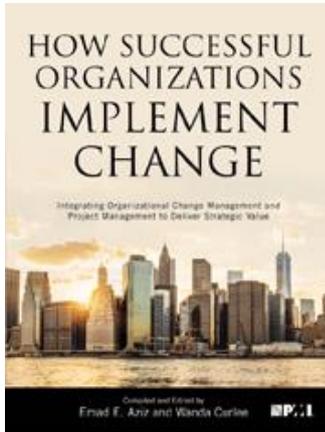


## PM WORLD BOOK REVIEW



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

Author: Edited by **Emad E. Aziz and Wanda Curlee**

Publisher: Project Management Institute

List Price: \$44.95      Format: Paperback, 354 pages

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Reviewer: **Ava C. Jones, MSc, PMP, DTM**

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### Introduction

The Project Management Institute (PMI) published *Managing Change in Organizations: A Practice Guide (2013)* to provide real-world advice on change management. *How Successful Organizations Implement Change* is intended to expand on that practice guide by offering lessons learned, best practices, know-how and insights to organizational change management professionals.

*How Successful Organizations Implement Change* is a collaborative work designed to help practitioners increase their effectiveness in delivering value to stakeholders during organizational change efforts. The authors solicited input, stories and advice from multiple subject matter experts across a wide variety of industries. The result is a compilation of best practice guidance, tips, tools and techniques designed to ensure the reader can lead any change effort, large or small, to a successful outcome. It aligns with PMI's *Managing Change in Organizations: A Practice Guide (2013)* and integrates concepts of organizational change management with organizational project management. This book is meant to be an ongoing resource for both current and future change leaders.

### Overview of Book's Structure

*How Successful Organizations Implement Change* consists of 14 Chapters, each written by a different contributor. Each contributor is a seasoned professional with up to 30 years of practical experience gained around the world in Spain, France and the United States.

This book is loosely organized in three parts and the material is arranged as follows:

**ABOUT THE CONTRIBUTORS:** describes the credentials and experience of each subject matter expert.

**PREFACE:** describes the background and intent of the book along with an overview of each chapter.

**PART I** includes Chapters 1 through 4 and summarizes the history of project management, explains the complexities of organizational change management, and explains the importance of organizational agility.

**PART II** includes Chapters 5 through 10 covering the change process, how agile approaches can help implement change, how organizational culture impacts change, the role of stakeholders, key measurements, and ways to sustain organizational change after implementation.

**PART III** includes Chapters 11 through 14 and discusses building and leading the change team, the importance of sponsors, and concluding with an overview of organizational change as it relates to portfolio, program and project management.

This book is written and formatted in textbook style with end of chapter review questions. Answers are provided at the end of the book and checklists and templates are also included for practical use.

## **Highlights**

*How Successful Organizations Implement Change* takes the reader on a journey from the beginnings of project management through today's intersection with change management. It provides detailed guidance through genuine case studies and business examples that demonstrate the do's and don'ts of change management.

It ensures the reader considers every aspect of organizational change including culture, stakeholder engagement, and leadership factors as well as triggers that can cause change. The importance of people in organizational change is a major focus with particular attention being paid to the change team, the change recipients, and the change sponsors.

## **Highlights: What I liked!**

What I like most about *How Successful Organizations Implement Change* are the actionable tools included for use in the real-world. The Checklist for Communicating Change and Templates for Planning Organizational Change in Chapter 4 are great assets that can be incorporated into an actual change effort.

I especially enjoyed the five techniques discussed in Chapter 2 to help address the natural resistance to change by answering the question "What's In it For Me?"

Additionally, the 12-step process provided in Chapter 12 as guidance for transformational leaders could prove to be an invaluable tool.

## Who might benefit from the Book?

Anyone interested in learning about the change management process would benefit from this book regardless of position or role. Change is inevitable, and this book will help any business person prepare for it and successfully execute it.

*How Successful Organizations Implement Change* is an important resource for any manager or business leader. It is particularly relevant for managers leading efforts that will result in organization wide changes. It provides guidance and insight on effective ways to implement organizational changes in a systematic fashion.

Oftentimes, projects successfully deliver new tools and techniques but still fail to satisfy the actual needs of the customer. In those cases, a lack of effective change management could be the culprit. Using this book will help practitioners at all levels successfully plan and execute the change management aspect of any project.

## Conclusion

In conclusion, *How Successful Organizations Implement Change* is a worthwhile read for any business professional no matter what their role. Organizations must change to keep up with these turbulent times and this book can help guide any change effort that a business faces. Practitioners can use this book as a step-by-step guide to help navigate the tricky waters of organizational change. In addition, it can be used to help identify triggers that may precipitate a need for change and help leaders address the wide variety of aspects of change management that should be addressed.

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For more about this book, go to:

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

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Silver Spring Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Silver Spring 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 Silver Spring 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@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



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**Ava C. Jones** is a Sr. Project Controls Manager for the Information Technology (IT) office of the Washington Metropolitan Area Transit Authority (WMATA). She provides governance, oversight, and tracking support for an IT project portfolio with a combined budget of over \$100 million. Her professional background includes project management, training, software development, and systems analysis. Ava holds a MSc in Technology Management, is a certified Project Management Professional (PMP), and is also a Distinguished Toastmaster (DTM). Ava lives and works in the Washington, DC Metro Area in the United States.

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