



Book Review:

Reading Time:

3 minutes

Reader Benefit:

- ◆ Learn what organizational change means;
- ◆ Insights about how you can embrace organizational change wisely;
- ◆ Buy the book to discover the “10 Recovery Tactics.”

Title: Conquering Organisational Change

Author: Pierre Mourier and Martin Smith

Publisher: CEP Press, 2001

Pages: 212 pp, includes Appendices and Index

Reviewer's Rating: ☺☺☺☺☺

Rating Legend:

Inspiring ☺☺☺☺☺ *Excellent* ☺☺☺☺ *Good* ☺☺☺ *Average* ☺☺ *OK* ☺

Website Summary:**Executing Successful Change**

Change is difficult to implement and execute and that's why most CEOs get blind-sided by the symptoms rather than the causes. Yet, more critical to a company's ability to survive and prosper is the ability to manage change successfully. Why is this the case? Put simply, the pace of change is phenomenal. Nowadays, organisations are forced to change at a far greater frequency than ever before.

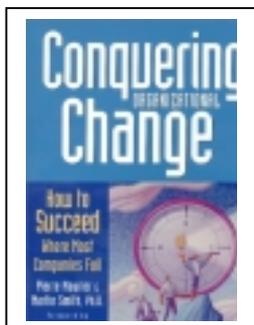
Synopsis:**Executing Successful Change**

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Just a casual browsing observation of the available literature on change management, and you will notice that is a subject that's often shrouded in cryptic language with more theory than sound advice on how to manage change.

This is because the idea of change has, until now, been dealt with in a qualitative way rather than a quantitative approach. Yet, more critical to a company's ability to survive and prosper is the ability to manage change successfully. Why is this the case?

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Executing Successful Change

Book Review by Leon A. Enriquez

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"Throughout my business career, I have watched organisations excel in the organisational change efforts only to fail during implementation," noted Randy Harl (president and COO of Kellogg Brown & Root), in the book's *foreword*. "In my experience, a major reason for this has been the lack of a well-thought plan or the raw determination to follow through. Busy managers tend to get side-tracked easily, and employees lose motivation."

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Nowadays, organisations are forced to change at a far greater frequency than ever before. "In my experience, approaches to organisational change need to be based on fact, rather than opinion," highlighted Harl.

"What exactly is organisational change? For most people, it's a large-scale change in an organisation's operation or structure, the driving force behind such commonplace terms as merger mania, downsizing, and hiring freezes," said authors Pierre Mourier and Martin Smith, in Chapter 1 of the book. "Obviously, organisations are in dire need of a tangible strategy for success. Companies need insurance to protect them against the risks posed by change."

Yet, organisational change encompasses much more than such arbitrary and simplistic idea of change management.



To go beyond this, the authors Mourier and Smith further define organisation change “as the activities associated with planning, designing, implementing and internalising tools, procedures, routines, processes, or systems that will require *people* to perform their jobs differently.” Under this definition, organisational change therefore encompasses a much wider spectrum of initiatives that is centred on the human element.

The book is organised into eight chapters and four appendices as follows:

- ◆ Chapter 1: Organisational Change: A Risky Proposition
- ◆ Chapter 2: Why Change Fails or Succeeds
- ◆ Chapter 3: Change Management: A Tactical Perspective
- ◆ Chapter 4: Ten Tactics for Successful Change
- ◆ Chapter 5: Who, What, and when: Stakeholder Action Guides
- ◆ Chapter 6: Real world Case Studies
- ◆ Chapter 7: Reviving a Stalled Change Effort
- ◆ Chapter 8: The First Steps to Conquering Change
- ◆ Appendix A: Survey on Implementing Organisational Change
- ◆ Appendix B: Research Data
- ◆ Appendix C: Success Rates for Various Types of Organisational Change
- ◆ Appendix D: Cross-Reference of Tactics to Positive and Negative Factors

The authors insist that organisational change is much more than just a change in a process, procedure or product line – rather organisational change is “any transition” that requires a change in human performance.

Mourier and Smith expound that the problem with ignoring the human aspect of organisational change is that you could be leaving out a whole range of initiatives that require a change management focus in order to be successful.

“We wanted to create a practical guide for people at all levels of an organisation. We wanted a book that would be useful for people who are about to embark on a major change effort, and individuals in the midst of a struggling change efforts,” highlighted the authors.

“This book can help you eliminate, or at least minimise, the potential for change failure. You won’t find any lofty theories here, just common sense recommendations in the form of tactics – based on our own research and our thirty years of combined experience working with Fortune 500 clients globally.”



The “10 Tactics” and “10 Recovery Tactics” are worth their weight in gold to the CEO – provided he or she can use these powerful ideas to manage change.

This is where the book’s premise makes a startling but sensible departure from the often myopic view. That is why CEOs should invest time learning from this book – which will make a big impact – because it shows the practicalities of real-life execution. In short, the ideas work.

Read this book cover to cover – at least three times – before you embark on your next change management *execution* initiative. You will find that the time you spent to be well worth your effort.

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