Chapter 1 : The Effective Change Manager's Handbook ()

The Effective Change Manager's Handbook is designed to help practitioners, employers and academics define and practise change management successfully and develop change management maturity within their organization.

Now in the fourth completely revised edition, nine new chapters detail restaurant layout, new equipment, principles for creating a safer work environment, and new effective techniques to interview, hire, train, and manage employees. We provide a new chapter on tips and IRS regulations as well as guidance for improved management, new methods to increase your bottom line by expanding the restaurant to include on- and off-premise catering operations. We ve added new chapters offering food nutrition guidelines and proper employee training. The Fourth Edition of the Restaurant Manager s Handbook is an invaluable asset to any existing restaurant owner or manager as well as anyone considering a career in restaurant management or ownership. All existing chapters have new and updated information. This includes extensive material on how to prepare a restaurant for a potential sale. There is even an expanded section on franchising. You will find many additional tips to help restaurant owners and managers learn to handle labor and operational expenses, rework menus, earn more from better bar management, and introduce up-scale wines and specialties for profit. You will discover an expanded section on restaurant marketing and promotion plus revised accounting and budgeting tips. This new edition includes photos and information from leading food service manufacturers to enhance the text. This new, comprehensive page book will show you step-by-step how to set up, operate, and manage a financially successful food service operation. The author has taken the risk out of running a restaurant business. Operators in the non-commercial segment as well as caterers and really anyone in the food service industry will rely on this book in everyday operations. Its 28 chapters cover the entire process of a restaurant start-up and ongoing management in an easy-to-understand way, pointing out methods to increase your chances of success and showing how to avoid the many mistakes arising from being uninformed and inexperienced that can doom a restaurateur s start-up. While providing detailed instruction and examples, the author leads you through finding a location that will bring success, learning how to draw up a winning business plan, how to buy and sell a restaurant, how to franchise, and how to set up basic cost-control systems. You will have at your fingertips profitable menu planning, sample restaurant floor plans and diagrams, successful kitchen management, equipment layout and planning, food safety, Hazardous and Critical Control Point HACCP information, and successful beverage management. Learn how to set up computer systems to save time and money and get brand new IRS tip-reporting requirements, accounting and bookkeeping procedures, auditing, successful budgeting and profit planning development. You will be able to generate high profile public relations and publicity, initiate low cost internal marketing ideas, and low- and no-cost ways to satisfy customers and build sales. You will learn how to keep bringing customers back, how to hire and keep a qualified professional staff, manage and train employees as well as accessing thousands of great tips and useful guidelines. This Restaurant Manager s Handbook covers everything that many consultants charge thousands of dollars to provide. The extensive resource guide details more than 7, suppliers to the industry virtually a separate book on its own. This reference book is essential for professionals in the hospitality field as well as newcomers who may be looking for answers to cost-containment and training issues.

Chapter 2 : The Effective Change Manager's Handbook: Essential Guidance to the Change - Google Book

The Effective Change Manager's Handbook is based on the robust knowledge architecture of the Change Management Institute's 'change management body of knowledge' The Effective Change Manager. This in turn was developed from the Institute's research which led to the publication of its regularly-reviewed competence models (, , ,).

A Change Management Perspective The shock element is minimized by effective and early communication. If at all possible, involve people in the planning process. Once change is announced, be aware of signs that people are not taking it fully seriously, demonstrating both empathy and firmness of resolve. Anger and blame Assuming the change is real and will continue there comes a point at which those experiencing the change can no longer avoid engaging with it. At this point denial often gives way to anger or blame 3. This is a time for empathy, and for helping people to consider realistically the impact that the changes will have on them individually. Bargaining and self-blame As mood and performance decline further, blame may turn towards self, and elements of bargaining emerge 4. In fear of bereavement, people try to do deals with God to preserve the life of their loved one. Faced with imminent redundancy, people may take on additional work to delay or avert the threat. Personal support and empathy remain important. An effective response will include effective line management, sharing concerns in peer groups and opportunities to contribute to planning how changes are implemented. Good active listening can be a powerful tool to help people deal with any unwelcome consequences of change. Depression and confusion The process to this point has been characterized by a drive to hold on to â€" or to revert to â€" the existing or former situation. The realization that all such efforts are failing leaves people at their lowest point of performance, energy and morale. Confusion, sadness, even depression are characteristics of this period 5. Empathy, active listening and good support structures are probably the most effective responses to this phase of change. Acceptance and problem solving For someone to come through this period requires a point of acceptance. For significant changes, a person may not reach this point quickly â€" and in some cases may not reach it at all â€" but no real future-oriented behaviour will begin until there is true acceptance of what has changed. This insight is like the first light of dawn, by which individuals see that they have a future beyond the change. Following this point, people begin to engage in problem-solving behaviour 7: Change and the Individual work system to make my life easier. Sometimes people regress through this process. However, the stages it describes â€" where people progress through them â€" are normal human responses to change and should be respected as such. Some factors that tend to affect this length and depth â€" and the probability of emerging successfully on the upside â€" include: Understanding the change from the perspectives of various stakeholders and stakeholder groups is therefore critical, so that the impact on each can be calibrated. The contribution of supervisors and local line managers is vital. They are best placed to assess how different people are likely to handle the level of change expected. Someone who possesses a stable and strong network of friends and family may cope with redundancy better than another person who is currently undergoing a messy family breakup. Again, if supervisors and line managers know their people well, they can help to asses such impacts. This is why involving people as early as possible, and as deeply as possible, improves the prospects for successful change. Those announcing the change have had a greater involvement in the process to this point, so their personal change curve is shallower and shorter. They have also had more time to process the impact of change on themselves, so are typically further through the curve. At the point of announcement those receiving the change are right at the start of their curve. Of course, all feedback should be listened to and taken seriously â€" but anger 11 12 Chapter 1: A Change Management Perspective and blame from the recipients of change are not necessarily evidence that change is being managed badly. It is wise not to take such anger and blame too personally! Of course not everyone will experience these things in exactly the same way, but many will recognize â€" from their own experience â€" elements of these descriptions. Tip The change curve is a personal journey. Different personalities, different life experiences, different personal circumstances at the time of the change â€" all these and more will affect the way that different individuals respond â€" and how quickly. People will vary as to how quickly they will be ready to let go of the past and truly engage with a new future. Bridges describes three

phases or as he later says, processes that have to be completed in order for personal transition to be successful Figure 1. He summarizes these phases in this way my italics: This first phase of transition is an ending, and the time when you need to help people to deal with their losses. Change and the Individual 3 Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy, and discover the new sense of purpose that make the change begin to work. Bridges, F i g u r e 1. These processes are explored in more detail below. Things to consider, for example: Communication may be more through clicks on a screen, less by telephone. The location of desks and the community around the coffee machine may change. These issues and many like them are easily forgotten as we debate change strategies â€" but each is an ending for those affected. Some not necessarily all will feel like losses. Tip You can ask people to help you identify endings and losses: Do not dismiss as trivial anything that people are losing. Acknowledge them as losses â€" large and small â€" with genuine empathy. Let people know what will not change. For example, a statement that existing workgroups will be kept close together in the new office configuration may make a big difference to the people in those groups. Identify the reasons why the current situation cannot continue. There will be gains amongst the losses. C a s e s t u dy A food company was automating a packing line, which would require only one operator after the change instead of 17 prior to the change. This would clearly break up established work groups, but guarantees were given to affected staff about continuity of employment. Further commitments were given that posts on the new, technologically advanced line would be filled from existing junior staff, who would be provided with the training required. Problems raised about the content are valuable input and will improve the change. Show respect for all that has gone before. Help people to see how the best aspects of the past â€" its successes and, most importantly, its values â€" will be preserved and enhanced by the change. It is difficult to communicate too much! Change and the Individual those affected, but asserts that precisely for these reasons it opens the possibility of experimentation and for developing genuinely new patterns. Think of the neutral zone as a journey from one place to another. Here are some implications: The journey is inevitable. However, I can choose to see any journey as a mere inconvenience â€" an unwelcome interruption to my life, to be kept as short as possible â€" or as an opportunity to look around, to learn, to see new things. Using an image such as this can help people to give meaning to this period. It can legitimize the opportunities that may occur if we look for them. My normal routines are disrupted and I need new ones to fit in with the timings of flights, transfers, overnight hotels and the inevitable delays. In adapting myself to these new routines I may learn better ways of managing myself when I am settled. In the same way, individuals and teams passing through their neutral zone need temporary solutions to the problems of transition. Some of these adaptations will prove to be useful innovations once the transition draws to a close. Notice these and celebrate them. A journey can be a lonely time. Encourage those in the neutral zone to connect more intentionally with other people and other teams other travellers or those now securely arrived at their destination. Consider including the friends or family who are their key personal support systems. Providing guidance to many people on their own individual journeys can be difficult. Travel agents have helpline numbers to ensure that they receive feedback from travellers and can revise travel arrangements where necessary. Beginnings follow the timing of the mind and heart. A Change Management Perspective Making a new beginning is a risk time. It means committing to a new kind of future. Bridges recommends four things that encourage such commitment. He suggests that people need: A purpose for the future after the change, which encourages people to focus on making it work. A plan that is credible, and that gives people a clear route to success in implementing the change. Advising leaders and managers on change, Bridges suggests that making new beginnings into a reality requires: This includes recognizing the importance of symbolic decisions. Visible early successes to encourage and reassure people: Bridges summarizes his thinking like this: Letting go, repatterning and making a new beginning: You need the transition that they add up to for the change to get under the surface of things and affect how people actually work. To explore these differences, we need to understand what drives or motivates people. This is a complex field of study. In the space we can allow here, our aim will be to offer a view of the practical implications of a few key perspectives.

Chapter 3 : The Effective Change Manager's Handbook | eBalance

The Effective Change Manager's Handbook, the official guide to the CMI Body of Knowledge, is designed to help practitioners, employers and academics define and practise change management successfully, and develop change management maturity in their organisation.

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About the book. The Effective Change Manager's Handbook is designed to help practitioners, employers and academics define and practise change management successfully and develop change management maturity within their organization.

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The Effective Change Manager's Handbook is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization.

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The Effective Change Manager's Handbook is the ofﬁcial guide to the Change Management Institute (CMI) body of knowledge, The Effective Change Manager. It is.

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The Change Management Institute endorses The Effective Change Manager's Handbook as a text which is fully aligned with our change management body of knowledge and as an appropriate reference for.