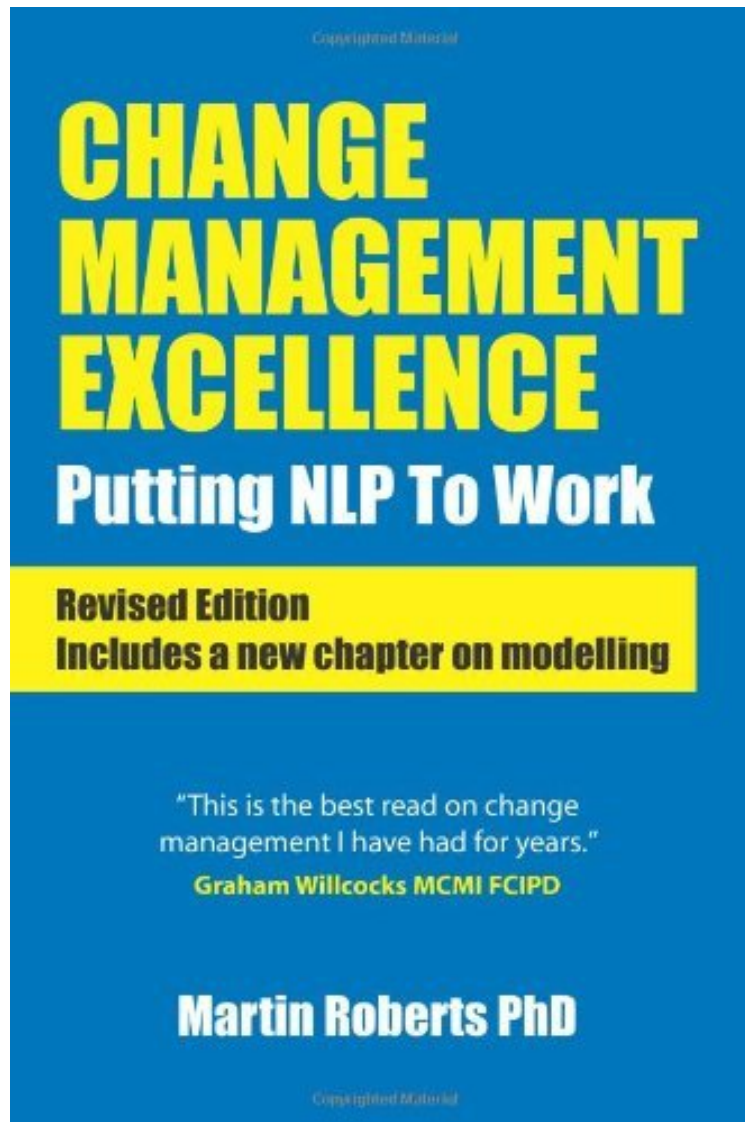


Change Management Excellence: Putting NLP to Work

Martin Roberts

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Martin Roberts : Change Management Excellence: Putting NLP to Work before purchasing it in order to gauge whether or not it would be worth my time, and all praised Change Management Excellence: Putting NLP to Work:

5 of 6 people found the following review helpful. Walking the WalkBy KarlWhen it comes to books like this it's often hard to know what you're really getting. I mean, has the author really 'walked the walk'? or is s/he just spinning a good tale? In the case of Martin Roberts I can, with confidence, assure you that you're getting the gen-u-wine article. And I know that because one of my own business colleagues - whose opinions I value and trust - worked with Martin for a number of years, and assures me that he really has done what he claims to have done in terms of introducing NLP techniques into high-powered, high profile change programmes. Having said that, I must admit that I found the book

top be something of a 'curate's egg'. With NLP being something like 25 years old, it's getting increasingly difficult for authors to find just the right balance when writing about NLP. Especially when they're writing about NLP and some other major topic. Do you try and give 'equal time' to both subjects? Do you assume that your readers will already have a basic grounding in NLP so that you don't need to go over the basics yet again? Or do you assume nothing and try to work in a succinct overview of NLP for the benefit of those readers who are coming to it for the first time? I'm not going to say that Martin has cracked the problem in this book. But I've seen a LOT worse. So, what we get is essentially a book in three parts. Part 1 - the first five chapters - is both an introduction to change management *and* a fairly basic overview of some relevant NLP techniques. Part 2 - chapters 6 - 8 inclusive signals a distinct change of gear as the author launches into an excellently written description of the change management process which clearly demonstrates the author's enthusiasm for the subject, even though he has now moved on to be a very successful publisher. In Part 3 - the rest of the book - Martin undertakes the tricky job of weaving these two strands together. And with considerable success, I'd say. So, whilst I'm happy to recommend the book with some enthusiasm, I think it has to be with the qualification that readers will probably get the greatest benefit from the book if they already know the basics of NLP. On this score I'd recommend "Develop Your NLP Skills" (see... for a short and comprehensive overview, or "Managing with the Power of NLP" for a rather longer introduction. With that prior knowledge already on hand, you may find that you can pretty much skim the first five chapters. So have you wasted your money? No way! The material in the rest of the book is still more than worth the cover price [even without a discount 8not;)]

3 of 3 people found the following review helpful. Clear and practical guidebook By George Zee, SJ For the busy people in management, with no training in NLP (Neuro-Linguistic Programming), this is an excellent introduction. The author with his wide background and experience has digested the unique contributions of NLP and made useful modifications and applications. Instead of jumping to the Well-formed Outcome, he devotes much space to the Well-formed Problem". He also covers Rapport, Language, Designing for Excellence and Solution, Resolving Conflict and Aligning Attitudes and Beliefs, and Use of Time-line... His short final chapter reviewing packaged solutions: Total Quality Management (TQM), Re-engineering, the impact of IT, Knowledge Management (KM), gives a useful perspective for appreciating the positive aspects and inoculates people against failure in Change Management projects. P.S. There are a few mistakes in the information listed on the Net. Martin Roberts, Ph.D. is the only author. (In 1992 he formed, with his wife Glenys, the Anglo-American Book Company.) The book has 280 pages and was published in 1999, not Feb. 2001!

1 of 2 people found the following review helpful. A Practical Guide for Corporate Cultural Change By Thomas J. Humpton As a Systems Engineer tasked with bringing about a shift from personality-driven programs to process-driven programs, I was looking for a practical guide to help with this cultural change. This book was it. It clearly describes why many Change Management programs fail and provides practical concepts and applications for success. I recommend it for anyone chartered with installing any type of corporate change, and particularly those consultants engaged in applications of Change Management. Excellent insights from the field of Organizational Psychology, and using Neuro Linguistic Programming (NLP) for corporate business change.

Working with top British and American companies for over thirty years, Martin Roberts has developed an enviable reputation for solving problems. He attributes this success to his ability to adapt and apply NLP, Behavioural Modification, Gestalt therapy and Transactional Analysis techniques from the field of organisational psychology. This book is about achieving excellent Change Management using a variety of techniques and contains many new concepts and applications for consultants, would-be consultants and everyone involved in change in a business setting. It also provides an intriguing insight into why many fashionable cook-book approaches to change run into problems - and how to avoid repeating them.

If you are planning a change process, make sure someone in your change team reads this! --Patrick E. Merlevede MSc

About the Author Martin Roberts PhD was, until his recent retirement, a management consultant with extensive experience of Change Management in practice. He worked at the highest level with many of the UK top one hundred companies and also has extensive experience in working with US corporations. Excerpt. copy; Reprinted by permission. All rights reserved. Structured into five parts, each part of this book addresses different aspects of the overall subject area. The first part looks at the history of NLP, what the term stands for and how the subject has developed over the last twenty or so years. It provides a background covering its development from other therapies and its gradual spread from the therapeutic arena to other areas such as business applications. Finally, it looks at how some of the current business and personal development gurus have been influenced by this technology. In the first part also, attention is given to the development of Change Management techniques over the last thirty or so years. Of particular concern is the high level of failures associated with many of these modern packaged solutions such as Total Quality Management, Business Process Re-engineering and Information Technology in general. The second part looks at communication skills. This is perhaps how NLP is currently best known in the world of business. Clearly if you are a manager or a consultant and you cannot communicate effectively you are not going to be very good at your job. For those with experience in the field this can be an opportunity to revise or hone your skills. Those coming from an NLP

background have an opportunity to gain an insight into how to apply, in a business setting, the technology you have already learned. The third part deals specifically with the subject of Change Management. It covers the research undertaken by the Ecotech Group at Cranfield University into the causes of Change Management failures and the methods developed to avoid repetition of the same mistakes. It deals in particular with three models devised or adapted from many fields including NLP, which provide a means for improving success with all Change Management projects. Additional models are also included to assist with resolving conflict within organisations and aligning attitudes and beliefs. Part four looks at the function of time and the different ways we can view and use our perception of time. Again two new models are included which can make significant improvements in Business Strategy Development, Planning and New Product Innovation. The fifth part of the book looks at popular packaged solutions which have arisen from developments in the field of modern management science over the last two decades. As a very large proportion of Change Management failures have been either directly attributed to or closely associated with these types of solution, the main focus is on avoiding the major pitfalls. Finally, at the back of the book are a number of appendices which are included as an adjunct to the main text.