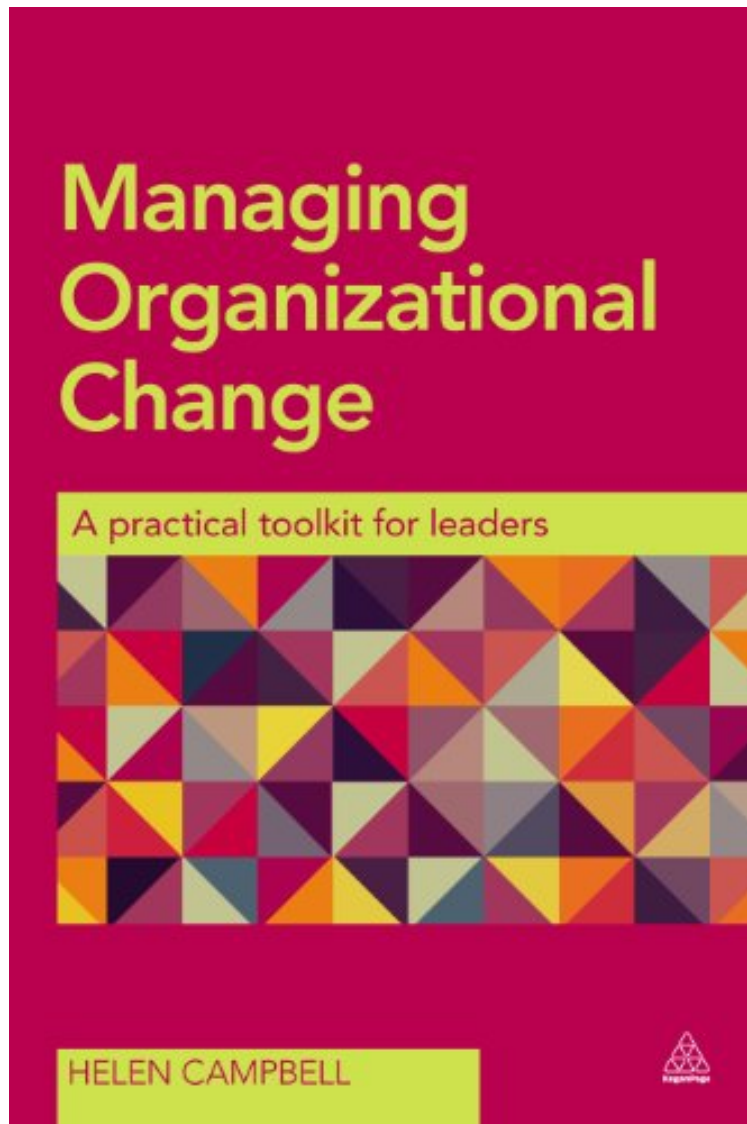


Managing Organizational Change: A Practical Toolkit for Leaders

Helen Campbell

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Helen Campbell : Managing Organizational Change: A Practical Toolkit for Leaders before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing Organizational Change: A Practical Toolkit for Leaders:

0 of 0 people found the following review helpful. Sadly lackingBy DarrenIngram_dot_comThe concept of this book is good - it is just the execution and its presentation that might be lacking that could cause the prospective purchaser to return It back to the bookshelf, whether physical or virtual.Assessing a need for change and implementing a programme within a company is an important skill, lacking in many quarters. This book might and could help. It is just

that it is 50-50 whether you will persevere with it, especially if you are not convinced of the need for change in the first place. Is this an academic textbook or something for the stressed executive to react to? The book is perhaps unclear, trying to be something for everyone and not quite reaching that goal. There is a lot of information - good information - this cannot be doubted. The reader is taken through the entire organizational change cycle, loaded up with additional case studies, "reflection questions", checklists, action planning and summaries. Making and communicating a clear plan is something advocated by this book yet it doesn't take its own advice. The message is cluttered with many action points being possibly lost in the noise. It would have been nice if the book had taken a slightly broader worldview instead of focussing on Australian case studies and examples so that the reader might have a slightly closer "connection". No disrespect is intended to the fine Australian companies mentioned, but it might as well have said "a big manufacturing company" and not name them such is their impact outside of the country. This book needed the attention of an active, fearless editor to cut through the swathes of text to bring things more into focus and either make it a damn good textbook or a damn good reference book. Here is a case where smaller can be better. There is a lot of good information - it is just buried. Strong, shocking figures such as only seven per cent of companies which cease to grow ever manage to survive for the long term should really be hammered home to reinforce that it could be a case of "change or closer". Things are not necessarily better today either in our high-tech, always connected world. The author contends that organizations used to be better at rolling out changes as there were fewer of them and so they were arguably subject to more planning and rigour. Customers and staff had lower expectations, were more compliant and more malleable. This makes eminent sense. If you put the time in to fight the book you will get a lot out of it. It is just its accessibility and focus that are large areas of concern. It is a shame if this book's messages are going to be ignored. Judging by the annotations made to the electronic copy of this book, it has a lot to give. You cannot criticize its content per se, but maybe it is hiding its bright, brilliant light behind shutters that are not necessary. The author's message should be booming out, ricocheting around the world and being required reading for everyone who might even have a tangential relationship with a company or the need for change somewhere. As it is, you might need to be a hardcore nerdy reader to get through this book. That would be the bigger shame.

1 of 1 people found the following review helpful. How to lead effective organizational change: Concise, substantial, practical, and do-able recommendations
By Robert Morris
Most organizational change initiatives either fail or fall far short of original expectations and reasons vary, of course, from one organization to the next. More often than not, however, the major cause is cultural in nature, the result of what James O'Toole so aptly characterizes as "the ideology of comfort and the tyranny of custom." What we have in this volume are the information, insights, and wisdom that Helen Campbell has accumulated during several decades of real-world experience with all many of organizations that struggled to achieve and then manage change. She immediately establishes a direct rapport with her reader, expressing her hope that each reader will use the information to learn from her as well as from those with whom she has been associated; educate those in their own organization to understand the nature and extent of the organizational changes that are needed; assess performance to expedite the process; recognize potential risks and avoid them; manage the ones that cannot be anticipated; celebrate successes and those who were instrumental in achieving them; meanwhile, keep senior management informed of verifiable progress to date; and develop integrated frameworks and methodologies that can help to add value throughout the given enterprise. As I worked my way through Chapter 2 in which Campbell introduces her six-step "cycle of change" (i.e. Direct, Drive, Deliver, Prepare, Propagate, and Profit), I was reminded of a similar approach that John Kotter recommends in his classic, *Leading Change* (1996), and in later works discusses in greater depth, notably in *A Sense of Urgency* (2008) and *XLR8* (2014). Basically, Kotter suggests an eight-step process: Step 1: Establishing a Sense of Urgency Step 2: Creating the Guiding Coalition Step 3: Developing a Change Vision Step 4: Communicating the Vision for Buy-in Step 5: Empowering Broad-based Action Step 6: Generating Short-term Wins Step 7: Never Letting Up Step 8: Incorporating Changes into the Culture

What was true more than 2,000 years ago -- when Heraclitus suggested that change is the only constant -- is even truer today, especially in today's global marketplace where "business as usual" is constant change. New initiatives, project-based working, technology improvements, staying ahead of the competition - these forces and the pressure they generate come together to drive ongoing changes to the way we work. Of course, Campbell fully understands all this. Whatever the process, however many steps it involves, the fact remains that changes will occur, and probably do so faster and in greater number than ever before. Neither organizations nor those who lead them can control everything that happens but it is possible (a) to anticipate and then prepare for probabilities and (b) to determine how to respond to what does happen. These are among the subjects and issues of greatest interest to me:

- o External and internal cultural forces
- o Culture traps and how to avoid them
- o Developing and sustaining a capacity to change
- o Forging a commitment to change (why Kotter begins his cycle with establishing a sense of urgency)
- o Commitment traps and how to avoid them
- o The Six-Step Process

Twelve appendices that (all by themselves) are worth far more than the cost of the book. Just as in residential real estate, for every house there is a buyer, it is also true of books about organizational change: for every one of them there is a reader who will gain substantial benefit from the material provided. This really is a "practical toolkit" with operations manual included. I presume to suggest that those who read have a lined notebook near at hand. Helen Campbell includes space to

complete several exercises but, given the importance of this subject, it also makes sense to highlight key passages and record comments, questions, and what I call "boodles," business doodles that consist of annotated (albeit primitive) illustrations of key points and, especially, key relationships and correlations. 0 of 0 people found the following review helpful. Tips and pitfalls in managing change

By John Gibbs

A critical area of competitive advantage nowadays is the ability of organizations to lead rather than follow changes in the market and this means having the ability to roll out the right changes quickly and reliably in a way that delivers a return on investment for the organization, according to Helen Campbell in this book. What most organizations haven't yet managed to do is build the capability to respond reliably to needs for change, let alone stay ahead of them. The author's model for organizational change is built around a Cycle of Change, which includes the following steps:

- * Direct: The direction, destination and path of the proposed change need to be clearly articulated
- * Drive: There needs to be sufficient energy and momentum applied for the change to succeed
- * Deliver: Success depends on delivering the right solution, on time and on budget
- * Prepare: Everything that needs to be in place to support a change must be ready
- * Propagate: Changes need to be made to stick, and fixes applied where required
- * Profit: Benefits of the change need to be articulated, measured, and kept visible throughout the change process

For each of the steps, the author outlines ten possible traps and ten ideas for achieving success. In my opinion this book is more useful as a reference into which you can dip to find ideas about a particular topic rather than as a story for reading from start to finish. There are numerous brief case studies, but they appear to be fictional or to have their names and facts altered, because I have been unable to find any of the mentioned organizations in real life. The best-known book on organizational change is probably John Kotter's *Leading Change*, With a New Preface by the Author, and an Appendix of the current book shows how the steps in the author's Cycle of Change map to Kotter's eight steps. While Kotter's book is a concise outline of the change management process, the current book is more a compendium of ideas about things which can make changes fail or succeed.

A critical area of competitive advantage is the ability of organizations to lead rather than follow changes in the market. This means having the ability to roll out the right changes quickly and reliably in a way that delivers a return on investment. *Managing Organizational Change* brings together all the different roles and functions within an organization that a leader has to manage effectively to ensure successful and sustainable organizational change. Centred around the Cycle of Change Model, it provides a practical yet reflective overview of the four things you have to have (culture, capacity, commitment and capability) and the six things you have to do (direct, drive, deliver, prepare, propagate and profit). It explains which type of resources you need in order to achieve long term change, which tasks, roles and activities need to be in place and crucially, how to lead during a time of great unease. *Managing Organizational Change* will help you deliver better outcomes, reflect on what your organization needs to do better and ensure change is embedded throughout your organization.

"This book is easy to read, presenting clear practical application grounded on sound theoretical perspectives. It is thought provoking and fully engages the reader whether novice or expert. It is equally well placed to support practical implementation or academic study."