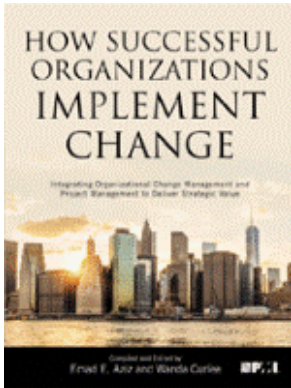


PM WORLD BOOK REVIEW



Book Title: ***How Successful Organizations implement Change***

Authors: **Emad E. Aziz and Wanda Curlee**

Publisher: Project Management Institute (PMI®)

List Price: \$44.95 Format: Soft Cover

Publication Date: 2017 ISBN: 978-1-62825-386-3

Reviewer: **Anne Dacy Ecklin, PMP**

Review Date: 04/18

Introduction

Larger scale implementation initiatives require the adherence to change management disciplines as an important way to improve the odds for a successful outcome. Failure to prepare the organization for upcoming changes, failure to engage the right audiences, or failure to capture and measure project or program benefits can result in a real or perceived failure of the initiative. Employing change management disciplines can avoid a situation where the 'operation' was successful, but the 'patient' died.

Successful enterprises integrate Organizational Change Management with the Project Management and Program Management activities which are being carried out to ensure that the right activities are happening with the right stakeholders and to also make certain that effective teams are working towards common goals which are in turn supporting organizational strategic imperatives. Organizations today need to be responsive, agile, and able to capitalize on opportunities in order to gain a competitive advantage. This comprehensive reference tome is able to provide solid foundational understanding of the importance of Organizational Change Management for key initiatives. It also illuminates the practical aspects of change by providing techniques and examples of templates and key activities required to support change objectives.

Overview of Book's Structure

The book is a compendium of Organizational Change Management topics organized into fourteen chapters. Different, highly knowledgeable subject matter experts author each chapter. At the beginning, the reader obtains an overview of the history of Organizational Change Management in the Project Management and Program Management profession from the years 1969 to 2015. The following chapters provide readers with perspectives on change triggers, how organization agility can

be a catalyst for change and the role of program, portfolio, and project management in organizational change.

Following these topics, the change process in practice is surveyed and this chapter covers change management as a practice and provides a concise view of the key change concepts and the importance of putting the proper context around change and managing change as a programmed discipline.

As the subsequent chapters unfold, there is an examination of the application of Agile techniques to change management projects, and exploration of the role that organizational culture takes in managing successful change, a deep dive to understand the importance of stakeholder engagement, and an intensely practical discussion on how to structure, plan and measure Organizational Change Management initiatives.

The later chapters of the book are dedicated to discussing how successful organizations deliver change, how to develop and commit an organizational change team, what the key leadership factors are for change initiatives and the importance of sponsorship for a successful change initiative. The final chapter is devoted to a future view of Organizational Change Management.

Highlights

This book benefits greatly from the variety of contributors and their perspectives on Organizational Change Management. All of these perspectives essentially underscore one thing: Organizational Change Management is critical to portfolio, program, and project success. It is not an optional list of tasks that can be carried out separately. It is not a series of 'optional' soft activities that have ambiguous importance.

OCM must be embedded in the key initiatives an organization undertakes and the key to successful outcomes is to be committed to establishing the benefits that a specific initiative will be expected to provide, and to measure and report on the achievement of these benefits. Sponsorship of these initiatives is essential because there are human beings on the receiving end and the sponsor helps build legitimacy and commitment to that change. Overcoming natural resistance to change requires effort that is underpinned by a strategic framework aligned the organization's culture and values.

Stakeholder engagement is key for addressing change resistance and balancing the needs and wants of all affected stakeholder groups is very much the art of the science. It requires engendering trust, and it is important to make the affected stakeholder groups feel 'good' about the change. To do this, clear and targeted communications are essential and central to the communication efforts is the need to create understanding of how the change will affect each group, and how the organization will help stakeholders become prepared for the change. Explaining how it will affect their jobs and how the initiative supports the organization's strategic goals.

Understanding where Portfolio, Program, and Project Managers fit into the OCM equation becomes critical in today's fast moving environment. Building the benefits case and articulating it to the stakeholders, developing the change strategy, managing the transition, and measuring the outcomes fall directly into these leadership roles. It is also essential that communications are targeted and that the adoption of change is monitored along with acceptance of the end result.

Highlights: What I liked!

The degree of depth of coverage in this book is extremely appropriate and relevant for individuals who are not change management practitioners by trade. The concepts are presented with examples where it is easy to visualize the cause and effect of different actions. In addition, there are extremely useful examples of templates, checklists, and questionnaires that can serve as inputs for readers to develop and adapt their own work products. The description of change management activities is clear and pragmatic across all chapters.

Of particular interest to program and project management professionals is the discussion in Chapter 4 of the similarities between program and change life cycles and the outlining of how the Change Management activities line up with the knowledge area and the project management emphasis activities to provide useful context. In addition, there is great content outlining how to assemble a change team and who should be on that team. Developing action plans and measuring those plans' results are also covered in the chapter devoted to how to structure, plan and measure Organizational Change Management.

Who might benefit from the Book?

Project Managers, Program Managers, and Portfolio Managers who have not been deeply exposed to organizational change management principles or to the integration of OCM in the day-to-day delivery of project work can benefit from the content in this book. Business managers who need to understand why it is important to include OCM activities and how to establish benefits measurement activities can also benefit from this book. It serves as a useful reference source for a broad spectrum of OCM concepts.

Conclusion

This book is not a 'light read at the beach' at first glance. The content is written in a scholarly format and it is supplemented by many references in each chapter. The content is rich, but not so rich as to lose the attention of the average individual interested in OCM topics. One thing that is greatly appealing about this tome is that each chapter could be read as a 'standalone' white paper because the topics covered are well encapsulated. If for example, a reader needs to gain information about key leadership factors in successful organizational change, there is a chapter covering that topic which very nicely reviews the key concepts. If someone is interested in how organizational culture influences change, there is a chapter

covering key concepts in that area. So this book will serve very well as a handy reference for essential OCM knowledge.

When you put all of the content together, the baseline of knowledge provided is comprehensive and crosses into the project management domain but also provides useful inputs for developing a strategy and the work products needed to support a solid organizational change management initiative. If further, deeper information is needed; there are many citations where more details can be obtained.

Bottom line is that 'How Successful Organizations Implement Change' is a great way to become versed in the Organizational Change Management discipline and a great reference for specific needs.

For more information about this book, go to

<http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101602801>

Editor's note: Editor's note: This book review was the result of a partnership between the publisher, PM World and the [Alamo PMI Chapter](#) in San Antonio, Texas. Authors and publishers provide the books to PM World; books are delivered to the PMI Alamo Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Alamo Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. PMI members are generally mid-career professionals, the audience for most project management books.

If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@peworldjournal.net.

About the Reviewer:



Anne Dacy Ecklin

San Antonio, Texas, USA



Anne Dacy Ecklin, PMP is with SAP America as a Delivery Executive dedicated to Human Capital Management program delivery. She was previously a Partner in the SAP practice for IBM where she focused on delivering excellent customer outcomes for Human Resources implementation clients who utilized SAP HCM On Premise in addition to the SuccessFactors Suite of products. Prior to that her experience includes a previous tour of duty at SAP America as one of the first SAP HR consultants working in the US.

With over 25 years' experience in the software industry, consulting delivery, product management, and sales; Anne has a deep background in global ERP Software Implementations, Program Management, Project Management, and Product Management, with a strong emphasis on Human Resources global deployments. In addition, Anne has domain expertise in the process and change management areas. She has worked with Life Sciences, Consumer Products, Retail, High Tech, and Public Sector clients. Some of her previous clients have included Harley-Davidson, Brooks Brothers, VSP, Abbott Labs, Heinz, Telefonica of Spain, and Pepsi International.

About the Reviewer



Anne Dacy Ecklin

Texas, USA



Anne Dacy Ecklin is with SAP America as a Delivery Executive dedicated to Human Capital Management program delivery. She was previously a Partner in the SAP practice for IBM where she focused on delivering excellent customer outcomes for Human Resources implementation clients who utilized SAP HCM On Premise in addition to the SuccessFactors Suite of products. Prior to that her experience includes a previous tour of duty at SAP America as one of the first SAP HR consultants working in the US.

With over 25 years' experience in the software industry, consulting delivery, product management, and sales; Anne has a deep background in global ERP Software Implementations, Program Management, Project Management, and Product Management, with a strong emphasis on Human Resources global deployments. In addition, Anne has domain expertise in the process and change management areas. She has worked with Life Sciences, Consumer Products, Retail, High Tech, and Public Sector clients. Some of her previous clients have included Harley-Davidson, Brooks Brothers, VSP, Abbott Labs, Heinz, Telefonica of Spain, and Pepsi International.