

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

learning and survival anxiety. The authors emphasize that change aims at challenging the existing routines and structures which in turn can be achieved by changing the mental models and that learning brings about change if the survival anxiety is more than the learning anxiety. Here again the authors have discussed the Change Need Analysis tool, developed by Pradip Khandwala in 1985, for assessing, measuring, and analyzing the need for change.

The chapter on “Appreciating Change” has highlighted the role of external environment as an agent of organization change. The focus on the external contexts discusses the dynamic of industrial evolution. The question as to why some organizations die while others survive have been discussed referring to the population ecology theory advocated by Aldrich. The authors have identified the factors that act as catalysts for change in organizations to be business cycles and industry cycles. Cases of General Motors and Ford along with the newspaper industry, the music industry, the software industry, the mobile phone industry are discussed to examine how huge companies in these sectors have gone about appreciating change by understanding competition, technology, and institutional rules. They then go on to examine the four types of change-Reactive Change, Anticipatory Change, Incremental Change, and Radical Change, and by mapping them into a grid to understand the interplay between them in the event of multiple happenings. According to them, the core task of appreciating change exposes managers to two types of errors that can seriously affect their organization’s performance - survival and growth. These being Type 1 error - no change as too little change, and Type 2 error - too much change and changes too quickly. The role of cognition and mental set for organizational change has also been discussed along with the role of organizational learning in change by discussing the contributions of Peter Senge, Chris Argyris and James March. The personal computer industry with emphasis on Dell’s business model has been discussed in the context of its business model and value propositions.

“Change must involve the people - change must not be imposed upon the people” is the crux of the chapter dealing with the ways of mobilising support for the change initiative. Here the basic idea is that people in organizations have to be assembled and rallied together to bring about meaningful change. Employee ownership, involvement and commitment to change are crucial to the success of organizational change. The four approaches to change, discussed by Axelrod in 2000, the leader driven approach; process driven change; team driven approaches and change management techniques such as TQM, Quality circles, and Six Sigma are considered to be some of the ways to mobilize support for change. Cialdini’s Theory of Persuasion which focuses on how to persuade individuals for change and the specific techniques involved are also

discussed. The authors feel that mobilising support is largely about influencing people to change despite their self interest. This aspect of influencing requires a close attention to the psychology of persuasion. In order to gain support managers may have to do some bargaining / negotiating when influence and persuasion fails.

No matter how well a certain change is appreciated and planned, if it is not executed competently to produce results then the change effort. would end up as a failure is what the authors try to establish in the chapter “On Executing Change”. The authors are of the view that organizational change is a complex undertaking and changes in organizations do not take place instantaneously but they involve formidable brainstorming and careful examination of decision making on the part of the management. A successful change effort requires adequate appreciation and planning, support, competent execution by managers, and skilled change managers. An example of the failure to implement change and manage the dynamic complexity of change by an Indian public sector undertaking has been show cased parallel to the successful turnaround strategy adopted by Renault in the case of Nissan. Here again the operations of the Kolkata Metro and Delhi Metro (both being Government owned Indian companies) have been compared. The *Manthan* project at Tata Group of Industries and the ‘Knowledge Integration Program’ at Mittal Group have also been discussed in detail.

The chapter on “Building Change Capability” illustrates the remarkable story of Tata Steel creating the capability building process to prepare for global competition by putting in place myriad processes such as Total Operational Performance (TOP) - implying creating a market oriented organization, de-bottlenecking facilities, phasing out technologically obsolete plants etc- and ASPIRE (Aspirational Initiatives to Retain Excellence) a strategy to use teams as an instrument and source of innovation for the company. The authors feel that self-efficacy, focus and energy are the key for building and enhancing capacity.

The last chapter highlights leadership issues and specific change management techniques such as Appreciative Inquiry. Positive Organizational Scholarship, advocated by David Cooperrider and Suresh Srivastva, focuses on appreciative inquiry. The basic premise underlying this concept is that all organizations have a positive core that can be uncovered through a process of inquiry. Leadership frameworks which highlights the specific factors that are important leading to leadership effectiveness in the context of National Health Service in UK, Infosys, Tata Group, GE and Siemens have been discussed in detail. The role of the leader during each of the stages of the Change Management Model have also been proposed by the authors in this chapter.

The approaches, model cases, and other research findings presented in this book will be very useful to academicians, professionals, change interventionists, leaders, organization development practitioners, consultants, and most importantly students. The authors have very lucidly explained why consultants and project managers dealing with change management often fail miserably and at the same time have given pointers for successful interventions by sharing examples of various organizations and individuals in government organizations. They have presented the advantages and pitfalls surrounding corporate change initiatives and have given the readers an opportunity to reconsider, reassess, or discover for the first time many landmark ideas for organizational change in their own work place and understand the challenges of managing change and implementing interventions. The authors have taken pains in explaining such a complex process in simple terms.

However not discounting any of the credit due to the authors for their work, certain aspects could have done with a little more focus. They have tried to put many theories by various researchers related to the topic in front of the reader and have finally left it to the reader to decide which is good or bad. One tends to get a bit confused as to what is in store next. They have researched a lot to build up the concepts and then explain the impact of these events on an organization. This strategy has both certain advantages as well as pitfalls. To someone without much idea of the concepts, this acts as a refresher and is informative. But to others it might appear as if the authors have lost their focus a little bit and have diverted from the original view point that they were discussing. They have skipped out the all important discussion of managing change during the Mergers & Acquisition transition and this could have been included. One of the most important flaws is the structure of the book. The content of some of the chapters are not detailed but some of the chapters are full of concepts, discussions by other researchers, and the author's own views all stuffed in a haphazard manner. The book needs to be structured a lot to improve upon the hard work that the authors have put in.

There is no doubt that this book addresses one of the most important issues that both the public and private sector faces in the world today. All of us are aware that the need of the hour is innovation. But any innovation or policy intervention involves change which is the most important and difficult arena to handle. This book with its practical and refreshing anecdotes definitely would be successful in throwing light on change management.

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