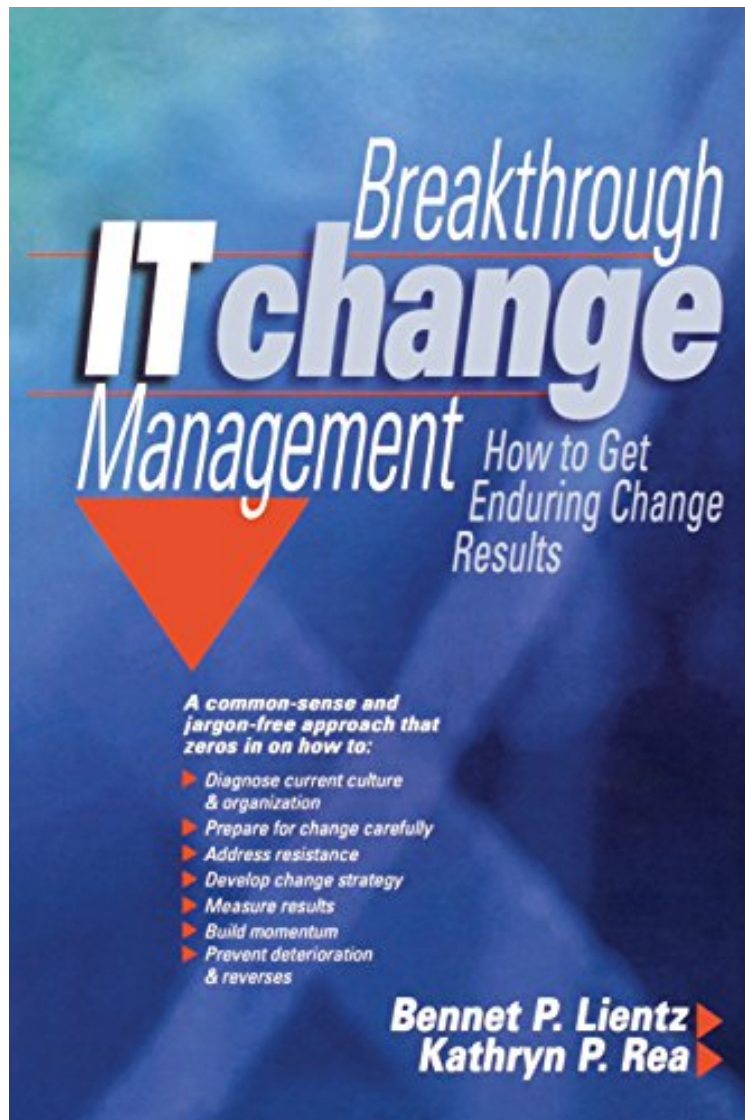


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Breakthrough IT Change Management

Bennet Lientz, Kathryn Rea

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IT change management this book provides principles and methods for managing any project. It is very practical and thorough. It is not a RAH RAH book, but a great discussion of pitfalls and how to deal with them in a practical way. Page after page of really great methods on how to do things. It is more like a handbook than a text. I could not recommend it more highly. 7 of 7 people found the following review helpful. Solid path through a political minefield

By Mike Tarrani

Changing IT is akin to herding cats because as a whole there is a legacy mindset at one end of the spectrum, and lack of discipline at the other. This book provides a workable approach to changing the culture and effecting real change. As in their other books the authors take a project-oriented approach to the goals and objectives. Where other books that attempt to address this subject are focused on solely human factors and considerations, this one does that, but gives a structured approach as well. The set milestones and wealth of associated checklists are what set this book apart from others, and are the means of systematically changing IT in an effective manner. To be sure, human factors are taken into consideration - the authors show a keen understanding of, and give advice for dealing with, organizational dynamics, politics and resistance to change. This is an essential set of knowledge and skill factors without which change cannot be accomplished. The keys to the approach given in this book, though, are in the chapters dealing with defining your goals and developing an overall strategy, then selecting the approach that is most suitable for your organization. The project-oriented aspects are covered in chapters dealing with characterizing "as-is" tasks, planning, and working towards the long-term objectives. The approach also includes a viable measurement strategy with which to ascertain results, and advice on how to build enthusiasm and support - instead of resistance - as the change initiative is being implemented. A key chapter is "Prevent Reversion and Fallback", which all too frequently happens in the real world. By recognizing this particular risk in change and addressing how to prevent it the authors provide sound advice to avoid a major pitfall. Overall this is an excellent book by two authors who I hold in high regard. I also recommend reading "RoadMap: How to understand, diagnose, and fix your organization" (ISBN 0964163527) in conjunction with this book because it contains information that will help you select and develop an optimum overall strategy for an IT organization that is customer-focused and efficiently run.

This is a *different* book on change management. Using commonsense and practical advice tested in their work with hundreds of organizations, the authors walk the reader through clear guidelines and checklists to implement change that works. Readers will develop a change management strategy that starts by diagnosing the current culture and organization, then prepares for change carefully, addresses resistance to change, develops the change strategy, measures results, builds momentum for further change, and prevents deterioration and reversion. The authors then apply their framework to two areas that are major targets for change management: implementing new technology and systems and implementing successful e-business strategies. Included throughout are real-world examples from a number of industries and government.