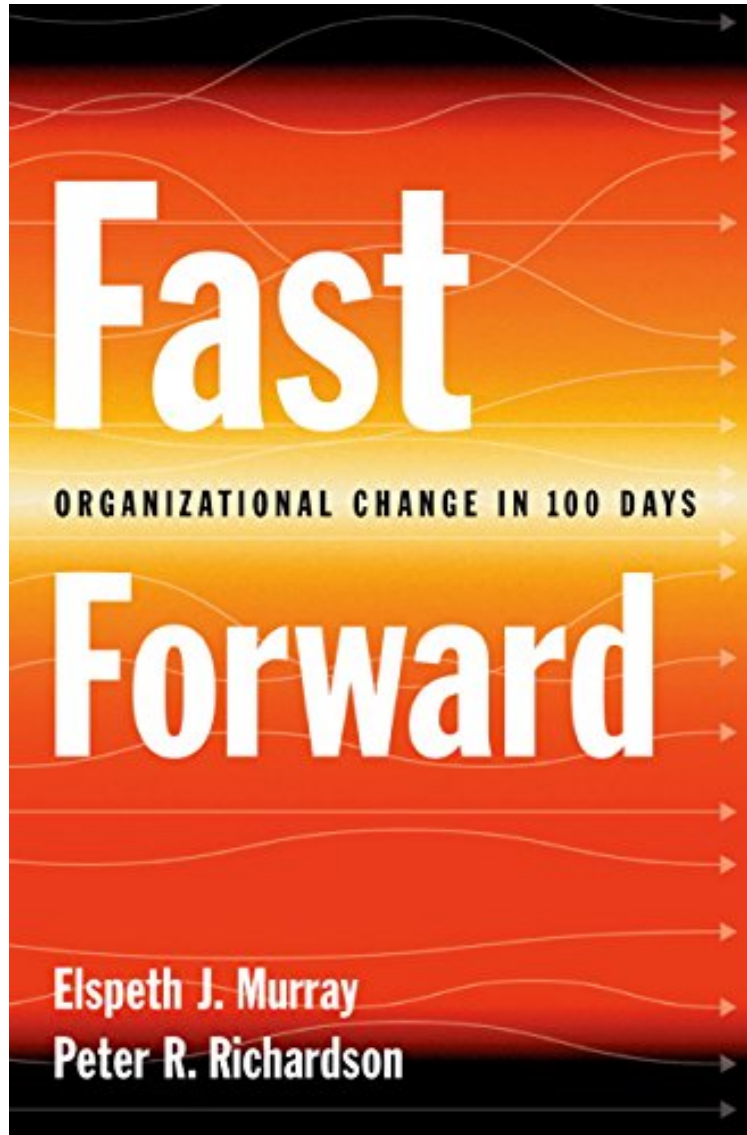


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Fast Forward: Organizational Change in 100 Days

Elspeth J. Murray, Peter R. Richardson
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Elspeth J. Murray, Peter R. Richardson : Fast Forward: Organizational Change in 100 Days before purchasing it in order to gage whether or not it would be worth my time, and all praised Fast Forward: Organizational Change in 100 Days:

0 of 0 people found the following review helpful. Review by the Editor of Stern's Management ReviewBy Gerry SternThe authors present a framework for rapid implementation of organizational change. They assert that creating understanding for the need for change, building momentum, and perhaps scoring some initial successes in the first 100 days greatly increases chances for success. Successful change calls for Winning Conditions, the book's core

framework, consisting of: correct diagnosis of the change challenge; early development of shared understanding; enrichment of shared understanding; establishing a sense of urgency; creating a limited, focused, strategic agenda; rapid, strategic decision making and deployment; a human flywheel of commitment; identifying and managing sources of resistance; follow-through on changing organizational enablers; and demonstrated leadership commitment. Discussion and examples make this approach clear and show how it's applied. The authors are careful to distinguish between different types (or depths) of intervention. The book is outstanding in its scope and quality of thought. It is highly informative, gets to the meat of ideas clearly and quickly, and gives the reader solid value from start to finish. 1 of 1 people found the following review helpful. Manage organizational change, and quickly By Rolf Dobelli The lessons Elspeth Murray and Peter Richardson wish to convey about organizational change are important, applicable and easy to sum up: If you want to change, do it quickly. The first 100 days are crucial. Build "speed, critical mass and intelligent momentum." Traditional models of decision making and strategic planning take too much time and contain far too many bottlenecks, making them inappropriate for the Information Age. The authors have done their research and they clearly explain the key elements of change and how to apply them to a range of situations. In fact, the authors do too good a job of emphasizing their main points: The book's drawback is its repetitiveness. We recommend that leaders who haven't yet managed a major change or those who wonder why their efforts have not succeeded read this book - especially the first half. Once you understand the core concepts, you may be able to read the rest less intently. 0 of 0 people found the following review helpful. Going Fast Forward causes skipping By Henry Hornstein I expect that in a business world that values speed over most things, Richardson Murray's book would strike a sympathetic chord. Nonetheless, beyond the existence of a popular belief that the quicker the better is how business should be run, I know of no research which would substantiate the claims to this effect. Are the stories that are provided by the authors sufficient to confirm their statements? I think not. Business is always looking for the next fad, something that will make all the difference in as short a time as possible. Management authors and practitioners who collude in this misguided search for the Holy Grail do more harm than good. Organizations are successful in the long term if they engage employees' hearts, not if they focus on things and logic. This engagement and involvement, the establishment of a democratic community, are not attainable in 100 days - maybe multiples of a 100 days.

In the age of rapidly changing technology, increased global opportunities and globalization, and shareholder activity, executives all over the world are expected to use the right techniques in order to gain the highest level of success for their organizations. These executives need the knowledge and tools that will allow them to continue to thrive and remain ahead of the competition in the business environment. This volume and its accompanying guide puts them on the right track. It offers a practical and proven framework for rapid implementation of strategic change that can be used by executives and their organizations. Complete with a collection of examples and checklists, the accompanying guides provide guidance on specific types of change initiatives such as the launch of a new strategic plan, deep cultural change, acquisitions, and new products.

"Customers travel a five-stage 'Experience Engagement Process' as they purchase and use goods and services, say this consultant duo. Their book explains how to enhance that process by managing three experiential elements: the product--whatever the customer buys; the service - all interactions between customer and company; and the environment - the external elements that surround the product."--Business Reader About the Author Elspeth Jane Murray is an Assistant Professor at the School of Business of Queen's University where she teaches and researches in the area of strategic management, with a special interest in the management of new ventures. She has extensive corporate experience with companies such as IBM and has also run her own business. She now consults with corporations on strategic planning and new venture management. Peter R. Richardson is Professor of Strategic Management at the School of Business of Queen's University where he teaches in the school's Executive MBA and Undergraduate programs. He has over 50 articles published in journals such as the Sloan Management and the Journal of Strategic Management. He has authored a number of previous articles on performance measurement and is the author of Cost Containment: The Ultimate Strategic Advantage. He consults widely with corporations on strategic issues, focusing especially on strategy implementation and change.