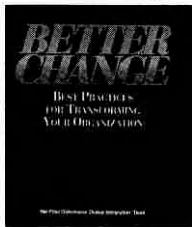


Books

Better Change: Best Practices for Transforming Your Organization



Better Change is a how-to manual written for executives and others charged with implementing large-scale change-management projects.

The full-color book's step-by-step guidelines for implementing change are based on 15 guiding principles. The Price Waterhouse Change Integration Team—whose members wrote this book—contends that the 15 principles are instrumental to achieving positive change. Among the principles are confronting reality, focusing on strategic contexts, communicating honestly and continuously, leveraging diversity, and reshaping performance measures.

The authors also list three major factors that spawn change initiatives:

- ▶ senior-management support
- ▶ high-initiative, entrepreneurial managers who continuously look for ways to improve their operations
- ▶ employees who work within the strategic context every day.

According to the team, organizations that follow the guiding principles and have total workforce buy-in to change initiatives are capable of empowering people, overcoming internal resistance to change, and integrating change programs with the rest of the company's operations.

"Much of change management distills to managing courage: summoning courage in yourself, in those around you, and in your organization's senior executives. We have discovered that a deficit of courage is a major impediment to change. Without courage—on your part and that of many others—you cannot expect to effect the kind or level of positive change required

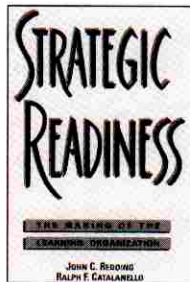
by today's vastly more competitive business environment."

Better Change: Best Practices for Transforming Your Organization. 192 pp. Burr Ridge, IL: Irwin Professional Publishing, 800/634-3966, \$30.

Circle 245 on reader service card.

Strategic Readiness: The Making of the Learning Organization

by *John C. Redding and Ralph F. Catalanello*.



Strategic Readiness is not yet another rendition of how to hammer out a three-to-five year strategic plan that can catapult your company over your competition. It's a book that illustrates

how to create a company that's always prepared to face change head-on and modify its direction accordingly.

Drawing from research conducted in 200 companies that are applying learning-organization concepts, authors Redding and Catalanello present an approach to strategic change that can help develop a company's capacity to learn.

The book is divided into three sections. In parts 1 and 2, the authors present the process through which learning organizations mount successful strategic change. In part 3, they describe ways that organizations can heighten their awareness of the need for change, can make learning a way of life, and can develop flexible structures for continuous learning.

The authors conclude by using a jazz-improvisation analogy to summarize the defining characteristics of learning organizations.

"Traditional strategic plans are like traditional musical format. All of the options are specified by strategic

This month's books address the effects of organizational learning, change, and improvement on performance and competitiveness.

Additional Reading

TEAMS: How To Develop Peak-Performance Teams for World-Class Results, by James L. Lundy. 222 pp. Chicago, IL: Probus Publishing Company, 800/776-2871, \$14.95 (paperback).

Circle 248 on reader service card.

Meetings Dos, Don'ts, and Donuts: The Complete Handbook for Successful Meetings by Sharon M. Lippincott. 203 pp. Pittsburgh, PA: Lighthouse Point Press, 412/323-9320, \$12.95 (paperback).

Circle 249 on reader service card.

Violence in Our Schools, Hospitals, and Public Places: A Prevention and Management Guide by Eugene D. Wheeler and S. Anthony Baron. 284 pp. Ventura, CA: Pathfinder Publishing of California, 805/642-9278; \$22.95 (hardcover), \$14.95 (paperback).

Circle 250 on reader service card.

The One-Stop Guide to Workshops, by Helen L. Rietz and Marilyn Manning. 308 pp. Burr Ridge, IL: Irwin Professional Publishing, 800/634-3966, \$40.

Circle 251 on reader service card.

Entrepreneurship: The McGraw-Hill 36-Hour Course, by James W. Halloran. 303 pp. New York, NY: McGraw-Hill, 800/262-4729, \$16.95 (paperback).

Circle 252 on reader service card.

UnRetirement: A Career Guide for the Retired...the Soon-To-Be-Retired...the Never-Want-To-Be-Retired, by Catherine Dorton Fyock and Anne Marrs Dorton. 184 pp. New York, NY: AMACOM, 800/262-9699, \$17.95 (paperback).

Circle 253 on reader service card.

planners, leaving little to the imagination of the managers who have to implement strategy.

"An improvisational approach to strategy is more like a jazz format. It is an open and evolving strategy, allowing for improvisation. In jazz, every performer is to some degree a composer—expected and encouraged to deviate, experiment, and explore the original musical structure.

"In learning organizations, every

employee is to some extent a strategic planner—required and stimulated to improvise upon the central strategy and to act in independent and creative ways to make strategic change happen."

John Redding is president of Redding and Associates, a management-consulting firm. Ralph Catalanello is a professor of management at Northern Illinois University.

Strategic Readiness: The Making of the Learning Organization, by John C. Redding and Ralph F. Catalanello. 202 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8100. Order code: RESR. Priority code: FIM. \$23 for ASTD members, \$25 for non-members.

Circle 246 on reader service card.

Stop Selling, Start Partnering: The New Thinking About Finding and Keeping Customers

by Larry Wilson and Hersch Wilson.



In their book *Stop Selling, Start Partnering*, Larry and Hersch Wilson explain how managers, executives, and salespeople can move from "power selling" to forming more profitable, beneficial

customer partnerships.

"[The book] is about thinking differently about customers and, as a result, creating new and more powerful relationships with your best clients. Customers have no loyalty, and the world is their shopping mall.... The point is that you can't win in this game; the traditional beliefs, the sales process, and the training of salespeople are no match for this new customer [or] for the rising, highly competitive, and crowded global marketplace.

"Fortunately there is a new game emerging. It is more customer-focused, but it requires the entire selling organization to be involved. It is a higher-level game, with more risk and more reward."

The authors present a step-by-step strategic-partnering process that they say helps buyers and sellers to understand the problems and opportunities they face. It also helps them to create

the solutions that can result in significant competitive advantage for both organizations.

Part 1 addresses situation analysis. The authors look at the causes and consequences of emerging business themes that affect both sales organizations and their customers' businesses from three different perspectives: that of senior management, of sales management, and of salespeople and customers.

In part 2, the authors imagine the future of finding and keeping customers.

In part 3, the authors describe four strategic abilities that salespeople will need if they are to create and sustain customer partnerships. These include

- ▶ the ability to play to win
- ▶ the ability to collaborate in teams
- ▶ the ability to build partnerships
- ▶ the ability to help customers make money, save money, and add value to products or services.

In part 4, the authors describe how trends analysis, problem solving, and financial analysis can help identify leverage points for developing partnering relationships. They also share a five-step plan for organizing customer information.

"Everyone will be acquiring new skills, new tools, and knowledge in order to play in this new game. But as you upgrade, as you learn, as you become more sophisticated, do not forget the most important denominator: Your purpose is to serve your customers, to make a difference for them. Nothing is more powerful than a salesperson grounded and clear in that belief. And when it is combined with the right tools, we can move the world."

Larry Wilson is founder of Wilson Learning and Pecos River Learning Center. Hersch Wilson is a journalist.

Stop Selling, Start Partnering: The New Thinking About Finding and Keeping Customers, by Larry Wilson and Hersch Wilson. 294 pp. Essex Junction, VT: Oliver Wight/Omneo, 800/343-0625, \$22.

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"Books" is compiled and written by **Theresa Minton-Eversole**. Send books for consideration to Books Editor, Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.