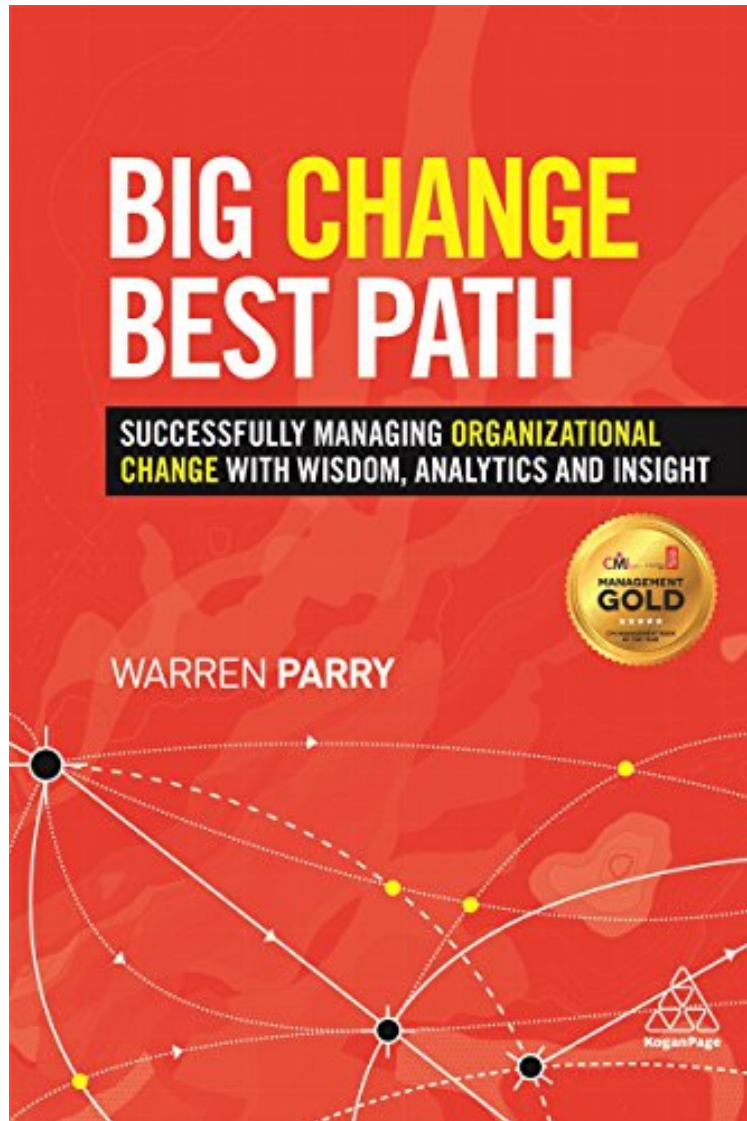


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Big Change, Best Path: Successfully Managing Organizational Change with Wisdom, Analytics and Insight

Warren Parry

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Warren Parry : Big Change, Best Path: Successfully Managing Organizational Change with Wisdom, Analytics and Insight before purchasing it in order to gauge whether or not it would be worth my time, and all praised Big Change, Best Path: Successfully Managing Organizational Change with Wisdom, Analytics and Insight:

0 of 0 people found the following review helpful. Five StarsBy Elizabeth PorrayGreat!2 of 2 people found the following review helpful. InterestingBy DarrenIngram_dot_comChange should not be feared, but actively gripped and

managed. This book aims to show a way of effecting change in a structured, insightful way whilst keeping a sense of humour and motivation. As you would expect, the author takes the reader through the entire thought and implementation process for change; it is a lot more than just deciding to do B instead of A. Sacred cows or myths can be brushed aside in the process, leading to a more focussed, professional change process that will ideally be successfully implemented. A lot of research has contributed to the author's expert commentary; over fifteen years of research collecting responses from over 750,000 individual respondents in change programmes affecting hundreds of big companies worldwide. Such body of research is even allowing predictions of change outcomes to be made by identifying the dynamics occurring within an organization. The research has identified 10 key drivers of performance in change initiatives and successful change depends on having as many of these KPIs in place as possible; the author guides you towards these areas and aims to help you achieve them. There is no shortage of books detailing change processes and general management strategies, yet this author has produced something that has carved out its own niche in this crowded sector, delivering a compelling, informative and engaging book in the process. The careful, open reader could even use the core information from this book to successfully implement change within their personal lives too with a modicum of modification. All in all, an interesting book that managed to make an often-dry subject come to life and engage the reader.

1 of 1 people found the following review helpful. The book comprises 285 pages and 12 chapters that conclude with a useful summary of key insights in bullet point format.

By Sebastian Salicru

The primary value of this book is that it offers a new way to think and talk about, execute, measure, diagnose, and evaluate the outcomes and benefits of organisational change initiatives. Right from the beginning, Parry states his message loud and clear by saying that organisations need to change how they think about and manage change. Parry presents a unique GPS-like navigating system to elevate an organisation's capacity to successfully anticipate and mitigate risk and navigate its change journey with clarity and confidence. The book comprises 285 pages and 12 chapters that conclude with a useful summary of key insights in bullet point format. The uniqueness of this book is sevenfold. Firstly, using an evidence-based approach the book debunks 12 of the most pervasive myths about change. It also defines high performance using a very clear and concise four criteria. Next; this is one of the aspects I like most about the book; as a researcher Parry demonstrates his mastery in both quantitative and qualitative research methods by creating a new change management system that uses the paragon for big data analytics (pattern recognition) to analyse a large data set (750,000 responses from 250 change initiatives from 150 organisations around the world) and the visual analogy of maps that assist travellers and mountaineers, to produce the 'Change Maps'. Balancing between performance and capability, and using benchmarks, this full-colour map defines four zones (high performance, on track, unsustainable, and off track). It also identifies twenty regions defined by the different patterns of strength and weaknesses across the change terrain, and nine 'capital cities' regions. This affords travellers; organisations, divisions, business units, and teams; to locate themselves through their unique change journey at any given time. As a result they are able to bring floundering projects back on track and effectively manage change risks. Further, the book integrates mini-case studies and individual respondents' comments. It also uses quotes from physicists, scientists, philosophers, military strategists, politicians, and mountaineers such as Stephen Hawking, Thomas Moore, Jean-Paul Sartre, Sun Tzu, Confucius, Jon Krakauer and Alison Levine at the beginning of each chapter to take the reader into a journey of self-reflection and insight by exploring the various dynamics, psychological and emotional dimensions, and impact of change. This makes it easy for the reader to identify with the content of the book from a personal, team, and organisational perspective. Parry joins multiple dots and offers practical strategies to manage large, complex and high value change initiatives by drawing on his unique and extensive experience as a practitioner; and the wisdom acquired by assisting many large global companies. This is presented in a fully integrated model that links performance outcomes to change conditions, processes and 10 drivers of performance. He unpacks each of the elements of the model using a rich narrative that links topics such as leadership, governance, organisational culture and agility, storytelling, employee engagement, motivation, emotions, community building, teamwork, accountability, and extraordinary performance. All of which provide a real feast for any contemporary change manager or OD practitioner. In conclusion, Warren Parry's 'Big Change, Best Path' is a compelling legacy that represents a paradigm shift in change management. It presents a data driven, visually rich, and easy to interpret comprehensive change navigation system that will assist organisations to understand, execute, and realise the business benefits of strategic change. The book is testimony to the author's practical experience and makes a unique contribution to the body of research and best practice in change management. It will be of great interest to senior leaders, those responsible for procuring change management solutions, change management and OD practitioners, and enthusiasts and students of organisational change.

Sebastian Salicru
Business Psychologist

Using ground-breaking modelling, *Big Change, Best Path* brings unique insights to the dynamics and process of organizational change, understanding success and failure, defining and describing the drivers and conditions of change, and the patterns and paths of organizational change. Author Warren Parry from Accenture Strategy shows that a whole new way of managing change is possible, from empirical benchmarking, predictive approaches that highlight

the specific actions needed at any point of a change program, and visualization for senior managers to show how each part of an organization is responding. The author also challenges many of the myths of change management and the dynamics of how organizations respond to change, clearly showing the common pitfalls and misunderstandings. *Big Change, Best Path* explains a new, more analytical way and process for driving successful change, and presents a ground-breaking vision for the future of how organizations can become more agile and resilient.

About the Author Warren Parry is a managing director in Accenture Strategy with deep expertise helping global clients navigate complex organizational change. Previously, as the founder and CEO of ChangeTrack Research (acquired by Accenture in April 2013) Parry pioneered the development of Change Tracking, a predictive analytics system based on more than 15 years of research which helps organizations navigate and manage large-scale organization change. Change Tracking is used by more than 150 organizations in 50 different industries and 25 countries.