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Name.....

Date.....

**A personal workbook to accompany “Diary of a Change Agent” by Tony Page**



## 35 Day Change Diary

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*“The biggest problem is to change our organisations  
fast enough to cope  
with the changing of the external environment.  
As all of us who try to do this know,  
the starting point is to change oneself”.*

**Sir John Harvey Jones, MBE**

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With special thanks to Peter Callender, Jill Fairbairns, Jeremy Keeley, Rosemary Rimmer, Malcolm Stern and Ken Warren who took the trouble to provide constructive feedback on earlier drafts of the workbook.

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*“Everything flows and nothing abides;  
everything gives way and nothing stays fixed...  
...You cannot step twice into the same river.”*

**Heraclitus**

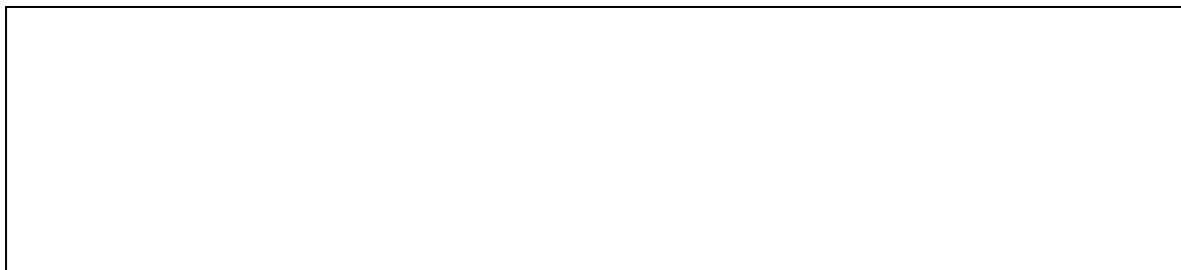


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*“The great advantage of being in a rut is that when one is in a rut,  
one knows exactly where one is.”*

**Alan Bennett**

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## Introduction

If while reading “Diary of a Change Agent”, you became interested in using the diary method for yourself, then this workbook is for you! In return for a modest investment of your time it helps you gain early benefits and opens up a reflective, life-enhancing journey bringing even more profound insights and continuous learning.

This workbook is presented as a 35 day Change Diary to help make the method efficient, focused and tangible. Different people engage with this in different ways. For example, you might adopt diary-keeping as a daily practice over the next 35 days. Or you might prefer to do the diary intermittently over three to six months, whenever you find time or feel a particular need for reflection to clear your mind. Or you might find learning easier when supported by regular contact with others in a learning group.

The workbook framework comprises a concise guiding narrative, quotations as a stimulus to reflection, questions and space to record your responses. As you begin recording your experiences, the workbook becomes your own personal change diary. Why not begin this process now by putting your name and the date on the front cover?

Each of the five 7-day phases offers a new, advancing focus to your reflective learning. The daily section needs only five minutes on the first five days, but on the 6th and 7th days expect to take a little longer, around half an hour. There is an exercise to complete on the 6th day and, on the 7th day, a reflection over the previous six days. The cycle repeats each week. You might need to pause and break the cycle in the fourth week.

No one knows what will emerge for you from this practice. But here are a few tips to help you gain as much as you can:

- start with an objective
- be brutally honest with yourself throughout
- express both your most optimistic and pessimistic feelings
- relax and follow the framework provided.

Treat this as a 35 day trial. Afterwards review your experience and evolve a method of transformational learning to suit your lifestyle and preferences.

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*“Kids are naive...they ask impossible questions and hope for impossible things.  
Adults are smart..they don't ask silly questions and hope for impossible things.  
But anybody who really believes 'that's just the way it is', anybody who is too lazy to  
ask 'Why couldn't it be different?' will never see the future.”*

**Gary Hamel and CK Prahalad**

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*“The beginning of personal transformation is absurdly easy.  
We only have to pay attention to the flow of attention itself.”*

**Marilyn Ferguson**

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## Contents

Personal Objective .....	7
Example Entries .....	8
Week 1: Locating Value .....	11
Week 2: Locating Feelings.....	17
Week 3: Locating Dissonance.....	23
Week 4: Reframing .....	29
Week 5: Re-connecting With Others .....	37
Future Learning after 35 Day Trial (and feedback).....	43
Information about the book "Diary of a Change Agent" .....	45
Information about Tony Page.....	47

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*“All ‘graduations’ in human development mean  
the abandonment of a familiar position...  
all growth must come to terms with this fact.”*

**Erik H Erikson**



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*“If you are going to reinvent your organisation,  
then in order to succeed, you must reinvent yourself”*

**Tracy Goss**

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## Personal Objective

Make brief notes below of two or three benefits that you hope to gain from your diary practice over the next 35 days.

1.
2.
3.

## Example Entries

**Thursday 28 January 1993**

**What is going on?**

*Edward told me Hans must leave the programme. When I tried to describe what Hans had told me, Edward interrupted and tried to defeat each point in a debate. I remember holding the table and shouting.*

**How do I feel about it?**

*I felt my heart thumping. My hands were shaking. Afterwards I was unable to speak for ages. I had become very angry and heated. My blood had boiled. I'm not used to being angry and I am slightly scared by this incident.*

**Monday 22 February 1993**

**What is going on?**

*Follow-up meeting at ad agency after the ferry company brainstorming workshop.*

*Unfortunately at the workshop last week, the ferry company MD had to leave for an emergency meeting just after the start and by being absent he did not "own" the results. Since he holds the power to implement, the ideas produced still have to be "sold" to him.*

*All the same, my account director client told me he was pleased with our work and led me to expect repeat business.*

**How do I feel about it?**

*Disappointed that we were not able to oblige the MD to stay, but pleased at the recognition and the prospect of repeat business.*



### **Thursday 23 September 1993**

#### **What is going on?**

*I went out to Chutney Mary's, an Anglo-Indian restaurant in King's Road to celebrate the successful project.*

*Joe asked each of us for our highs and lows during the project. Richard's high was the trainer course in which he said there was a massive release of tension and energy. After that he felt the change programme was unstoppable.*

#### **How do I feel about it?**

*This was overdue. There were a few laughs. Laughing is an important part of celebration but I felt a sadness that our front end formative work was over.*

### **Thursday 20 October 1994**

#### **What is going on?**

*A decisive meeting with Joe. We had previously started to develop a change management product. In the meeting we had a series of humbling realisations. We cannot produce a "product" in the form of a manual, a CD-ROM, or a "how to" book. We are midwives, not inventing something but bringing life, access, legitimacy and prominence to something that already exists that people are already living. A (blank?) diary is more appropriate.*

#### **How do I feel about it?**

*Excited. Energised. From our willingness to give up on a previous idea, admitting we got it wrong, we got to something real, unique and much more worthwhile.*

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*“Normally we do not so much look at things  
as overlook them.”*

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**Alan Watts**



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*“Interdependence is the paradigm of we  
- we can do it, we can cooperate,  
we can combine our talents and abilities  
and create something greater together.”*

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**Stephen Covey**

## Week 1: Locating Value

Why “value”? Because “value” is what we all are striving to create for ourselves and for other people. Value to you might mean earning a wage, holding on to your job, keeping the boss off your back, earning greater responsibility. Or it might mean making better products, improving a service, making shareholders richer, helping someone get better after an illness or making someone in your family happy.

It doesn't matter what you do, what age or stage you're at in life, in a sense we are all trying to do the same thing, that is, to create value in our lives. We all want something more: perhaps more money, more time, more appreciation, a better job, better relationships, something meaningful, a better life.

But none of us are isolated. We all operate with other people, through relationships. We act as “agents”, offering our skills and expertise, combining our energies with friends, family, colleagues, clients, employers to create value for others. In doing so we also create value for ourselves.

If we focus on increasing the value we create, this provides a kind of direction for us that encourages us to develop and change.

For the first week, here are some questions about value to focus on:

- what value are you really trying to create for yourself?
- who else are you trying to create value for?
- do you ever lose sight of your aims?
- to what extent do you need to keep your aims private and how much might it help you to share them?
- what else is helping and hindering you in creating value?

Each day set aside five minutes to reflect on “value” and record brief answers to the two questions:

- what is going on?
- how do I feel about it?

Then on the 6th day after your five minutes reflection, complete the exercise. Finally, on the 7th day review your notes from the previous six days and record brief answers to the questions listed.



**EXERCISE**

**Week 1 Entries: Locating Value**

**Day 1**

**Date:.....**

What's going on?

How do I feel about it?

**Day 2**

**Date:.....**

What's going on?

How do I feel about it?

**Day 3**

**Date:.....**

What's going on?

How do I feel about it?



**EXERCISE**

**Week 1 Entries: Locating Value**

**Day 4**

**Date:.....**

What's going on?

How do I feel about it?

**Day 5**

**Date:.....**

What's going on?

How do I feel about it?

**Day 6**

**Date:.....**

What's going on?

How do I feel about it?



EXERCISE

## Day 6 Exercise: Locating Value

The author's journey was fuelled by his search for ever higher value in the client relationship. Thinking of a "client" as anyone to whom you deliver a service, consider the value you are creating through a specific client relationship.

1. Think of a specific recent meeting with a client. Reflect on both facts and the feelings involved. Write a brief summary of the meeting.

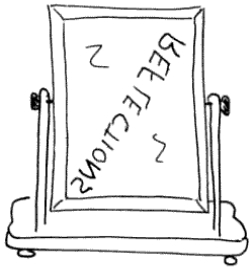
2. What value (intended and unintended) did you gain from the meeting?

3. What value did the client gain from the meeting?

How do you know?

4. What did you both do that helped to create this value?

5. Review the value commentaries in the *Diary of a Change Agent* book. List some new or different possibilities you can now see for creating value with your client.



## Day 7 Reflection: Locating Value

Use the following questions to help you to reflect upon your first six days of completing the change diary.

What's really going on?

What's your theory about it? (= why do you think that is?)

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*“What happens when you repress one feeling like anger,  
is that all your feelings get repressed.  
It’s like putting your foot on the soft key of the piano:  
everything - life itself - gets subdued....  
You have nothing to lose by recognising  
and facing up to your negative feelings,  
other than the feelings themselves.”*

**Dr Jenny Cozens**

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*“(As a master manager)...you know enough  
about your internal dynamics  
and your organisation’s dynamics  
to be able to effect harmony between the two.”*

**Jagdish Parikh**

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## **Week 2: Locating Feelings**

Why feelings? Because feelings provide you with fast and valuable information during a journey of change: early warning signals, indications of what is really occurring, connections to deeper and more powerful motivation, directional pointers through swirling mists of confusion. When you are in tune with your own feelings and with those of the people around you, you can be fast, fit, strong, unstoppable.

Traditionally the workplace was said to be rational, feelings were irrelevant. But working there was uncomfortable, and often you noticed undiscussable tensions, power struggles, covert manipulations. You found yourself caught up in political forces. You experienced hostility, anxiety, anger, blame, guilt, frustration. It appears that when the positive side of emotion was denied or suppressed, negative emotions often broke to the surface.

In every animal, there is a survival instinct, a sophisticated but primitive ability to sense and respond quickly to risk and danger. This is an ability we need to relearn. As human beings, our power to think and reason, can cause us to ignore the signals we are continuously receiving through our senses and our feelings.

Turbulence gives rise to feelings, which work their way like shock waves through every work group. You experience excitement but also uncertainty and stress. By reflecting on feelings you start to develop a new “emotional intelligence”, allowing you to be present, involved, free to act rather than suffering as a victim of your circumstances.

During week two focus on the “feelings” that arise in you each day. Start to label, classify and reclassify them. Notice how long they last and how they affect your attention, perception and actions.



**EXERCISE**

**Week 2 Entries: Locating Feelings**

**Day 1**

**Date:.....**

What's going on?

How do I feel about it?

**Day 2**

**Date:.....**

What's going on?

How do I feel about it?

**Day 3**

**Date:.....**

What's going on?

How do I feel about it?



EXERCISE

## Week 2 Entries: Locating Feelings

**Day 4**

**Date:.....**

What's going on?

How do I feel about it?

**Day 5**

**Date:.....**

What's going on?

How do I feel about it?

**Day 6**

**Date:.....**

What's going on?

How do I feel about it?



EXERCISE

Day 6 Exercise: Locating Feelings

Reflect on your working life since leaving school or college. Focus on the most memorable feelings at each stage. Recall the positive experience(s) you have had and try to find what made those moments feel particularly positive. Use the guide below.

1. "When I started my working life back in (month/year), I felt...."  
(describe your initial feelings at the outset of your career)

2. "Since then the main highs and lows have been....."  
(recall the times when you felt best and worst during your working life)

3. "Today, my feelings about my work are....."  
(describe your present feelings)

4. "The time when I felt most excited, alive or fulfilled was....."  
(describe what made it exciting, who else was involved, how you felt then)

5. "At that time, what I most valued about myself and my contribution was...."  
(don't be humble, dwell briefly on what you value about yourself, your work, what you bring to your work)

*(With acknowledgements to David Cooperrider and Jane Magruder Watkins)*



## Day 7 Reflection: Locating Feelings

Use the following questions to help you to reflect upon your last six days of completing the change diary.

What's really going on?

What's your theory about it? (= why do you think that is?)

What have you achieved so far in your working life that you are proud of?

What is still incomplete or missing?

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*“The leaders (of the successful companies in the study)..  
....were outward looking...  
sensitive to changes in the world...  
They saw changes early, drew conclusions  
and took action swiftly.”*

**Arie de Geus**



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*“In the rubble of devastation and disaster  
are buried hidden treasures.”*

**Dr Deepak Chopra**



### Week 3: Locating Dissonance

Why “dissonance”? Because dissonance is the fuel for transformational learning. The first sign of a change arriving is usually not a well-argued case but a slight, unpleasant, background feeling of discomfort or disharmony.

Dissonance is not unusual: working life is full of it. Jobs demand that we act in ways we do not truly believe. But you learn to live with it, blot it out of your mind, deny it exists or blame it on others. Ignore it but it doesn't go away. It expresses itself through cynicism and stress. It saps your energy, distracts you and clouds your judgement. The pressure builds and later on, change imposes itself on you from outside, traumatically jolting you into a new, uncomfortable reality.

You experience “dissonance” whenever you believe one thing (eg. smoking is bad for you) and do something else (eg. continue smoking). Dissonance arises from a buried conflict, that you have not articulated, and not faced up to.

What's good about dissonance? Working through it early on can reveal your deeply held values and provide a positive direction for change. Once located dissonance naturally calls to be resolved either by an inner or an outer route. In the smoking example either we change our inner beliefs (eg. smoking is not really bad for me) or we change our outer behaviour (eg. giving up smoking). When you resolve a dissonance, you often gain positive feelings of harmony, satisfaction and relief.

This week in the diary, focus on “dissonance”. The work you completed in week 2 on feelings will help sensitise you. Whenever you log a bad feeling in the diary, look for the dissonance behind it. There will be a gap between how you behaved and your values, or between how you thought the world was and how it really is.



EXERCISE

## Week 3 Entries: Locating Dissonance

### Day 1

Date:.....

What's going on?

How do I feel about it?

### Day 2

Date:.....

What's going on?

How do I feel about it?

### Day 3

Date:.....

What's going on?

How do I feel about it?





EXERCISE

## Week 3 Entries: Locating Dissonance

**Day 4**

**Date:.....**

What's going on?

How do I feel about it?

**Day 5**

**Date:.....**

What's going on?

How do I feel about it?

**Day 6**

**Date:.....**

What's going on?

How do I feel about it?



EXERCISE

## Day 6 Exercise: Locating Dissonance

This exercise helps you unearth dissonance. It comes with a health warning: you may experience uncomfortable feelings. Do not rush to act on them or express them to others. Just acknowledge them for the moment.

1. Choose any two "worlds" from the following list:

*business*                      *career*                      *local community life*  
*social life*                    *home life*                    *personal health and fitness*  
*parent*                              *finances*                      *self image*

If you wish include 1 or 2 other "worlds" that reflect partitions in your own life.

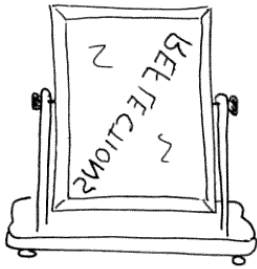
2. For each of the two "worlds" chosen, ask yourself: "What really matters to me about it?" Write down two or three items on each list.

What really matters to me?	
World 1	.
-----	.
	.
World 2	.
-----	.
	.

3. For each of the two worlds chosen take a critical look and ask yourself "What is currently missing?" Write down two or three items on each list.

	What really matters to me?	What is currently missing?
World 1	.	.
-----	.	.
	.	.
World 2	.	.
-----	.	.
	.	.

4. Now look at your answers for any themes, connections, interrelationships and conflicts. Note them here.



## Day 7 Reflection: Locating Dissonance

Use the following questions to help you to reflect upon your last six days of completing the change diary.

What's really going on?

What's your theory about it? (= why do you think that is?)

What have you achieved so far in your working life that you are proud of?

What is still incomplete or missing?

What really matters to you right now?

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*“Shifts in being are not merely upbeat intellectual ‘ah-ha’s’.  
‘Oh my God’ is more likely to be uttered than ‘Eureka’.  
The acid test of such a shift is whether or not it is  
intellectually and emotionally jolting.”*

**Tracy Goss, Richard Pascale and Anthony Athos**

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*“When an error is detected but underlying assumptions are not questioned,  
the learning is ‘single loop’.  
‘Double loop’ learning involves a re-examination of the fundamentals.  
As an analogy: a thermostat is a single loop system.  
If it questioned why it had been set at 70  
it would be a double loop system.”*

**Chris Argyris**

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## Week 4: Reframing

Why reframing? Because as the world changes, you need to revise your assumptions about how it operates and what is important. The skill of reframing is a key to transformational learning and survival in a fast changing world.

Before Columbus people thought and behaved as if the world was flat and before Galileo, as if the earth was the centre of the universe with the sun revolving round it. Before Einstein people thought time was a constant. He demonstrated that by treating the speed of light as a constant instead, he was better able to explain the properties of the universe.

We each develop a fixed way of seeing the world based on assumptions about how it operates and what is important. This 'mindset' acts as a filter, allowing you to perceive only the information which fits your view. Contradictory information is filtered out as irrelevant.

We are all well able to tolerate "the exception that proves the rule". We are adept at incremental change, making small adjustments at the margin of our beliefs ("I was almost right but now I'm right"). We also know about the less common "road to Damascus" or pendulum swing changes ("I was wrong but now I'm right").

Reframing is a change of mindset where the brain harmonises conflicting ideas into a powerful new synthesis ("I was partially right before and now I'm a bit more partially right"). In simplified form you begin with a "thesis" which is your existing fixed view of the world. You notice an opposing fixed view or "antithesis". Reframing is the discovery of a "synthesis" which is a new view that embraces and transcends the previously opposing and mutually exclusive views.

This week in your diary seek out contradictions, conflicts and alternative explanations of "what is going on". For the first five days just log these contradictions, let them fester or incubate, do not try to reach any personal conclusion or view. Wait until the day 6 exercise.

*(With acknowledgements to Marilyn Ferguson)*



EXERCISE

## Week 4 Entries: Reframing

### Day 1

Date:.....

What's going on?

How do I feel about it?

### Day 2

Date:.....

What's going on?

How do I feel about it?

### Day 3

Date:.....

What's going on?

How do I feel about it?



EXERCISE

## Week 4 Entries: Reframing

**Day 4**

**Date:.....**

What's going on?

How do I feel about it?

**Day 5**

**Date:.....**

What's going on?

How do I feel about it?

**Day 6**

**Date:.....**

What's going on?

How do I feel about it?



EXERCISE

## Day 6 Exercise: Reframing

Begin this exercise on Day 6 then take a break from the programme until you are ready to continue.

1. Turn back in your Change Diary and review your objective.

2. Next read through all of your diary entries to date in Weeks 1-4 looking for contradictions, inconsistencies and conflicts. Make brief notes here.

3. Which two or three contradictions seem to you to be the most fundamental or important? Express each of these in the form of thesis and antithesis in the spaces below.

Thesis:.....

Antithesis:.....

Thesis:.....

Antithesis:.....

Thesis:.....

Antithesis:.....





EXERCISE

4. Now stop.

## **STOP!**

Do not attempt a synthesis yet. Turn your mind in a different direction. Do something else.

## **DO SOMETHING ELSE**

Go for a walk. Read a paper.  
Live with the tension for a while.  
Sleep on it and wait.

## **EXPECT NOTHING**

At some point during the next seven days,  
perhaps just as you are falling asleep,  
while waking up, or while driving,  
you might experience a moment of insight  
when spontaneously  
from an unconscious part of the brain,  
a resolution comes.

But equally it might not!

## **NOTICE WHAT HAPPENS**



**EXERCISE**

If and when a resolution to one or more of your three important contradictions starts to arrive in your mind, make notes of it below.

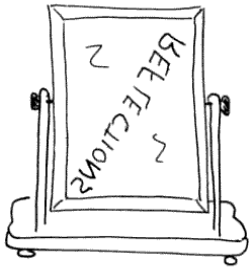
<p>Synthesis</p>
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Insights often feel like flashes of the blindingly obvious. They have a compelling quality. They demand expression. You might experience insights apparently unrelated to your three contradictions. If so, record them here.

<p>Other insights</p>
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You might experience nothing at all out of the ordinary. This still leaves you with the contradictions. Working consciously, deliberately seek and record a solution for each of them below.

<p>Solutions</p>
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## Day 7 Reflection: Reframing

Reflect on your progress so far on this change journey.

What's really going on?

What's your theory about it? (= why do you think that is?)

What have you achieved so far on this change journey that you are proud of?

What is still incomplete or missing?

What really matters to you right now?

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*“Partnership means to be connected to another  
in a way that the power between us is roughly balanced.”*

**Peter Block**



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*“When you begin to observe reality,  
begin freshly with the notion that you know nothing. ...  
It takes practice to put pre-conceived concepts aside  
and observe what is truly going on.”*

**Robert Fritz**

---

*“If we stay aware and acknowledge  
the great mystery that is this life,  
we will see that we have been perfectly placed,  
in exactly the right position...  
to make all the difference in the world.”*

**James Redfield**

## **Week 5: Re-connecting With Others**

Why re-connecting? Your re-framed view of the world is irrelevant and of little interest to others while it is unconnected to their priorities and needs. If you forget this in your enthusiasm, blurting out your new found wisdom inappropriately, you will seem idealistic, head in the clouds, lacking a sense of reality like an eager youth. Expect to be attacked and ridiculed. You'll hit the ground with a bump.

Your new ideas although still crude and untested can have a powerful and unpredictable impact on your style of work, your income and your life at home. These are important areas of your life in which change can entail risks and dangers. So, approach this phase deliberately and carefully. Expect some turbulence, difficulty and discomfort. Recognise your needs for continuity. Remind yourself of the value you are aiming to deliver to others. Be flexible and patient.

Here is another health warning. Guard against the risk of breaking trust with the people nearest to you in life. Once broken trust can be irrecoverable. Keep yourself open and tuned in to what matters to the person(s) nearest to you. Make sure you stay strong at the centre of your life in this way. Start here and work outwards.

You might ask, if it's that hard, why bother? Trust that you will achieve a more harmonious and enduring equilibrium. This style of transformative learning is the way to perform at your peak, to maximise life quality and personal satisfaction.

In this final week, spend some time in dialogue with other people, listening and inquiring. Only when they seem receptive start sharing your ideas, a little at a time. Be willing to learn from their reactions, gradually making the ideas clearer and more pragmatic, developing them together.



EXERCISE

## Week 5 Entries: Re-connecting With Others

### Day 1

Date:.....

What's going on?

How do I feel about it?

### Day 2

Date:.....

What's going on?

How do I feel about it?

### Day 3

Date:.....

What's going on?

How do I feel about it?



EXERCISE

## Week 5 Entries: Re-connecting With Others

### Day 4

Date:.....

What's going on?

How do I feel about it?

### Day 5

Date:.....

What's going on?

How do I feel about it?

### Day 6

Date:.....

What's going on?

How do I feel about it?



EXERCISE

## Day 6 Exercise: Re-connecting With Others

Spend half an hour with another person to share the experience of a “generative conversation” in which you create new value together, with and for each other.

1. Name a project or a “world” that you are both engaged in together.

2. Behave as consultants to each other, using the following questions, sharing the time equally, each of you drawing your partner out, accessing both facts and feelings, finding their energy, summarising, recording ideas and guiding gently.

**Who are the “stakeholders” or “interested parties” in this project or world?**

**What are their interests?**

**What is your value creating role?**

**What have you achieved so far?**

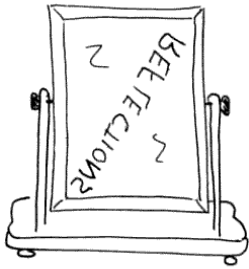
**What do you feel is missing?**

**What really matters to you about this project/world?**

**What new possibilities for value are there in this project/world?**

3. When the conversation draws naturally to a close, spend 5 minutes discussing how you both felt during the conversation. Make notes here.





## Day 7 Reflection: Re-connecting With Others

Use the following questions to help you to reflect upon your change journey over the last 5 weeks.

What's really going on?

What's your theory about it? (= why do you think that is?)

What have you achieved in this journey that you are proud of?

What is still incomplete or missing?

What really matters to you right now?

What value did you want to create for others?

What value did you want to create for yourself?

What do you propose to do next?



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*“Success and achievement will have other faces  
than the ones they wear now.  
We shall describe ourselves in different ways,  
live in different ways,  
have new priorities and values.”*

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**Charles Handy**

## Future Learning after 35 Day Trial (and Feedback)

The last 35 days have been an experiment in transformational learning using the Diary Method. Please use this space to help you plan your future learning arrangements and to provide feedback for improvements to future editions of this workbook.

1. What was most memorable?

2. Summarise what you learned?

3. Describe briefly the changes, if any, that have occurred and will occur in your life as a result of using the method?

4. Which parts of the method were most helpful?

5. Which parts of the method were most powerful?

6. Which parts did you find most difficulty with?

7. If you removed the difficult parts, to what extent would you remove the power from the method?  
Which parts of the method really do need to be improved?

8. What specific improvements would you suggest?

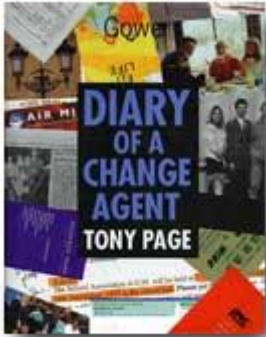
9. What other learning methods do you find useful?

10 What methods do you intend to use for continuous learning from today onwards?

Name.....  
Job role.....  
Company Address.....  
.....  
Phone.....  
Fax .....

EMail.....  
  
Please post or fax a copy of this form to Page Consulting, Middlewick House,  
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Phone +44 (0) 181 943 1690. Fax +44 (0) 181 977 1159.

## Information about the book "Diary of a Change Agent"



A Gower hardback £32.50, paperback £25, signed copies from [author](#) £20  
For business leaders and consultants involved in transformation and change.

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### Feedback from readers:

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**Sir John Harvey-Jones, MBE.** I found the book stimulating... the biggest problem .. is to change our organisations fast enough ... the starting point is to change oneself. I am not aware of any other book which, gives such insights into dealing with this problem.

**Tony Coyle, Executive Director, OD, Merck & Co.** A practical method for enhancing reflexive learning.. rich expression of a way of being with clients...powerful because authentic, a theory about how organisations change...recognises new thinking on complexity and self-organising systems.

**Grant Hearn, Managing Director, Whitbread Travel Inns.** ..relevant to consultants, management developers and trainers, all kinds of managers and certainly psychiatrists!

**Gareth Rees, Chief Executive, Towers Perrin.** .. the book I wish I had written....will help anyone to learn and grow, managers, leaders, consultants, influencers of change.

**JB, Training & Development Consultant, BBC.** I was gripped.. a brutally honest account of a consultant's learning with exercises to understand your own journey.

**Mark Goyder, Director, Centre for Tomorrow's Company.** The book shows you that change programmes imposed top down just cannot work.

**Sheena Gray, Change Manager, Bank of England.** I really enjoyed your book... has a special relevance for me in my new role.

**DW, Business Transformation Consultant, Shell Oil, USA.**..fascinating.. enlightening. I work as a "change agent" in a corporate environment and I found myself identifying with your struggles.

**Richard Pascale, writer, lecturer and consultant.** I'm surprised how much I have dwelt on this book. If Tony was one of my own students I would be very pleased with him and proud of it. It underscores the necessary discipline of daily inquiry that helps discern pattern amidst the trivia in search of the profound.

**Dr Philip Sadler, CBE, former Chief Executive, Ashridge Management College....** absorbing reading ..... very useful to people entering the consulting field

**Management Consultancy Magazine.** ..exciting approaches for both consultant and client..a life training book...

**Management Skills and Development Magazine.** Should be read by all consultants and clients who are willing to embrace and value change within themselves.

**People Management.** ..gold dust for self-employed consultants...or trainers...and a stimulating read for facilitators.

**Strategy.** You gain insight into how personal and organisational development come together, grow and feed from one another.

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## Information about Tony Page



Tony Page is a forty-something management consultant.

Ten years ago, while working for PA Consulting Group, and a few months after the birth of his son, he returned late one night and had a blazing argument with Helen, his wife, who had been expecting him home several hours earlier.

Tony found the argument disturbing and sat up all night wondering why and what to do about it. The following morning he went in to see his boss and resigned.

Since then he has made a living as an independent consultant, facilitator, trainer and coach, specialising in the people side of change management. He is currently helping:

- two High Street banks to implement a merger
- a hotel chain to double in size
- a Swiss specialty chemical company to shape its future following a demerger
- a department of accountants and actuaries to transform the service it offers to customers within a large insurance company
- the National Health Service to implement equal opportunities.

In 1993, noting that relationships and emotional intelligence were far more important in organisations than he previously believed, but finding this dimension to life highly complex and confusing, Tony began to keep a diary to assist his own learning.

In 1996 his book "Diary of a Change Agent", was published by Gower and has proved very popular with consultants and business leaders who are also grappling with the people side of change. In July 1998 the book was released in paperback.

Tony's work is all about the contribution of people, relationships, intangibles and the "soft" issues to the hard, tangible evidence of organisational success. He stresses that his writing and the workbook is a "work in progress" and will be pleased to receive any constructive feedback (Phone 0181 943 1690. Fax 0181 977 1159. Email [tonypage@dircon.co.uk](mailto:tonypage@dircon.co.uk)).

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