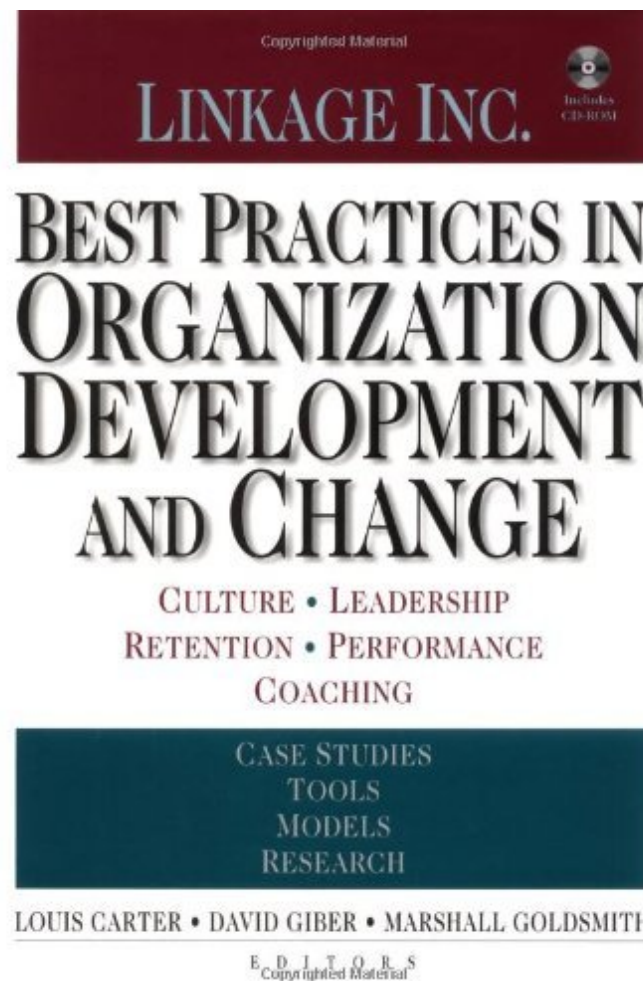


(Library ebook) Best Practices in Organization Development and Change: Culture, Leadership, Retention, Performance, Coaching

Best Practices in Organization Development and Change: Culture, Leadership, Retention, Performance, Coaching

From Pfeiffer

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From Pfeiffer : Best Practices in Organization Development and Change: Culture, Leadership, Retention, Performance, Coaching before purchasing it in order to gage whether or not it would be worth my time, and all praised Best Practices in Organization Development and Change: Culture, Leadership, Retention, Performance, Coaching:

0 of 0 people found the following review helpful. Five StarsBy Cornel CollinsGreat seller...A++++33 of 35 people found the following review helpful. Many Interesting Case Histories of Making ImprovementsBy Donald MitchellReading this book reminded me of attending a good conference where lots of company executives provide detailed examples of the issues they faced, and how they went about dealing with those issues. Since such conferences

usually cost several hundred dollars, this book is a real bargain -- and you don't have to get on an airplane and fly someplace! One of the strengths of the book is that you receive several perspectives on the context for each case history. The editors describe what each case means, and the conclusions section summarizes general patterns. Also, each case is presented in the same format which makes it easier to understand what is being shared. I was particularly grateful for the exhibits (which exist in electronic form in the CD enclosed in the book). I also appreciated that the cases were primarily written by Human Resources professionals inside the companies, rather than being a consultant's take on what happened. Having said all those positive things, let me share some concerns. First, I looked in vain for my favorite examples of outstanding work in recruiting, retention, knowledge encouragement, and executive development. If this book is about "best practices" where were GE, Disney, Motorola, Ritz Carlton, and SAS Institute? Second, many of the cases involved companies that are better known for their poor performance than for excellence. If they are developing their people so well, what happened? Third, a lot of these cases involve new initiatives where the long-term consequences are hard to see. Fourth, the profit impact on the organizations was not well documented. That makes it hard to use these cases as examples to encourage your own company to follow suit. Fifth, as change management processes, most of these cases are far behind the curve of what is described in Peter Senge's various books of case histories such as *The Dance of Change*. Part of the reason seems to be that a number of these cases aren't very new. Of the cases in the book, I recommend the ServiceMASTER, Westinghouse, Johnson Johnson, Allstate, and Case Corporation examples as the most helpful to me. I mention that because there's a lot of material in this book. I read a lot and rapidly, and I found this book hard to tackle. By being more selective in what you go after, you can help avoid some of that problem. Naturally, if your own issues are only in a few areas, just look at those cases. Develop the full potential of everyone, beginning with yourself!

27 of 29 people found the following review helpful. Substantial Cost...and of Even Greater Value

By Robert Morris

Here in a single volume is about all that is needed to design, implement, and then monitor a program through which to achieve organizational transformation. Moreover, the editors have selected both information and wisdom which can help to ensure that such a program is comprehensive, cohesive, and cost-effective. The phrase "best practices" is apt but should not be misconstrued to mean that strategies and tactics which have been highly successful in some organizations are necessary going to be successful in all others. Moreover, I urge the reader to keep in mind that, although the organizations featured (e.g. Boeing, Johnson Johnson, Kraft Foods, Nortel Networks, ServiceMASTER, SmithKline Beecham, and Sun Microsystems) are among the largest in their respective industries, much of the material in this book is also relevant to small-to-midsize organizations. My own rather extensive past experience with all manner of organizations (including non-profits) has convinced me that most people do not fear change; rather, they fear the unfamiliar. Hence the importance of three on-going initiatives: communicate, communicate, and communicate.

Part One consists of Acknowledgments, About This Book, How to Use This Book, and an excellent Foreword by Richard Beckhard. Carter, Giber, and Goldsmith then shift their attention in Part Two of "Organization Human Resources Development Case Studies." The individual case studies are distributed within this thematic structure: Organizational Development Change Leadership Development Recruitment Retention Performance Management Coaching Mentoring

Part Three: Conclusion consists of Research (OD/HRD Trends and Findings), Endnotes, About Linkage, Inc., About the Editors, Index, and How to Use the CD-ROM, terrific value-added benefit.

Back to Beckhard's Foreword for a moment. In it, he identifies six (6) "elements" which are basic to each case study; all are central to and sequential within the change process associated with organizational development/human resource development (OD/HRD). They are: Business Diagnosis, Assessment, Program Design, Implementation, On-the-Job Support, and Evaluation. It is helpful to keep these six "elements" clearly in mind while working your way through the abundance of information which the editors provide. Fortunately, they have organized the (sometimes daunting) material with meticulous care and write exceptionally well. I also urge you to use the same six "elements" as guidelines when determining what the design of your own program for organizational change should be, and, when selecting those strategies and tactics discussed in the book which are most appropriate to the implementation and evaluation of that program. This is especially true of decision-makers in small-to-midsize organizations. Those who share my high regard for this book are urged to check out O'Toole's *Leading Change*, Katzenbach's *Real Change Leaders* as well as his *Peak Performance*, Kaplan and Norton's *The Balanced Scorecard* and *The Strategy-Focused Organization*, Quinn's *Deep Change*, O'Dell and Grayson's *If Only We Knew What We Know*, Isaacs' *Dialogue and the Art of Thinking Together*, and Senge's *The Dance of Change*. Those especially interested in Six Sigma are encouraged to check out (and read in this order) Pande's *The Six Sigma Way*, Breyfogle's *Implementing Six Sigma*, and Eckes's *Making Six Sigma Last*.

Learn from experts at the world's top organizations! *Best Practices in Organization Development and Change* is a state-of-the-art resource that presents the most important ideas and effective strategies from experts and top companies in the field. Comprehensive in scope, the book addresses the five most important organization development or human resource development (OD/HRD) topics--organization development and change, leadership development, recruitment and retention, performance management, and coaching and mentoring--and offers a practical framework for design, implementation, and evaluation. It includes best-practice case studies from seventeen leading organizations that have

achieved their change objectives. The case studies will help you: Analyze the need for the specific OD/HRD initiative
Build a solid business case for OD/HRD Identify the audience for the initiative Design an effective OD/HRD initiative
Implement a successful design of the initiative Evaluate the effectiveness of the initiative You'll benefit from expertise
at trend-setting companies such as: Kraft Foods Smithkline Beecham Westinghouse Sun Microsystems . . . and many
more! "An extremely important volume with useful contextual perspectives plus vivid and important case studies of
companies that know what they're doing to lead change." mdash;Warren Bennis, author, *On Becoming a Leader and
Organizing Genius*

"An extremely important volume with useful contextual perspectives plus vivid and important case studies of
companies that know what they're doing to lead change." -- Warren Bennis, author of *On Becoming a Leader and
Organizing Genius*"Any Human Resources Professional will immediately recognize the value and benefits of this
handbook and will feel comfortable in implementing the practices provided....Rather than simply massaging our time-
worn tools, this book provides examples of new tools and techniques which have been developed by successful
companies to help them with the same issues. Therefore, my focus and energy is devoted less to conceptual analysis
and more to the practical application of these tools to help our organization achieve its goals and objectives. -- William
H. Sevilla, VP Human Resources, St. Mary Medical Center; Faculty member, University of Phoenix "This handbook is
an excellent reference for all practitioners who are in the midst of helping their organizations become the benchmark
of their industry. With the case study approach comes actual assessment instruments, initiative plans, and evaluation
tools to help this take place. A very helpful tool that needs to be on every practitioner's desk." -- Dave Mehl, Director,
Training Development, SSOE, Inc. "If you're looking to move human resources out of the administrative backseat to
the driver seat of change management and strategic imperatives in your organization then this is the book you need to
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plans, and evaluation tools to help this take place. A very helpful tool that needs to be on every practitioner's desk."
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professional, student or professor will immediately recognize the value and benefits of this handbook and will feel
comfortable in implementing and learning about the practices provided." mdash;William H. Sevilla, vice president
human resources, St. Mary Medical Center; faculty member, University of Phoenix "An invaluable, practical guide to
the most promising trends in organization and human resources development. Compelling case studies offer unique
insight into how global business leaders have effectively dealt with the challenges of transformational change."
mdash;William J. Trahan, partner-in-change of organization and change strategy, PricewaterhouseCoopers
From the Publisher We are proud to present you with this rich resource of what our best companies are doing by way of
organization development and human resources development. The editors have asked the world's best practitioners to
provide their stories of how they have changed and developed their "best-in-class" organizations. Linkage editors
coached these practitioners to provide detail and insight as to the who, what, where, when, why, and how behind these
OD/HRD initiatives along with the tools, instruments, models, and other resources that were used. This is one of the
most comprehensive resources on the market today for all of those interested in or practicing OD/HRD.