

GUIDING

HOW TO ARTFULLY INSPIRE, INFLUENCE,
AND DRIVE LASTING *change*

CHANGE

C H R I S T I E C O O P E R P H D

Guiding Change

How to Artfully Inspire, Influence, and Drive Lasting Change

Christie Cooper © 2025

All rights reserved. Use of any part of this publication, whether reproduced, transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, or stored in a retrieval system, is an infringement of copyright law and is forbidden.

While the publisher and author have used their best efforts in preparing this book, they specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. Neither the publisher nor the author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

The publisher and author shall have neither liability nor responsibility to any person or entity with respect to loss, damage, or injury caused or alleged to be caused directly or indirectly by the information contained in this book.

Hardcover ISBN: 978-1-61206-368-3

Softcover ISBN: 978-1-61206-369-0

For more information, visit CooperConsultingGroup.com

To purchase this book at quantity discounts, contact Aloha Publishing at alohapublishing@gmail.com

Published by



AlohaPublishing.com

Printed in the United States

*To all those who need to
be inspired to change.*







Contents

Introduction	7
1: Why Is Change Management Important?	17
2: Why Does Change Fail?	23
3: What Makes Change Difficult?	33
4: How Can Change Be Successful?	49
5: The Role of Personality and Behavioral Style	61
6: The Three Stages of Evolution	69
7: How DISC Styles Respond to Change	83
8: How Personality Drives Behavior	97
9: Exploring the Change Curve	107
10: Facilitating the Change Curve	117
11: How to Become a Champion of Change	135
12: Inclusive Leadership	143
13: Creating Change Through Learning	161
14: Championing Change for Your Organization	167
Acknowledgments	175
About the Author	177
Connect	178
Resources	179
Endnotes	180

A misty forest of tall evergreen trees, with a quote overlaid in the upper left. The trees are dense and green, with a soft, hazy atmosphere. The quote is in a clean, sans-serif font, with the words 'forward' and 'back' in bold. The attribution is in a smaller, italicized font.

“ In any given moment, we have two options: to step **forward** into growth or step **back** into safety. ”

—Abraham Maslow

*Why Is Change
Management Important?*



At some point, every organization must face change, and as the rate of change only gets faster, companies that wish to thrive must prioritize change management. Those that don't invite chaos either by implementing change poorly or by failing to stay adaptable and competitive.

Too many businesses fail to adapt because they're comfortable with how things are. When things seem to be working well, business leaders may fail to question processes and challenge the way things are done.

**Comfortable is not a good place to be.
Comfort creates blinders to what's going on around you.**

Getting complacent can be a death sentence. As a consultant to companies managing change, the last words I want to hear are "This is how we've always done things around here."

Companies that fail to innovate or change to keep up with industry advancements inevitably fail, even brands that once seemed indestructible. When you look back to the turn of the century, it's easy to identify several iconic companies that suffered that very fate, such as Kodak or Blackberry. Blackberry devices were

“Change **before** you have to.”

—Jack Welch

once a primary mode of communication for many people, but the popularity of iPhones and other mobile phones quickly made them obsolete. Blackberry didn't innovate quickly enough to keep up with the rapidly developing industry.

Similarly, Kodak and Polaroid were both camera brands that once dominated their markets but failed to adapt with the rise of digital cameras and eventually phone cameras. While both of these brands still exist today, they are primarily novelty products for hobbyists rather than the industry leaders they once were.

The difference between a company that innovates and one that resists change was also illustrated by the battle between Netflix and Redbox, both companies that offered DVD rentals; it's clear which one remained relevant as a result of adapting their business model with changing technology.

Companies like these demonstrate the need for businesses to remain agile and adaptable, which requires strong change management. Poor change management can be as damaging as resistance to change because it often leads to failed change. It's commonly said that 50-70 percent of change initiatives fail. It is about time to change that statistic!

Strong change management begins with leaders making sound decisions about when change is necessary or advantageous. It's also possible to be too driven toward change or to move too quickly, which can lead to risky or unnecessary changes that cause unneeded disruption to workflow or may move the organization in an unfavorable direction.

As a leader, you need to balance comfort and risk by remaining constantly prepared for change without jumping hastily into it. Understand and evaluate the developments needed to stay up-to-date with what's going on in your field and make changes with purpose. Evaluate processes regularly to determine what is and isn't working.

Sometimes what's needed is to simply take your company's employee manual or standard operating procedure, go through each item, and ask whether it's still needed and relevant. Sometimes the answer is yes, so it's always worthwhile to consult the people most closely involved in the work to understand the purpose of any procedure. But sometimes the answer is that a system is outdated and change is needed.

You can question and challenge the way things are done without leaping forward into change. Behavioral styles that are more risk-activated may jump into change too quickly, while risk-averse personalities may be too hesitant to change. But every style has something to contribute, so it can be beneficial to listen to different voices to understand the matter from a variety of perspectives.

“Change is the law of life.
And those who look only
to the past or present are
certain to miss the future.”

—John F. Kennedy

TURN RESISTANCE INTO *Resilience*

Most organizational change efforts fail because leaders overlook the people experiencing it. *Guiding Change* equips you with a psychology-driven approach to lead with empathy, build trust, and turn resistance into resilience. Learn how to navigate reactions to change, build trust, communicate with clarity, and drive lasting transformation in your organization.

"*Guiding Change* is the most comprehensive discussion of the change process that I have ever encountered. She masterfully presents the essence of managing change for organizations and their members."

—Ralph H. Kilmann, Ph.D., CEO of Kilmann Diagnostics and
co-author of the Thomas-Kilmann Conflict Mode Instrument (TKI)

"Dr. Cooper's approach gives voice to what many of us feel but struggle to articulate: change isn't just strategy—it's deeply human."

—John D. Masters, MBA, Ph.D. (ABD), retired senior
executive federal law enforcement officer

Christie Cooper is the founder and president of Cooper Consulting Group, dedicated to helping leaders and teams perform at their best through leadership development, team building, and executive coaching. With extensive experience working with Fortune 500 companies, Christie's consulting work blends proven assessment tools with practical business strategy to help organizations build stronger leaders and more cohesive teams.

Christie holds a Ph.D. in global leadership and change from Pepperdine University and an Ed.D. in organizational leadership. She is a Master MBTI® practitioner, board-certified coach, and certified trainer in emotional intelligence. A passionate educator and facilitator, Christie designs customized workshops and leadership programs for companies nationwide.

aloha
PUBLISHING

Knowledge Capital
Business Leadership
Change Management

ISBN: 978-1-61206-372-0



\$34.95

53495

9 781612 063720