

(Pdf free) Engaging Change: A People-Centred Approach to Business Transformation

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Mark Wilcox, Mark Jenkins

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Mark Wilcox, Mark Jenkins : Engaging Change: A People-Centred Approach to Business Transformation before purchasing it in order to gauge whether or not it would be worth my time, and all praised Engaging Change: A People-Centred Approach to Business Transformation:

0 of 0 people found the following review helpful. Bit of a fightBy DarrenIngram_dot_comYou would expect that a book, which extolls the virtue of changing a business through its people, might be able to grab the reader and keep them attracted, deeply focussed and ready for the promise of engaging change.So something may have got lost in

translation or this reviewer has turned to stone. The end result was that one was left cold; or perhaps more accurately "not excited". Yes, it is possible that a business book can lead to excitement and engagement (for those who are sniggering at this point, stop it!). This book went through the motions of describing the necessity of change and business transformation but there was just something missing; a certain passion, a credible call-to-action or a bit of oomph. Despite trying, this reviewer just could not get engaged, and this is a shame as the book probably has a fair bit to give but the journey is far from plain sailing. The authors' credentials seem to be top-notch; they know their onions, put in time at the coalface and one of the authors even served in the British Army for nearly 40 years. Perhaps this book needs the archetypal Regimental Sergeant Major shouting and bellowing to bring a bit of order and discipline to this book. March that editor to the Guardroom! What is this BLEEP doing here (waving his pace stick a little too energetically)! Maybe somebody needs to be doing "extras"; to knock this book into shape. Just like a wayward junior rank, maybe the book is not all bad, it just needs a bit more focus, a bit of tender loving care from the chain of command and a few show parades before it is ready for public duties. It is frustrating when you discover a book had the potential but it just wasn't ready for the task at hand. It has lost its way and to revisit the military analogy, it fails to lead. It should be a credible, authoritative leader, attracting an audience wherever it goes; it might not always have the best answers but it delivers and can be relied upon to deliver. The authors know it, but they are just not showing it to the best of their abilities. Their own text clearly and unambiguously notes: "There is a wealth of materials available on strategy, leadership or change. So what then can we add that hasn't already been said? It is our experiences of attempting to make change that provide a unique standpoint. We make no apology for highlighting or discussing topics covered elsewhere. On the contrary, we hope the book positions these frequently conflicting theoretical models, conceptual frameworks, change tools, techniques and approaches in your reality: the reality of the change practitioner." If you can fight the book you can still get a lot out of it. Yet it would be better to have it on your side from the get-go, working with you against a common foe.

Any significant organizational level change initiative is dependent on the engagement of the people working in that organization. Without engagement, change will falter and ultimately fail. Engaging Change goes behind the scenes of change management to help managers, consultants and practitioners understand why some things work and why others don't. Engaging Change addresses current challenges such as how to understand the environmental context driving the need for change; how to initiate and sustain momentum throughout the change programme; how to institutionalize structural and behavioural change; and how to create compelling visions. With case studies from Sony, Nestle, Redcats (who own La Redoute, for example) and the British Army, the text provides practice-based insights into the realities of leading sustainable change.

"Whilst leaders/managers may initiate and design change, they most certainly do not deliver it: your people do that through engagement from the start. Engaging Change provides compelling evidence that if you get engagement wrong, then your change effort will fail. I wholeheartedly commend this book." (Major-General Keith Cima CB) "Engagement is a participation sport" is one of my favourite lines in Engaging Change. There are lots of experts and models around change, but few seem to focus on harnessing the energy and wisdom of the people most impacted by the change. Wilcox and Jenkins give a great illustration of how doing this not only makes great business sense, it's the only way to successfully implement real change."