

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 of change in organisations. In this article, we touch upon myth 13 of that list:

Myth 13: Short-term wins are tactical but they do not usually represent real change

Obviously, some people don't like 'short wins'. These are usually the same people who do not consider change a valid label unless a big M&A has taken place. There is a semantic implication of 'not-really-serious-change'. The world is rather bipolar here: some people love these short-term wins, others hate them.

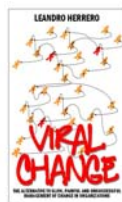
Short-term wins are very much welcomed by [Viral Change™](#). We have said all along that small changes can lead to a big impact. So it is only natural that short-terms wins, or 'win-wins', are part of the picture. The difference between the win-win/short-win in [Viral Change™](#) and the one in conventional management of change is that in the latter, it usually means let's fix what is small, visible and will make many people happy, a sure-sure bet, doable, sexy, it's going to be rewarding. In [Viral Change™](#) mode, small win-wins may be small, visible and will-make-many-people-happy, a sure-sure bet, doable, sexy, it's going to be rewarding, or it may not be. This is not the judgement to make. In [Viral Change™](#) it's not the easiness of the task that defines the 'small' quality. It is perhaps an atomic behaviour that by being reinforced creates a sense of possibility and that - when many of them are visible and 'available' - creates a tipping point of significance. There is small and then there is small: two types of small, two types of win-win. The statement above uses the word 'tactical' implying that there are strategic things and tactical things. [Viral Change™](#) does not host that distinction. Apparently tactical things (the wide spread of a simple behaviour) have implications well beyond day-to-day tactics.

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.



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[Amazon UK](#), [Amazon US](#), [Barnes and Noble](#),
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