

The Change Champion's Fieldguide - Strategies and Tools for Leading Change in the New Era, edited by Dava Ulrich, Louis Carter, Marshall Goldsmith and Debi S. Saini. 2005. New Delhi : Excel Books. Rs. 350

There is no ambiguity about the target readers of this book. It is the practicing manager looking to create or manage change that the book addresses. This paperback coalition comprises of a collection of 19 chapters written by different authors. The volume is divided into four parts. Each part is constituted of chapters pertaining to a common theme. For a book of this nature, it will be appropriate to give a very short overview of each chapter before summing up the book in its entirety.

Part 1 of the book - "Transformational and large-scale Change" has six chapters - all of providing different angles towards coping and managing changes. Chapter 1 by Debi S. Saini lays out the structure of the book and provides the bearing of the book in Indian context. He provides a preamble to the different chapters of the book. Chapter 2 by Kathleen Dannemiller, Lorri Johnson, and Mary Eggers, founders of "Whole Scale"TM change process provide models and tools that can be implemented to change the distrustful environment that seem common in today's organizations. Chapter 3 by Marshall Goldsmith, Howard Morgan, and Marc Effron traces the leadership approaches and their effectiveness across five organizations. Chapter 4 by Jerry Sternin, who is regarded as a pioneer having worked on the idea of "positive deviance", gives examples and utilities for his concept. This idea is founded on the observation that some people have a better solution to a problem than others having similar resources. Ralph Jacobson in chapter 5 dwells on the benefits of developing shared skills, processes and deliverables instead of individualistic development. In chapter 6, David Cooperrider and David Bright talk about "Appreciative Inquiry" as a development tool for organizations which can foster the innovative spirit of individuals.

The chapters in Part 2 of the book - "Fundamentals of Leading Change" - deal with methods to bring about change in organizations. Chapter 7 by George Land and Greg Zlevor describes the different phases of innovation and ways to best manage them. In chapter 8, Lawrence Susskind indicates the importance of negotiation. He points out the importance of negotiation based on organizational demands over individual negotiating skills. Judith H. Katz in Chapter 9 says that there are bound to be differences in organizations as diversity is increasing in a global environment. To be a winner a firm has to leverage the diversity rather than iron them out. Scott W. Ventrella in chapter 10 says ensuring total organizational integrity makes more business sense than the usual implication of integrity that implies "ways to stay out of trouble". It provides a better perspective to address the various issues that a firm faces. In chapter 11, Jodi

Knox drives home the point that simple things like conducting dialogues may not be so simple after all as many leaders fail to put this process into practice. The words of the leader and his conversation inspire workers in many ways and its importance cannot be undermined. Stu Noble in chapter 12 says that learning is and will continue to be a differentiator for businesses but the ways to learn are diverse. The importance of simulation as a tool to enhance learning in organizations is highlighted. William Rothwell in chapter 13 is inspired by the growing interest in succession management. This phenomenon is looked at closely and he says that value systems have to be managed and strengthened by firms for further development in this area.

“Transformational Leadership and Sustaining Results” forms Part 3 of this book. The chapters are aimed at developing leadership skills which according to many is one of the primary objectives of organizations. David Ulrich and Norm Smallwood in chapter 14 argue that the primary role of leaders is to develop shareholder value and to ensure that this is done in a right way. It calls for new ways of thinking about organizations and integration of different functions. Chapter 15 has Richard Lynch and Jim Dowling writing about “Action Learning” i.e., learning through action, and walks us through the methods to achieve this. This learning, they say, in turn helps not only the leaders but the shareholders over a longer period of time. In chapter 16, Ivy Ross and Dave Kuehler studies a project at Mattel to understand how they build a creative culture. They look into the thirteen factors that make the project a success. Larry Peters and Joseph Grenny in chapter 17 emphasize the importance of having the right conversations to make them work wonders. They infer that along with the structure, system and processes, conversations need to be right as ultimately humans need to be motivated to do things correctly. Emotional skills and its importance are highlighted in chapter 18 by Deborah Rozman and Doc Childre. Giving importance to such “soft issues is no longer considered a wasted effort as organizations realize the problems that arise due to neglecting emotional alignment with the firm’s objectives.

The last part “Measuring Change Results” consists of a single chapter. John Sullivan in chapter 19 stresses on the importance of measuring the results and impacts of programs. He asks human resource (HR) departments to shed their reticence of metrics and to use measurements in all conceivable areas.

To sum up, the book remains true to its name and is a collection of tools and frameworks which can be applied readily. It is a useful book to refer and have at hand for a manager looking to manage change in an organization. The examples, case studies, models supplement the ideas in a strong way in most of the chapters and an involved manager can relate to the theme readily. What could possibly be said against the

volume is that the writing style of the chapters is quite different from each other and a few of them are too simplistic to find a place among the others which are well written. However, for an eclectic collection of articles this is bound to happen to some degree and this flaw can be overlooked.

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Change Management - Altering Mindsets in a Global Context by V. Nilakant and S. Ramnarayan. 2006. London : Sage Publication.

“Change or Perish” is a slogan frequently used by academicians and professionals from the corporate and public sector. Managing Change has become one of the most important challenges for all in today’s ever changing world and this book *Change Management - Altering Mindsets in a Global Context* gives the reader a fresh perspective on this aspect. Today’s managers and professionals need to stay competitive in a fast-moving world. In this book, the authors have shared from their rich experience the landmark ideas that have established many organizations around the globe. The foreword by the current Finance Minister of India, Shri P. Chidambaran, highlights the emergence of India as a major player in the global arena and underpins the need for professionals to be ready for this change. The authors have done an excellent job of putting all of the issues, concerns, and challenges regarding change into perspective and then providing a model for addressing change. They have thus divided the book into seven elaborately written chapters by beginning with the proposed “Change Management Model,” which according to them should begin with “appreciating change”, the theme of the second chapter and third chapter; “mobilising support”, the agenda for discussion of the fourth chapter; “executing change”, explained in detail in the fifth chapter; “building change capability”, the topic of the sixth chapter. The concluding chapter has highlighted the importance of the role of the leader in managing this complex and dynamic phenomena of change successfully.

The introductory chapter discusses the dire necessity of organizational change in the arena of business and non-business organizations. The authors believe that attitudes towards change results from a complex interplay of emotions and cognitive processes and because of this complexity everyone reacts to change differently. They base their change management model on models of change developed by Kurt Lewin in 1951, who described change as a three-stage process; Anthony Giddens in 1984, who believed that routines and structures reduced anxiety; and Edgar Schein, who discussed

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