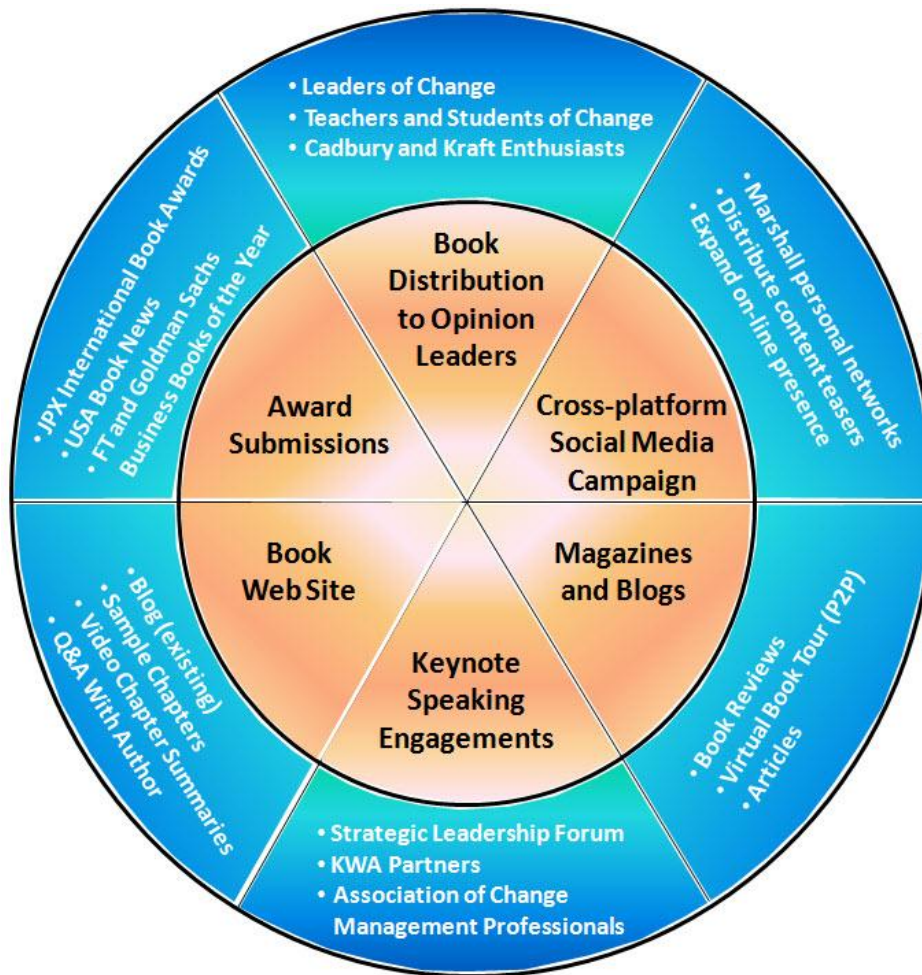
Accreditation	School	Date
Adult Education Diploma	St. Francis Xavier University	1994
Honours Bachelor of Commerce	University of Toronto	1983

Affiliations

Organization
Association of Change Management Professionals
Canadian Society of Training and Development

IV. Promotional Plan

The promotional plan for *Change with Confidence* includes:



V. Publishing Details

- *Change with Confidence* is written and has been professionally edited.
- Most chapters contain charts.
- Word count is 52,000.

VI. Table of Contents

INTRODUCTION

HOW TO USE THIS BOOK

PART 1: FIGURING IT OUT

THE PLAN

What do I bring to the project?

How do I identify what needs to change?

What have we done before, and did it work?

What other change projects are going on?

COMMUNICATION

Who are the stakeholders that can influence success?

What is the water cooler talk about your proposed change?

GETTING RESULTS

What do I need to know before I commit to deliverables?

How do I measure success?

Will the change actually achieve the desired outcome?

How do I avoid scope creep?

PART 2: PLANNING FOR CHANGE

THE PLAN

What does a good plan look like?

How do I get the budget to do it right?

What governance is required to run the project?

How do I prepare people to work in new ways?

How do I reduce risk?

RESOURCES

How do I know what resources I need?

What makes a good project manager?

How do I get the best people to join the project team?

How do I know if a consultant can help me?

How do I set up the project team for success?

COMMUNICATION

How do I get the leaders to personally commit to the project?

How can I help leaders prepare for their roles?

How do I describe the better future my project will bring?

How do I get people to care about my project?

How do I make my project the highest priority?

How do I communicate to the organization?

PART 3: MANAGING CHANGE

THE PLAN

How do I manage my day job, change project, and life?

When is the organization ready for big change?

RESOURCES

How should we celebrate wins?

How do I get more resources if I need them?

How do I avoid losing team members?

What do I do if someone is pulled from my team?

How do I keep the project team energized?

COMMUNICATION

How do I manage my stakeholders?
How can I minimize change fatigue?
How do I overcome resistance?
How do I know communications are working?
How do I get a leader back on side?
How do I get a new business leader's support?
What do I do when I don't know what to do?
How do I communicate a delay in the project?
How do I demonstrate progress?

PART 4: MAKING CHANGE STICK

THE PLAN

How do I prevent the return of old ways of working?
How do I hand over responsibilities to the business?
How do I record lessons learned?
How do I re-enter the business?

RESOURCES

How do I plan for post-launch support?
How do I reward the team?

GETTING RESULTS

How do I keep the change alive?
How do I show that the project was a success?

AFTERWORD

ACKNOWLEDGEMENTS