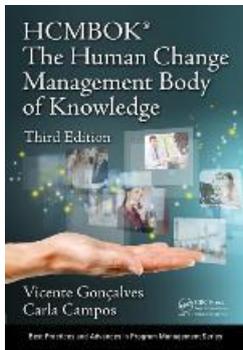


## PM WORLD BOOK REVIEW



Book Title: ***The Human Change Management Body of Knowledge (HCMBOK), 3<sup>rd</sup> Edition***

Author: **Vicente Goncalves, Carla Campos**

Publisher: CRC Press

List Price: \$59.95

Format: Hard cover, 204 pages

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Reviewer: **Danny Boswell**

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### Introduction

Change Management has been acknowledged as an important organizational method, and several books address a multitude of tools to address the concept. It is not a new topic. About 2,500 years ago, the pre-Socratic philosopher Heraclitus stated that nothing is permanent, except change. Once that is accepted, the more important question is what is to be done about it.

Several systems have been created to address change, and there are various change processes, procedures, and best practices. Those can be useful, and result in a plethora of tools and artifacts to be applied or interpreted. Goncalves and Campos created a book that focuses on an often overlooked component – humans.

### Overview of Book's Structure

First and foremost, the book was created for project managers. The first chapter addresses the ever present concept of change, and even references Heraclitus, as many change books do. However, the authors fill in the 2,500 year gap by discussing different generations of change management in business as well as identifying contributions from social science, anthropology, and psychology.

The ensuing chapters are structured much like the PMBOK. The dot(.) format is applied – for example, 3.6.2 defines the Project Organization Chart. Also like the PMBOK, the charts and graphics are simple but effective. The familiarity of style enables project managers to focus on the material without wading through paragraphs of prose wondering how the concept applies to projects – there are chapters on Initiation and Planning, Execution, Implementation, and Closing. Further chapters address communication, conflicts, creativity, and competencies, as well as other

topics. These discussions enable a PM to apply the addressed tools where they are most important, to the people.

## **Highlights**

The driving force to the book is that every project, every organization, and every result has one thing in common – people. If a PM is not working with people, the project is already in trouble. All the project tools and reports will not help if the human aspect is not being addressed. The authors discuss the human element for every process and explain the reason behind their suggestions.

To enact the human that is reading their material, the authors include a list of activities after many of the sections. Rather than simply providing a lecture, these specific actions encourage a PM to enforce the message behind the words which can help personalize the message to each individual reader. These activities may include more tools to employ and are a tremendous way to engage one with the material beyond receiving it, but to also understanding it.

## **What I liked**

The aspect that I most appreciated was the introductory material. A sterile application of tools and processes can leave one unconvinced or thinking that those ideas are already being used (though something similar and less effective may be closer to the truth). The depth of understanding of the topic and the cross-sectional exploration of a concept common to all aspects of humanity effectively sets the stage and aligns one with the topic as one treads into the project management tributary of the theme. The PMBOK is not often described as a suspenseful story that prevents one from aborting their reading, but this book knits knowledge expertly so that items drift into place and the reader wants to continue so that other holes of understanding can be repaired.

## **Who might benefit from this book?**

Any project manager would benefit greatly from reading this book. Though structured for the PM, anyone who works on a project would gain understanding to how and why certain activities are necessary and could even validate how they feel about projects at specific phases. As a general knowledge book, the information on change is elucidating, but the book does spend much of its time discussing projects.

## **Conclusion**

The human aspect of projects is not always addressed in business. A deadline is stated. A resource is assigned. Contingencies are created for possible delays. The focus is often on the change, the coding, the execution. Efforts are often employed to minimize human error by removing the human as much as possible. This book embraces the human aspect of every project and empowers a PM to address human

issues by supplying tools and processes for every project phase. It goes beyond providing little rewards for resources at update meetings – it addresses conflict, motivation, stress, and behavior management, the real reasons behind issues confronting the people who are trying to meet deadlines on your project and help the organization achieve their strategic goals.

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For more about this book, go to: <https://www.crcpress.com/The-Human-Change-Management-Body-of-Knowledge-HCMBOK-Third-Edition/Goncalves-Campos/p/book/9781138576476>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas 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 Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. 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](mailto:editor@peworldjournal.net).*

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## About the Reviewer



**Danny Boswell**

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**Danny Boswell** has spent 25 years working within all aspects of IT project delivery – defining the project, securing the funding, designing the solution, coding, testing, deploying, and analyzing the result. Fifteen of those years have been on PM teams or program management. He is currently a cybersecurity program manager. Danny is a member of the Dallas PMI and has a business degree in Finance and an MA in History of Ideas.