THE NEW JERSEY HUMAN RESOURCE PLANNING GROUP'S
CHANGE MANAGEMENT BIBLIOGRAPHY

PROLOGUE

It is no secret that success in managing change is a critical competence for today's human resource professionals as well as line managers. There are many references one can find that promise to provide the path to effective change. Which of these are worth reading, owning and committing to memory? A given in today's world of business is that we all have far too much work to do: while our corporations advise people to develop their own intellectual capital as a secret to a successful career and as a hedge against being downsized, in fact mounting job demands make it increasingly difficult to follow this good advice. This is a paradox of modern business life.

With the above as a frame of reference, the New Jersey Human Resource Planning Group's (NJHRPG) Change Management Affinity Group (a dialogue group focused on change issues) decided to take the responsibility of developing a change-management bibliography of the best books *we know of* on change and share it with our members. The summaries of our best books follow, each about one to one and a half pages long. The summaries are meant to give you a flavor for the book, and to help you determine if it is a book you should explore. There are few critical remarks in these summaries, because books we were critical of never made it to the list. The audience analysis below gives our thoughts on whether the book is most appropriate for change agents, human resource generalists or line managers. We have indicated whether the book is available on audio tape, or audio summary. We strongly recommend using audio-tape books as a way of using
down-time to keep abreast of the best thinking in any field. If you are on the Internet, you can order these books or audio tapes by going to the electronic bookstore "Amazon.com;" prices are discounted there.

We would appreciate your feedback on the value of this bibliography and efforts like it. You can direct your feedback to any of the authors, or send your comments to Rich DiGeorgio (the group's leader) at 11 Bakers Drive, Washington Crossing, Pa, 18977 or call Rich at 215-369-0088.

THE AUTHORS

A great deal of effort went into compiling this bibliography, so we want to acknowledge all who participated. Each summary has the by-line of the person who wrote the summary and is very familiar with the book. A short biography of each of the summary writers is at the end of the bibliography. The authors of multiple summaries, in alphabetical order are: Rosemary Dietrich, Rich DiGeorgio, and Jeana Wirtenberg.   Authors of one summary are: James Colligan, Jr., Tracy Flack Tyler and Rosalie Webster. Others in the Change Management Affinity Group that helped conceive and develop the bibliography include: Barbara Burkpile, Bill Hengen, Fred Lewandowski and Marilyn Zuckerman.

Audience Analysis

BOOK TITLE alphabetical by author	CHANGE AGENTS	HR MANAGERS & STAFF	LINE MANAGERS	AUDIO BOOK AVAILABILITY
1. Boundaryless Organization Ashkenas, et al	P	P	P	NOT AWARE
2. Flawless Consulting - Block	P	S	X	NOT AWARE
3. Managing Transitions Bridges	P	P	S	NOT AWARE
4. Zapp, the Human Lightning of Empowerment - Byham	S	P	P	YES
5. Built to Last - Collins, et al	P	S	P	YES & AUDIO TECH
6. Organizational Development & Change - Cummings et al	P	S	X	NOT AWARE
7. Competing for the Future - Hamel et al	P	S	P	AUDIO TECH
8. The Corporate Mystic - Hendricks et al	P	P	P	NOT AWARE
9. The Wisdom of Teams - Katzenbach et al	P	S	S	YES & AUDIO TECH
10. Corporate Culture & Performance - Kotter et al	P	P	P	NOT AWARE
11. Leading Change - Kotter	P	P	P	AUDIO TECH
12. The Total Quality Corporation-McInerney et al	S	X	P	NOT AWARE
13. Designing Team-Based Organizations - Mohrman et al	P	P	P	NOT AWARE
14. Discontinuous Change - Nadler et al	P	S	S	NOT AWARE
15. Artful Work - Richards	P	P	P	NOT AWARE
16. Organizational Culture and Leadership - Schein	P	S	X	NOT AWARE
17. The Fifth Discipline - Senge	P	S	S	YES & AUDIO TECH
18. Riding the Waves of Culture - Trompenaars	P	P	P	NOT AWARE
19. Organizational Capability - Ulrich	P	P	S	NOT AWARE
20. Leadership and the New Science - Wheatley	P	S	S	YES

- **P = primary audience; S = secondary audience; X = may not be appropriate**

- **Audio Tech = refers to fact that the book has also been summarized by Audio Tech Book Summaries (45 minutes per book) - 1-800-776-1910**
- **Not aware, means Amazon.com, the electronic bookstore has no listing.**

THE BOUNDARYLESS ORGANIZATION: *Breaking the Chains of*
Organizational Structure, by Ron Ashkenas, Dave Ulrich, Todd Jick, and Steve Kerr, Jossey-
Bass Publishers, 1995, San Francisco, ISBN 078790113X

Play within the boundaries, the authors urge, rather than wasting energy tearing them down.

That's the theory behind ***The Boundaryless Organization***. The authors use concepts supported
by practical, first-hand experiences, sample questionnaires, exercises, models, charts, and
diagrams as they describe various "boundaries" which exist in organizations. **Their theory is
that boundaries need not be "torn down," but rather permeated and understood as to how
they can be helpful, not hindering, in organizations.** Essentially, there is a paradigm shift that
needs to take place by focusing on how to move ideas, information, decisions, talent, rewards and
actions through the existing boundaries in organizations.

The four types of organizational boundaries identified include:
1. **vertical** - the boundaries between levels and ranks of people, which are typically recognized
    as hierarchy in organizations
2. **horizontal** - boundaries between functions and disciplines
3. **external** - boundaries between the organization and its suppliers, customers, and regulators
4. **geographic** - the boundaries between nations, cultures, and markets

The paradigm shift the authors see necessary for organizational success is to move **from old
success factors of** *size, role clarity, specialization* and *control*, **to the new success factors of**
speed, flexibility, integration, and *innovation.* They focus on the new success factors throughout
the book in the context of each of the boundaries, and include them in questionnaires and
assessments, as well.

The Boundaryless Organization includes excellent forwards by C.K. Prahalad and Larry
Bossidy, and the book itself is well-organized into an introductory chapter followed by four
sections, each addressing one of four defined organizational boundaries. Within each section are
two chapters, the first discussing an explanation of the boundary, key points to evaluate, and an
assessment instrument, followed by a chapter of instruction and "real life" case examples to
support planning and implementation in one's own organization. The last chapter is the
conclusion, which looks at a boundaryless organization through a leadership perspective,
presenting leadership change challenges, and an exercise for leaders to assess their personal
shifts toward new styles of boundaryless leadership.

This book is appropriate for executives and managers at all levels, consultants, and human
resource professionals--especially those working through organizational design issues. It is well-
written and easy to read, and should be read cover to cover as opposed to reading various
chapters in traditional textbook fashion. The case examples are useful, although the GE
examples may be somewhat overused. I thought the first section, which discusses vertical
boundaries, to be the most interesting, possibly because these boundaries are those that are most
pronounced and misused in organizations. Overall, ***The Boundaryless Organization*** is a great
resource because it is not only informative, but also provides a "how-to" element which makes it
extremely practical. Related concepts can be found in Mohrman's and Nadler's books in this
bibliography.

This summary written by Tracy Flack Tyler

Flawless Consulting, by Peter Block, Learning Concepts Publisher, Austin, Texas, 1981, ISBN # 0-89384-052-1

This book is a classic in consulting and change. Block's sage advice on the consulting process and the ethics involved make this book worthy of committing to memory, for those involved in helping make change happen. It is short, a how to book and an easy read. I recommend keeping it close by you at all times.

Block describes five stages in the consulting process, focusing on the first three. He puts a great deal of emphasis on the importance of the first stage, Entry and Contracting. He argues that getting the contract right is the most important aspect of a good consulting relationship, and I could not agree more. He provides numerous questions to consider at each consulting stage and a number of step-by-step approaches to activities such as planning an effective contracting meeting. The book spends little time on implementation, but by combining it with books like Kotter's Leading Change, you will get a good perspective on what should happen at all five stages of the consulting process.

Five Stages of Consulting:

Phase I: Entry and Contracting - The objective of this phase is to reach clear agreement with the client(s) on what is to be done, who is to do it, when it needs to be done, what the criteria for success are and how we will measure success. Examples of key questions asked here are:

1. What role is most appropriate for you: a) expert b) pair of hands c) partner? d) facilitator e) some combination?
2. What do you need from the client to make this a successful project?

Phase II: Data Collection and Diagnosis - The objective of this phase is to develop a clear and simple picture of what is causing and maintaining the client's problem(s), or to document the current situation and opportunities for improvement.

Phase III: Feedback and Decision Making - The objective of this phase is to reach consensus with the client and their organization on actions to be taken to resolve the problems identified, or to take advantage of the opportunities for improvement.

Phase IV: Implementation - The objective of this stage is for meaningful change to occur that improves the effectiveness of the organization. During implementation, actions taken should be monitored to assess their impact, and adjustments made to accomplish goals.

Phase V: Evaluation and Termination - The objective of this phase is to determine the following: a) whether the project is in fact ending, b) the degree of success of the project, c) what if anything is needed to make the project more successful, d) what lessons we can learn for future projects, and e) whether a need exists for new related projects.

This is a good how-to book for consultants and change agents, both internal and external. I strongly recommend you absorb his key messages.

This summary by Richard DiGeorgio

MANAGING TRANSITIONS: *Making the Most of Change*
by William Bridges, Addison-Wesley Publisher, 1991, Reading, Ma., ISBN # 0-201-55073-3

While this book is essential for all change agents, it is just as appropriate for Human Resource Professionals and line managers, who need to fully understand both themselves and their workforce's inner turmoil as they face significant changes.

Regarding transitions, Bridges makes this distinction: "Change is situational: the new site, the new boss, …. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal." He argues that unless transition occurs, effective change will not happen.

He argues that the inward psychological transition happens much more slowly than the situational change. This period of psychological uncertainty, when ones insides are trying to catch up to the outside reality, he labels the neutral zone. Take retirement: the actual change occurs on day x, yet it takes a much longer time for the inward transition to catch up with that new reality. Understanding what naturally happens during transition time and allowing people to work through the transition are critical to coming to terms with change.

"The failure to identify and be ready for the endings and losses that change produces is the largest single problem that organizations in transition encounter." The book gives very practical advice on what to do to identify endings and losses and how to help people work through them. A key piece of advice is to determine what you can give back, to balance what has been taken away by the change. Another good piece of advice is to help people determine what is over and what is not over due to the change: people tend to confuse what is in each of these categories during the turmoil brought on by change.

He provides some very good counsel on **"launching the new beginnings."** He provides typical, but important, advice, such as giving people a significant part to play in planning the transition, and consistently reinforcing the changes. A piece of advice that is not so typical involves a different issue: leaders typically go through their own transition as they plan the change. By the time middle managers and the rank and file are going through their transition, the leaders are well past their own transition. Leaders need help in recalling their own transition and encouragement in showing empathy towards those who are on a different timeline regarding transition.

He offers much good communication advice to managers trying to deal with transitions:

- "**Never denigrate the past**. Many managers,…ridicule or talk slightingly of the old way of doing things. In doing so they consolidate the resistance against the transition." He recommends that managers show how endings ensure continuity of what really matters.
- Remember, he argues, "the first task of transition management is to convince people to leave home."
- **Change the metaphors people are using to describe the change**. For example, from "the ship is sinking" to "the last voyage."
- **Turn disadvantages into challenges** and encourage creativity in meeting those challenges.

A helpful feature of the book is the practical checklists provided to help us think through the numerous issues we face during a period of change. One of the most important contributions of the book is his explanations of why we need to attend to transitions: most managers and leaders are reluctant to deal with the psychological issues that need to be addressed in transitions.

An added bonus in the book is the collection of **great quotes regarding change** that we can use in formal presentations about change. Some of my personal favorites:

- "One doesn't discover new lands without consenting to lose sight of the shore for a very long time." André Gide, French Novelist
- "Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof." John Kenneth Galbraith
- "Our moral responsibility is not to stop the future, but to shape it…to channel our destiny in humane directions and to ease the trauma of transition." Alvin Toffler

In chapter 7, "Taking Care of Yourself," he provides advice that all change agents need to heed. He begins this chapter with this quote from a German proverb, "A great war leaves a country with three armies: an army of cripples, an army of mourners, and an army of thieves." He feels that major corporate wars leave us with similar groups of people still in the organization. They need to be dealt with for the organization to become healthy and whole.

Bridges' book is a "must read" for all change agents trying to a) understand what is going on inside people's heads as they cope with change, b) handle resistance during change, and c) effectively coach managers regarding their own interpersonal behavior and communication during a major change effort. It may be the best book available to provide these insights.

This summary by Richard DiGeorgio

Zapp, The Human Lightning of Empowerment
by William C. Byham, Ph.D., DDI Press, 1989, Pittsburgh

Zapp is a modern fairy tale for leaders. It is particularly helpful for managers and supervisors in middle-level and lower-level positions in the organization. It provides an excellent picture of how different components of an organization need to fit together to create a high-performance organization. The book is a very quick and fun read, matching its comic-book-like cover.

Set in a typical manufacturing plant, it is the story of a worker and supervisor who enter into another dimension, which enables them to see all human interactions in their organization with added perspective. During each interaction, they see either a Zapp of energy or light, representing the giving of power (empowerment), or a Sapp of energy or dimming, representing the taking of power (destruction of initiative and motivation). Its message is powerful: Changing the workplace culture to one with high employee morale, productivity, and continuous improvement requires specific leadership behaviors and specific organizational structures and systems. None of this information is new; however, its presentation is concise, easy to understand and reinforcing.

The main message of the book is that leaders must do the following:

- Maintain employees' self-esteem

- Listen and respond with empathy to employees
- Ask for employees' help in solving problems
- Offer help to employees without taking away responsibility

- See that goals and measurements are associated with all activities
- Position the employee for success rather than failure
- Set-up appropriate controls when delegating
- Provide necessary resources and support

The author feels that to sustain the benefits of positive leadership, organizations need to promote semi-autonomous work teams, and apply the above leadership principles to teams. In addition, organizations need to establish structures, policies, and systems that help create the desired high-performance organizational outcomes. Sound simple? Well, the principles are, but the implementation isn't.

In his preface, the author poses the ultimate questions: Why should you read this book? Why should a serious, rational adult in business today take time to read a fable about the troubles and triumphs of workers in a make-believe department headed by someone named Joe Schmoe? His answer is "...for the success and survival of your organization." I concur. I re-read Zapp yearly.

This summary by Rosemary Dietrich

BUILT TO LAST: *Successful Habits of Visionary Companies*
By James Collins and Jerry Porras, HarperCollins, 1994, NYC, ISBN # 0-88730-671-3

What should I as a leader or facilitator of change focus my organization on to become a great company? Many of the answers to this question can be found in *Built to Last*.

The authors, both Stanford University professors, compared 18 "Visionary Companies" with 18 comparison companies. Their research is comprehensive and took six years to complete. The Visionary Companies in the study have done 15 times as well as the stock market since 1926. The comparison companies have done more than twice as well as the stock market. Examples of the paired comparison companies are: a) General Electric vs. Westinghouse, and b) Merck vs. Pfizer.

The authors start by exploding a number of myths about great companies. For example:
1. It takes a great idea to start a great company. In fact, having a great idea to begin with is negatively correlated with becoming a great company.
2. Great companies require charismatic leaders. In fact, charismatic leaders can be detrimental to the long-term health of the organization.
3. The most successful companies exist to maximize profits.

The authors go on to develop what they have found to be the keys to building a great company. A few examples are offered here.
1. Leaders of Visionary Companies take an architectural approach to building the company. Their founders and leaders try to build a company that will exist long beyond the founder. They call them **Clock Builders**.
2. Clock builders at Visionary Companies build clocks with a purpose, with a human spirit. Their values fix a stake in the ground: "This is what we stand for." Profitability is not the driving force in the Visionary Companies, but is seen as necessary. Profits are like oxygen, food, and water: we cannot live without them, but they are not the purpose of life. **In seventeen of eighteen pairs the Visionary Companies were more ideologically driven than their counterparts**. This was one of the strongest findings.
3. **The central concept of the book is "preserve the core/stimulate progress**." The only sacred cow in a company should be its philosophy of doing business; companies must be able to adapt and change to thrive. For example, Boeing's being on the leading edge of aviation technology is core; however, building a 747 Jumbo Jet is a strategy that can change. Over time the competencies needed, strategies and goals all change, but the core remains the same.
4. **Visionary Companies are not great places to work for everyone**. Someone who does not endorse the core values of a Visionary Company, will probably not like working there. Visionary Companies are not soft. They tend to be more demanding of their people in terms of both accomplishment and adherence to the core ideology.

If you are interested in educating others in your organization on the compelling reasons to change to today's most forward business practices, I highly recommend reading this book or listening to the excellent audio tape version.

This summary by Richard DiGeorgio

Organization Development and Change, by Thomas Cummings & Christopher Worley, South Western College Publishing, 6th edition, 1997, Cincinnati, ISBN # 0-314-20249-1

This is the best textbook we know on managing change and the latest edition was published in 1997. As a textbook we do not recommend reading it front to back, but use it as a resource book: it is an excellent book to start to research a particular topic. It gives a good historical perspective, a review of current research and practical how-to advice. The book provides numerous short cases and examples of the applications of specific interventions. It also provides numerous models, graphics and checklists to help you understand your topic. Finally, it provides dozens of references for each topic.

The book is organized around the type of issues that change interventions are aimed at improving. The four interrelated issues the authors identify are: a) human process issues, b) technology/structure issues, c) human resource issues and d) strategic issues.

Let's use the example of how team-building is treated in the book to give you a flavor of the value of this textbook. There are twelve pages devoted to team building, beginning with a description of team-building and team-building activities. The authors then provide two checklists, which can be used as questionnaires or interview guides. The first checklist will help you determine if team-building is an appropriate intervention in your setting. The second checklist will help you determine if the client is ready for a team-building intervention. There is a case study on a team-building intervention. The authors describe the role of the manager in team-building, summarize the research on the results of team-building effectiveness, and offer over twenty references to other works on team-building or related areas of OD.

Major topics of Organizational Development and Change include:

- Managing Change
- Survey Feedback
- Restructuring Organizations
- Employee Involvement
- Performance Management
- Career Development
- Diversity Interventions
- Strategic Change

- Team building
- Process Consultation
- Work Design/job enrichment
- Organizational Transformation
- Reward Systems
  - Downsizing
- Changing Culture
- Self designing organizations

Other features of the textbook that would be of use to anyone interested in change:

- An extensive glossary of organizational development terms
- A lengthy piece on ethics in the organization development profession
- Two extensive cases that integrate many organization change issues.

This book should be part of your change-management reference library.

This summary by Richard DiGeorgio

COMPETING for the FUTURE, by Gary Hamel and C.K. Prahalad, Harvard Business School Press, 1994, Boston, ISBN # 0-87584-716-1

Why should you, an agent of change, read this best seller on strategy? First, because change without strategic grounding is bound to miss the mark. Change without strategic grounding is bound to raise questions about the direction the change has taken. Therefore, we believe agents of change must understand the key concepts of strategy. Second, if top management is not focused on the future and thinking about how the game is changing, or how to change the game, change efforts may be guilty of "making the past perfect."

This is a relatively long and deep book, yet it is readable. **To give you a flavor of the book we have selected some important and provocative quotations, and listed some key concepts.**

Quotations:

- "Competition for the future is competition to create and dominate emerging opportunities-to stake out new competitive space….Pathbreaking is a lot more rewarding (in terms of companies' long-term success) than benchmarking. One doesn't get to the future first by letting someone else blaze the trail." This is the book's main thesis.
- "A company surrenders today's businesses when it gets smaller faster than it gets better. A company surrenders tomorrow's businesses when it gets better without getting different."
- "For us, top management's primary task is reinventing industries and regenerating strategy, not reengineering processes."
- "Managers seldom get punished for not trying, but they often get punished for trying and coming up short." This is a comment on risk taking, culture, and seeking new market opportunities in major corporations.
- "Early in the pursuit of new competitive space, the most critical resource is not cash but management talent."
- "Most of the casualties come when a company crashes into the future, with top management asleep at the switch."

Some important concepts developed in the book:

- Competition for core competence leadership precedes competition for product leadership. "A core competence is a bundle of skills and technologies that enables a company to provide a particular benefit to customers." They argue for growth and diversification around core competencies.
- Competition often takes place within and between coalitions of companies.
- Successful competitors are frequently resource constrained, but creative resource leveraging and commitment to stretch targets move them ahead of their richer competitors.

- Getting to the market first requires that a company learn faster than its competitors about precise customer needs and product performance. This learning can only begin once the product is in the marketplace and true feedback can be gained. Using that learning to quickly bring out the next generation of products is a key to success in taking advantage of new opportunities.
- Leadership in fundamentally new industries is seldom built in less than 10 to 15 years, suggesting that perseverance is just as important as speed in competing for the future.
- The main threats to U.S. companies fighting to regain competitiveness are inertia, complacency, and myopia, not bad U.S. trade policies or strategies of foreign countries.
- The authors are very critical of what passes for strategic planning in most large companies, labeling it "form completion." They offer their advice on what needs to be done to improve the way companies develop strategy.

If you have any opportunity to influence the direction of change in your company or hope to in the future, then you should be familiar with the strategic concepts discussed in this book.

This summary by Richard DiGeorgio

THE CORPORATE MYSTIC - *A Guidebook for Visionaries with Their Feet on the Ground*, by Gay Hendricks, Ph.D. and Kate Ludeman, Ph.D., Bantam Books, 1996, New York, ISBN # 0553099531

> The Corporate Mystic demonstrates a type of spirituality that lives
> in deeds, not in words...They move easily between the spiritual world
> and the world of commerce. They are visionaries with their feet on the
> ground. They celebrate the oneness of everything, yet are able to focus
> on details. They look at a mountain peak and a spreadsheet with the same
> eyes. They treat the janitor and their biggest client with the same attitude."

I received **The Corporate Mystic** as a gift from Susan London, one of my most special life mentors, with the inscription, "From one corporate mystic to another." And what a gift it was. As a lover of good books that fill the mind, soul, and heart, I was truly nourished by reading this book. I've used it to renew and replenish myself when I feel overwhelmed, dispirited and alone in the journey of corporate renewal. I've used it to inspire myself, center myself, and bring myself back to myself just before going into difficult meetings with challenging clients. I've read quotes from it at my staff meetings to bring clarity to issues and perspectives on problems.

How does this 212 page book do all that? Based on interviews with the "hundred wisest businessmen and women" they know, Gay Hendricks and Kate Ludeman have distilled insights and observations from legendary CEOs like Bob Galvin of Motorola, Ed McCracken of Silicon Graphics, and Bob Shapiro of Monsanto. Through a tapestry of inspirational quotes, powerfully presented perspectives, and some very practical "how-to's," the book leads you down a path of rich discovery and powerful learning.

The first topic covered is "How to Recognize a Corporate Mystic," including twelve characteristics of twenty-first century leaders, amongst them self knowledge, non-dogmatic spirituality, calling forth the best from themselves and others, keen distant vision, and up-close focus.

Part One focuses on "The Mystic as Leader," including in-depth coverage of Integrity, Vision, and Intuition.

Part Two focuses on "The Practical Mystic," including spirited solutions to everyday business problems. Topics covered with depth of understanding include Inspiring Commitment, Communicating with People, Managing Projects, and Creating Wealth.

Part Three helps you take what you have learned and apply it to your own life situation, by providing practice exercises for enhancing integrity, vision and intuition, basic centering practices, future vision exercises, etc.

The book closes with "Seven Radical Rules for Business Success." If everyone applied these rules on a daily basis, our work lives and businesses would truly be enhanced. After reading this book, most people will be inspired to adopt them!

This summary by Jeana Wirtenberg

THE WISDOM OF TEAMS by Jon R. Katzenbach and Douglas K. Smith, Harper Business, 1993, New York, ISBN # 0-87584-367-0

Teams are widely considered the essential building block of organizations. This book explores, through thorough research, the essential elements of building high-performance organizations through teams, when to deploy teams, what constitutes a team, and what doesn't. Actual team stories are the focal point of the book; the authors rely on them for their insights, use them to make their points and base their evidence on them. The stories themselves present a wide variety of performance challenges, types of people, and organizational environments. Companies focused on include Hewlett Packard, Motorola, Brandywine Corporation, and GE. This book is appropriate for change agents, HR professionals and line managers.

The authors start out by noting that the solid base of common sense about teams is all too often overlooked. The real challenge is in their application. Common sense dictates, for example, that teams cannot succeed without a shared purpose; yet more teams than not remain unclear as a team about what they want to accomplish and why.

Some of their "uncommon sense" findings may be surprising to practitioners and organization development consultants:
- Companies with strong performance standards seem to spawn more "real teams" than
  companies that promote teams per se.
- High-performance teams are extremely rare.
- Hierarchy and teams go together almost as well as teams and performance.
- Teams naturally integrate performance and learning.
- Teams are the primary unit of performance and learning.

Key lessons about teams and team performance that are illustrated throughout the book are:
- **Significant performance challenges energize teams regardless of where they are in the organization**. Performance is the crux of the matter for teams; it is the primary objective. The team is the *means*, not the end.
- **Organizational leaders can foster team performance best by building a strong performance ethic**, rather than by establishing a team-promoting environment alone. Real teams are much more likely to flourish if leaders focus on performance results that balance the needs of customers, employees, and shareholders.
- **Biases toward individualism need not get in the way of team performance**. Real teams find ways for individuals to make their own distinct contributions.
- **Discipline-both within the team and across the organization-creates the conditions for team performance**. For organizational leaders, this entails making clear and consistent demands that reflect the needs of customers, shareholders, and employees.

One of the most useful aspects of the book, and one which I have applied in numerous organizational settings from top management teams to horizontal, cross-functional teams is the "Team Performance Curve." This curve distinguishes five distinct points along the team continuum: Working Group, Pseudo-Team, Potential Team, Real Team, and High Performance Team. An understanding of these distinctions and the ability to not only recognize where the team is along the continuum, but move it along, can enable you to add real value to any organization.

This summary by Jeana Wirtenberg

CORPORATE CULTURE AND PERFORMANCE: by John P. Kotter & James
L. Heskett, The Free Press, 1992, New York City, ISBN # 0-02-918467-3

All change agents should be voracious in their appetite for good research that demonstrates a link between the "soft side" of management and corporate performance. That is why I strongly recommend you get a copy of *Corporate Culture and Performance*. It is a well researched book that includes four related studies, examining over 200 cultures and their relationship to performance. This book, along with *Built to Last* by Collins and Porras, are the two best books I know of that make a strong case for a very significant relationship between the "soft side" and the bottom line. However I reserve the right to add Heskett, Sasser and Schlesinger's new book *The Service Profit Chain* to the list of books making this connection, as I am just reading it.

The authors think of culture at two levels. At the deeper, less visible level, culture refers to values that tend to persist over time even when group membership changes. This level of culture is extremely hard to change. The second level of culture refers to behaviors, style, and the way "things get done around here." This level is more visible and nearly as difficult to change.

What key findings should you be aware of?

First, "…firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels outperformed firms that did not have those cultural traits by a huge margin." 'Huge' is captured in the table below.

THE ECONOMIC AND SOCIAL COSTS OF LOW PERFORMANCE CULTURES

	(1977-1988)	(from page 78)
	Average for Twelve Firms with Performance Enhancing Cultures (%)	Average for Twenty Firms without Performance Enhancing Cultures (%)
Revenue Growth	682	166
Employment Growth	282	36
Stock Price Growth	901	74
Tax Base (Net Income) Growth	756	1

Second, an adaptive culture, one that responds well to changes in the business environment, is the key to performance enhancement, not the strength of the culture. A value system that is lived and competent leadership at multiple levels of the organization are key ingredients in adaptive cultures. The authors feel that unadaptive cultures will have an even more negative impact in the decade ahead, because they inhibit firms from adopting needed strategic and tactical changes.
Third, corporate cultures that inhibit strong financial performance are not rare; they develop easily.
Fourth, holding on to a performance enhancing culture requires being inflexible about core adaptive values and flexible regarding most other practices and values. Executives must be intolerant of arrogance in themselves and others in the organization.

My favorite quote: "If the managers at the lower performing firms do not value highly their customers, their stockholders, or their employees, what do they care about?…Themselves."

This book is a must if you want ammunition to help influence the process of change.

This summary by Richard DiGeorgio

LEADING CHANGE: WHY TRANSFORMATION EFFORTS FAIL

by John Kotter, Harvard Business School Press, 1996, Boston, ISBN # 0-87584-747-1

If you are interested in understanding why experts feel that 70% of change efforts fail to achieve their objectives, you should read this book. Kotter, a leading expert on change, has done an excellent job of explaining why achieving lasting and meaningful change is so difficult. But he has also told us how to achieve success and avoid failure. The many examples in the book graphically bring to life the key points he has made about leading change in other writings, most notable his Harvard Business Review article on the same topic. He has seen approximately 100 corporate change efforts at many of the leading companies: very few were very successful, a few have been utter failures, and most fall somewhere in between.

Kotter has developed two general lessons regarding leading change:
1. The change process takes a long time and must go through a series of phases. Skipping steps only creates an illusion of speed, never lasting results.
2. Critical mistakes in any of the phases can have devastating effects.

Kotter identifies eight steps to achieving lasting change:
1. Establish a great enough sense of urgency (The case for change)
   - Over 50% of companies he has seen fail in step one
   - Leaders underestimate the amount of energy to do this phase
   - Leadership and top executives are the key to this, it can not be delegated to staff
   - Bad results (pain) are often a blessing, leaders will manufacture crises if needed

2. Create a powerful guiding coalition: if not powerful enough, initial successes will be stymied by resisting forces

3. Create a Vision, that can be explained in 3-5 minutes and get people excited: often this takes between 3-12 months to develop by the guiding coalition

4. Over communicate the Vision:
   - Use every opportunity and vehicle possible to communicate the vision
   - It is very difficult to do this if there are job losses; successful visions include new opportunities and a commitment to treat those laid off well.

5. Remove obstacles to the New Vision: this includes anything from structure to the reward system, including resisting managers and leaders.

6. Systematically plan for and create short-term wins: people, especially those you are accountable to, want to see some tangible wins in the first 12-24 months. Short term wins build momentum with those below the guiding coalition and buys time with those above or the board of directors.

7. Avoid declaring victory too soon , often resistors will cooperate with change agents until it seems safe to return to their old behaviors and ways of doing business.

8. Anchor the changes in the corporate culture and develop the next generation of top management, who will "walk the talk."

This book does a good job of relating theory to real-life stories about leading change. It is an easy read for leaders and managers. I highly recommended it.

This summary by Richard DiGeorgio

THE TOTAL QUALITY CORPORATION - by Francis McInerney and Sean White, Truman Talley Books / Dutton, 1995, New York, ISBN # 0525939288

This book introduces an uncommon approach to quality management. It presents the concept that dramatic process improvement can effectively be accomplished by focusing on corporate environmental conditions. The basic premise is to examine the environmental wastes in any given process and eliminate them up front in the process. This concept is justified through the examination of success stories from ten environmentally leading-edge companies (Nissan, Exxon, Northern Telecom, etc.). Although these companies are in different industries, all of them have made significant cost and productivity gains using environmental performance as a catalyst for change.

This is a practical change-management reference for CEO's and senior managers who want to transform their associates' attitudes toward environmental compliance. After reading this reference, the associate will think of environmental compliance as a competitive advantage, instead of a corporate burden. The concepts presented are justified through simple, straightforward discussion of actual observations made by the authors. By adopting the principles presented, associates can change their perspectives when contemplating process improvements.

Some of my key learnings from McInerney and White are:

- Efficiency and simplicity go together. There is a positive correlation between plant cleanliness and market share.
- Pollution is a sign of poor management. Waste is indicative of inefficiency, which produces higher costs.
- Environmental regulatory pressure can be used as a strategic advantage to lower costs and produce higher-quality products.
- Environmental indicators correlate with operational efficiency. "Green is lean" is a very reliable operational test.
- Consumers have become "green" and public perception is headed in a greener direction.
- The key improvement opportunity lies in eliminating pollution before it is generated.
- You can't downsize or restructure your way to success. Don't cut people first; cut waste. Substitute knowledge for natural resources.
- To achieve lasting business results you need to:
  1. Go to where the money is. Don't waste effort on only small incremental improvements that don't focus on the core business and associated products/services.
  2. Pinch pennies. Treat the business and its assets as your own.
  3. Ask "why are we doing this?" from the customer's viewpoint. Eliminate all activities that are not adding value to the customer.
  4. Set tough goals (e.g., zero emissions). The level of effort employees give is directly associated with how tough the goal is.
  5. Run ahead of the regulators. Use regulation to your competitive advantage.
  6. Go mainstream and empower employees. Environmental performance and quality are everyone's job.
  7. Focus on thinking, not technology. Employee brain power and innovative ideas provide a stronger competitive advantage than technology.
  8. Forget about recycling. Recycling is a fix for an inefficient process. Focus on the root cause of the problem.

9. Don't count on suppliers. You need to lead suppliers into your paradigm of how to do business. They will not come willingly.

This book has given me a radically different perspective of how and where to look for process improvements. It has taught me to use environmental and other forms of regulation to my company's competitive advantage. Traditional wisdom leads companies to look for process gains in cost, time, and quality which generally produce incremental improvements. Utilizing an environmentally based, "eliminate process waste upfront" mindset can dramatically change associates' past behavioral paradigms concerning process improvement and produce dramatic business results. This reference can show your associates the advantage of being a "green" company. It can also serve as a catalyst for change that all associates can rally behind, because lessons learned in this reference can produce positive **economic** and environmental results.

 This summary by James Colligan, Jr.

DESIGNING TEAM-BASED ORGANIZATIONS: *New Forms for Knowledge Work*, by Susan Albers Mohrman, Susan G. Cohen, and Allan M. Mohrman, Jr., Jossey-Bass Publishers, 1995, San Francisco, ISBN # 078790080X

Designing Team-Based Organizations is an excellent resource for managers who need to better understand the pros and cons for reorganizing into a team-based environment, and for organization design practitioners as a tool for sparking new approaches and ideas to strategic design. Based on research conducted around 11 teams, *Designing Team-Based Organizations* is written with an organization design perspective to redesign organizations into a team-based environment that supports the concept and new research of knowledge-work components.

Not wanting to mislead the reader by the title, the authors clearly state early on that *Designing Team-Based Organizations* is not an introduction to teams, nor is it about how to make a team more effective; it is a practical reference to guide the direction for creating a new structure.

Part I is extremely useful in understanding both the challenges to organizing into a team-based setting and the framework and work criteria for selecting a team-based design. The authors purposely wrote Part I to establish a foundation for the rich content that follows and for understanding the rationale behind teams.

Part II shows depth by providing direction during each phase of organization design. I particularly liked the fact that the authors take a holistic approach by discussing strategy, structure, and processes, followed by the impact the new design may have on people and the informal organization. Specifically they discuss role clarification, manager/leader expectations, and the advantages of creating a learning environment to ensure that the new design and the change effort is a success.

At the conclusion of each chapter, the authors even identify key issues that could become critical areas for concern. These key issues serve as a great checklist for anyone who is accountable for ensuring that the design is effective. Internal and external consultants may also find these key issues useful, when contracting with the client or getting managers to understand their role in bringing about effective change.

I liked the fact that the authors are concerned about the broader context of change when moving to a team-based organization. They discuss the human aspect, such as empowerment, performance and reward systems and leadership impact. This is valuable because it reinforces the principle that no organization can be successful unless there is a link between the formal structure and the people who are expected to perform the work.

Many models, charts and diagrams are found throughout the book; these are good reference points and/or application tools during a macro or operational design. *Designing Team-Based Organizations* is a must for one's professional library.

This summary by Rosalie Webster

Discontinuous Change: *Leading Organizational Transformations,* by David Nadler, Robert Shaw, Elise Walton and Associates, Jossey-Bass, 1995, San Francisco, ISBN # 0-7879-0042-7

This is a very good book on the overall change process, and can be read from front to back by those seeking to learn more about the overall change process. It also has some significant chapters that have advanced our understanding of the change process and are worth reading by themselves, even if you are well read regarding change. The authors have worked closely with some of our most successful companies (AT&T, Corning, Lever, Weyerhaeuser and Xerox) in bringing about major change. The insights of those leaders is a bonus in this book.

The basic hypothesis of the book is that different types of change require different change management strategies, approaches, and methods. They break change into four types based on two key variables. The variables are whether change is incremental or discontinuous, on the one hand, and whether you have anticipated the needed changes (ahead of the curve) or are reacting to them (behind the curve), on the other hand. Incremental change that you have anticipated is the easiest, while discontinuous change that you are reacting to is the hardest to handle.

Some of the most important concepts in the book focus on how discontinuous change is different from incremental change. Some key examples are:
1. Fit is an inhibitor in discontinuous change. Alignment with the past created by current systems is a source of resistance: therefore, in discontinuous change these systems often need to be thrown out and new ones put in their place.
2. Vision and strategy creation are always part of discontinuous change.
3. Multiple and concurrent changes are inherent in discontinuous change, which is messy.
4. Discontinuous change cannot be delegated: it must be led by the senior team.

Some chapters deserve reading as stand-alone chapters if you do not have time for the whole book. Chapters Two and Three deal with discontinuous change mentioned above. Chapters Five and Nine do a good job of describing organizational architecture, a term that all change agents need to be familiar with today. Chapter Eight, "Generative Strategy: Crafting Competitive Advantage," describes how an organization should develop strategy that will perpetually regenerate competitive advantage. The keys to generative strategy lie on the soft side of the business, in people and people systems, i.e., the culture. Chapter Eleven is an excellent chapter describing how reengineering fits into the overall change process: the chapter does an excellent job of positioning reengineering as part of a renewal effort and gives a very good analysis of the strengths and weaknesses of reengineering.

Some key quotes on what the authors have learned about discontinuous change:
1. "The core competency of business leaders in the 21st century will be change management."
2. "Discontinuous change is more about improvisation than management."
3. "The soft part of discontinuous change is the hard part."

I strongly recommend the key messages of this book.

This summary by Richard DiGeorgio

ARTFUL WORK: *Awakening Joy, Meaning, and Commitment in the Workplace,* by
Dick Richards, Berrett-Koehler Publishers, 1995, San Francisco, ISBN # 188105263X

As I read **Artful Work**, I found myself being pulled inexorably into the artistic and creative world
of the author, as he provides his personal perspectives on the essential meaning of work as it was
meant to be. I realized how far we have divorced ourselves and our society from the deeply
meaningful, spiritual and essentially artistic nature of work. In the process, we have robbed
ourselves of the opportunity for gratification of the most important kind.

Written in an easy to read, almost poetic style (double-spaced throughout), this book can be
useful to change agents of many ilk's: executives, managers, human resource professionals,
consultants, line managers, or anyone who yearns for deeper understanding of what work is all
about, seeks inspiration and wants to dip into the wellspring of spirituality for rejuvenation.

Building on a metaphor from **The Little Prince**, it starts off with the premise that the "old
orders" simply don't work anymore. Having built our present-day "orders" out of the traditional
beliefs of the Newtonian paradigm, we futilely spin from one solution to the next, failing to
change our fundamental underlying beliefs. The book provides a new lens with which to view
our work, focusing on the energy of people as the fundamental substance of organizations. Work
becomes an essential channel for our energies, allowing us to find ourselves and contribute our
energy to the world.

Somehow, over time, work came to be viewed as something one *must do* in order to survive and
achieve, and the rewards for work became more extrinsic than intrinsic. Instead of pursuing
rewards in the doing of the work itself, or the results of the work, we have found work less and
less rewarding, and have come to seek creativity and "pleasure" outside the workplace.

Artful Work is a useful paradigm for human organizations because it is about work and human
energy. The beliefs of artful work are drawn from the writings of artists about their work, from
dialogues the author had with artists, and from his own experience as an artist. The artist's
perspective on work is this: all work can be artful; the reward for artful work is in the doing; the
ambition of artful work is joy; all work is spiritual work; artful work demands that the artist owns
the work process; artful work requires consistent and conscious use of the self; and as the artist
creates the work, the work creates the artist.

The parts I found the most intriguing in the book focused on the discussions about spirituality in
the workplace. Spirit in the workplace is about bringing all of who we are to our work, and
ceasing to deny who we are. Questions to ask include**: Do I care about the work itself? Can I
express myself through the work? Am I committed to the meaning of the work? Am I
tenacious enough to do the work well?** Critical ingredients of spirit are: engagement, self
expression, commitment and tenacity. These four questions are the litmus test for spirit in the
workplace.

Yet we are all aware that stifling of spirit is commonplace in the workplace. Every day people
live in fear, cynicism, frustration, and have unspoken knowledge that is denied in a huge
conspiracy. People sense the truth but are afraid or unwilling to acknowledge it.

Richards offers insights into how to transform this through finding purpose and meaning in our
work. "When we commit to purpose, we find or invent the elegant technique to meet our

purpose. When we focus on technique rather than purpose, our techniques fail us." In this context, the role of leadership is to make dreams come true by activating the energy of others to nourish a collective vision, with the necessary concentration and faith. The author asks us to scrutinize our visions for these commitments: commitment to developing the potency of people, commitment to manifestation of spirit in the work community, and commitment to stewardship of life itself.

How then does one transform one's organization? For Richards, "The centering of an organization, and the flowering of artful work, begin the instant one person summons the courage to bring one's whole self to the workplace."

This summary written by Jeana Wirtenberg.

Organizational Culture and Leadership, by Edgar H. Schein, Jossey Bass
Publishers, 1997, San Francisco, ISBN #0787903620, 2ND Edition

Effecting major change in organizations and successfully sustaining it necessitates a thorough understanding of organizational culture. This is heavy reading (probably not appropriate for line managers), but very worthwhile for people needing high-level expertise in change management..

Schein begins by defining organizational culture. He gives concrete examples of how to analyze an organization's culture and address the dilemmas raised by such activity. Next comes a strong theoretical perspective to help put culture in a context that's meaningful to the work of organizations. Finally, Schein addresses the challenge of evolving and changing cultures, and links strategies to organizational stages and leadership behavior.

Some high points:

- Culture impacts strategy: new strategies will fail unless the underlying beliefs and assumptions change to support the new strategy.

- A joint internal/external partnership is necessary to uncover cultural assumptions in an organization. An iterative interviewing process for doing this is laid out in detail.

- The theoretical underpinnings of culture are found in group dynamics and open-systems theory, leadership theory and learning theory. All of these are explored in some depth. Most central to the understanding of culture is Schein's premise that a unique function of leadership is the creation and management of culture.

- Leaders are the primary embedders, reinforcers, and transmitters of culture. Their primary mechanisms are (1) what they pay attention to, measure, and control; (2) how they react to critical incidents and crises; (3) how they role model, teach, and coach; (4) how they allocate rewards and status; and (5) their criteria for recruiting, selecting, promoting, retiring, and excommunicating people.

- Considerable change can take place in an organization without the cultural paradigm changing at all, if the underlying assumptions are not challenged.

- Finally, three organizational growth stages are aligned with eleven different change mechanisms to help practitioners understand what change strategies are more or less likely to be effective at any given time.

Schein is one of the pioneers in the field and it is worthwhile to understand his perspective on organizational culture.

This summary by Rosemary Dietrich

The Fifth Discipline: *The Art and Practice of the Learning Organization*
by Peter M. Senge, Currency Doubleday, 1990, New York, ISBN # 0-385-26094-6
and
The Fifth Discipline Fieldbook: *Strategies and Tools for Building a Learning Organization,* by Senge, Kleiner, Roberts, Ross, and Smith, Currency Doubleday, 1994, New York, ISBN # 0-385-47256-0

Together, these two books provide a very powerful resource set for creating learning organizations. **The Fifth Discipline** is not an easy read. Most people don't read it front to back; rather they select chapters that meet their needs and read them independently. If you want to easily get a comprehensive understanding of this work, we strongly recommend listening to the excellent audio tape version published by Bantam Doubleday Dell Audio Publishing. The two books are more appropriate for organizational effectiveness practitioners, but the audio book can easily be used with managers.

The Fifth Discipline identifies five key disciplines necessary to create organizational learning. _Systems thinking_--understanding how the parts interact to create the whole--is the discipline that links the other disciplines together; it is **The Fifth Discipline**. The first four disciplines are:
1) _Personal mastery_, or continually clarifying and deepening our personal vision, focusing our energy, and personally achieving excellence.
2) _Mental models_, or unearthing our internal pictures of the world and assumptions about how things work, and surfacing them for rigorous scrutiny. People act on their mental models and observe the world selectively based on their mental models; therefore, we need to be aware of what these are to develop insight.
3) _Building shared vision_, or developing shared pictures of our future to foster genuine commitment and enrollment rather than compliance in the organization,
4) _Team learning_, or how to get a team to develop, learn, and achieve synergy in its results. Effective dialogue, he argues, is the starting point for team learning.

The Fieldbook starts where the original book leaves off: providing step-by-step directions for implementing the principles and practices identified in **The Fifth Discipline's** Appendix 1: The Learning Disciplines, and are organized per discipline. The Fieldbook should be used as a reference book; it is not a front-to-back read. The author's instructions are to "start anywhere, go anywhere," and the margin icons facilitate this process. Some very effective activities include: visioning strategies, system archetypes mapping, the inquiry process, dialoguing, the ladder of inference, and the left-handed column. **The Fieldbook** greatly facilities turning the theory **of The Fifth Discipline** into practice.

Together these three references (the books and audio tape) will allow you to fully understand how to help your organization become a better learning organization.

This summary by Rosemary Dietrich

Riding the Waves of Culture: *Understanding Cultural Diversity in Business*, by Fons Trompenaars, The Economist Books, 1993, London, ISBN # 0786302909

I found this to be a very informative resource on understanding cultural issues in global business. It is research-based and focuses on seven fundamental dimensions of culture. The impact each dimension has on how people understand and relate to each other is the substance of the book. Since business is becoming increasingly global, this book is especially timely and valuable. It is easy to read: line managers, who work cross-culturally, have found it to be a very helpful resource.

Trompenaars sets a context for his work by defining culture as the way in which a group of people solve problems. This is a very useful perspective when thinking about the implications of culture on business. He then describes the dimensions in detail, using business examples of how each dimension can cause misunderstanding and/or be effectively managed. Further, he offers practical tips for proactively handling people at different ends of each dimensional spectrum. Listed below are the seven dimensions:

- *Universalism vs. particularism:* whether abstract right or wrong rules apply in all situations, or depend on the situation and the nature of the relationship.
- *Individualism vs. collectivism:* whether the rights of the individual or group should supersede.
- *Neutral or emotional interaction:* the degree to which affect and emotion are appropriate in business.
- *Specific vs. diffuse:* whether relationships are prescribed by specific situations and contracts, or whether relating to the whole person is necessary to business success.
- *Achievement vs. ascription:* whether a person should be judged on their accomplishments or on their status as attributed by birth, kinship, gender, age, education, or connections.
- *Time:* whether the past, present or future is more important and whether time is seen as linear or cyclical.
- *Environment:* the degree to which the individual believes he can control the environment or is at the mercy of the environment.

A sampling of the advice he gives regarding a few of the dimensions is given below.

Regarding *universalism vs. particularism,* he encourages universalist cultures (Germany, Japan, U.S.) to be prepared for "meandering and irrelevancies" and expect particularists to want to "get to know you" before getting down to business. He encourages particularistic cultures (France, Spain) to expect rational arguments that push for decisions and "get down to business" attitudes from universalist colleagues.

Regarding the dimension *individualism vs. collectivism,* he feels individualist cultures (Dutch, Canadian) need to show patience and recognize that agreements are tentative when dealing with collectivist colleagues. Collectivist cultures (Asian, Indian) need to be prepared to make quicker decisions without referring to headquarters, and to recognize that an individual's commitments are valued by the organizations they represent when dealing with individualistic colleagues.

Regarding the *environment*, he feels that cultures that believe the individual controls the environment (U.S., Switzerland) need to be more patient with those cultures that believe the environment is in control (China, Egypt).

This book will be most meaningful to individuals who have had experience working cross-culturally. Those who have been frustrated by the difficulty in communicating effectively across cultures will experience a significant "aha!" when they understand the underlying issues. They will realize they can change the effectiveness of their interactions by changing their own behavior.

This summary written by Rosemary Dietrich

ORGANIZATIONAL CAPABILITY: *Competing from the Inside Out* by Dave
Ulrich and Dale Lake, John Wiley & Sons, 1990, New York, ISBN # 0471618071

This is a seminal work which created a whole new way of looking at competitive advantage
focused on the concept of intentionally building organizational capability. The book is based on
the authors' extensive research with such companies as Marriott, Baxter Health Care, Borg-
Warner, and GE. The book provides a strategic overview of the concept of organizational
capability as well as practical guidelines for bringing it into being. The book is easy to digest
and follow for its logic as well as its eloquence: seven management questions and fourteen
management principles underlie the book. By continuously asking these questions and
understanding the principles on which responses are based, managers are enabled to build more
capable organizations. The fundamental message of the book is that organizational capability is
a critical fourth source of competitive advantage (the others are strategic or marketing capability,
technological capability, and economic/financial capability). See ***Competing for the Future***, for
additional insights into organizational capacity.

According to Ulrich and Lake, organizational capability consists of four critical elements:
> 1. **Shared Mindset**: The people within an organization and the stakeholders outside it
> have common ways of thinking about goals and the means used to reach the goals.
> 2. **Management and human resource practices**: The variety of tools or levers for
> change are described which can *generate* competencies within the organization through
> selection and development, *reinforce* competencies through appraisal and rewards, and
> *sustain* the competencies through organizational design and communication.
> 3. **Capacity for Change**: Organizations with a capacity for change have increased
> organization capability, have the know-how to diagnose and manage change, and develop
> the competencies to build flexible organizational arrangements.
> 4. **Leadership**: The authors argue that leadership must exist at all levels of the
> organization, and that specific individual competencies must be developed to build
> leadership.

The phases of successful change management are "fairly straightforward and well documented,"
according to Ulrich and Lake: diagnosing the current system, planning for change, and managing
the transitions.   Practical, specific questions are provided to explore in each of these phases.

The key to building organizational capability, according to Ulrich and Lake, is to manage
everything inside the organization based on what is happening outside the organization, including
business conditions, customers, and competitors. It necessitates leadership to translate the
external requirements of the business situation into organizational processes that will lead to
these results: a shared mindset among employees, suppliers, and customers; management
practices that are appropriate and contribute to competitive advantage; and a capacity for change
within each employee as well as within the organization as a whole. Ulrich and Lake's prophecy
that developing organizational capability from the inside out will become a primary management
agenda has already stood the test of time, and in these turbulent times will continue to become
even more important.

This summary written by Jeana Wirtenberg

LEADERSHIP AND THE NEW SCIENCE: *Learning about Organization from an Orderly Universe*, by Margaret J. Wheatley, Berrett-Koehler Publishers, 1994, San Francisco, ISBN # 1-881052-44-3

This book is extraordinary in a number of regards. It represents a breakthrough in thinking about management science, managing change, organizations, leadership, and the very nature of the world. Building on new insights from such seemingly disparate fields as biology, chemistry, and especially quantum physics, Wheatley creates a whole new set of lenses through which to view our organizations.   New Science is based on new understandings of nature's flexibility and adaptability, evolutionary theory, and quantum mechanics. All change agents should be familiar with this work. Line managers and HR professionals with an open mind and sense of curiosity will also find this intriguing, although it is not your basic how-to book.

Although the concepts represent thinking at its deepest, the book is written in a style that is unpretentious, rich and colorful. The foreword presents high praise from some of the most foremost thought leaders, including Ken Blanchard, Marilyn Ferguson, Marvin Weisbord, etc. As Jim Kouzes wrote, this book "must be read by any thinking manager, consultant, or professor who wishes to shake loose the shackles of limiting, old-world views and be free to explore the bountiful possibilities of what is in front of us."

Some of my key learning's from Wheatley's writing:
- Accept chaos as the natural order of revitalization; *chaos is the critical* process by which natural systems renew and revitalize themselves.
- Instead of shutting down with chaos, work with it; it is part of the process by which life creates new levels of understanding.
- Systems must have abundant access to information; information is the organizing force of the universe and the source of energy.
- Particles do not exist independent of their relationship to one another. At the fundamental building block level of the universe are bold relationships, not particles.
- Relationships are all there is: develop the rich diversity of relationships.
- We are already in the process of discovering new forms of organizations.
- Embrace vision as an invisible field to energize our organizations. Vision emerges out of interactions of teams in organizations.
- Order develops not from outside but naturally from within.
- Minute incidences create unforeseen consequences in far away places.
- Look for the patterns that are naturally emerging.
- To perceive order out of chaos, focus on the whole rather than on the small parts.

As one example of a new concept applied to organizations, Wheatley focuses extensively on **fractals**, the phenomenon by which the same shapes appear predictably everywhere with only simple levels of instruction and large amounts of freedom. "With only a few simple guidelines, left to develop and change randomly, nature creates the complexity and harmony of form we see everywhere." After thoroughly describing and illustrating fractals in nature (in picture and word), Wheatley argues that fractals have direct application for the leadership of organizations. The very best organizations have a fractal quality to them, in that an observer of such an organization can tell what the organization's values and ways of doing business are by watching anyone, whether it be the production floor employee or senior manager. She notes there is a consistency and predictability to the quality of behavior.

How does this happen? Fractal organizations have learned to trust in natural organizing phenomena, and through their guiding principles or values, shape the behavior of every employee into a desired representative of the organization. In this context, the role of the leader is to focus the organization on the guiding principles, strong values, and organizational beliefs that shape the individual's behavior; the leader's task is "to communicate with them, to keep them ever present and clear, and then allow individuals in the system their random, sometimes chaotic-looking meanderings." This book helps leaders understand why this is so important and gives them the needed rationale for letting go.

This summary written by Jeana Wirtenberg.

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