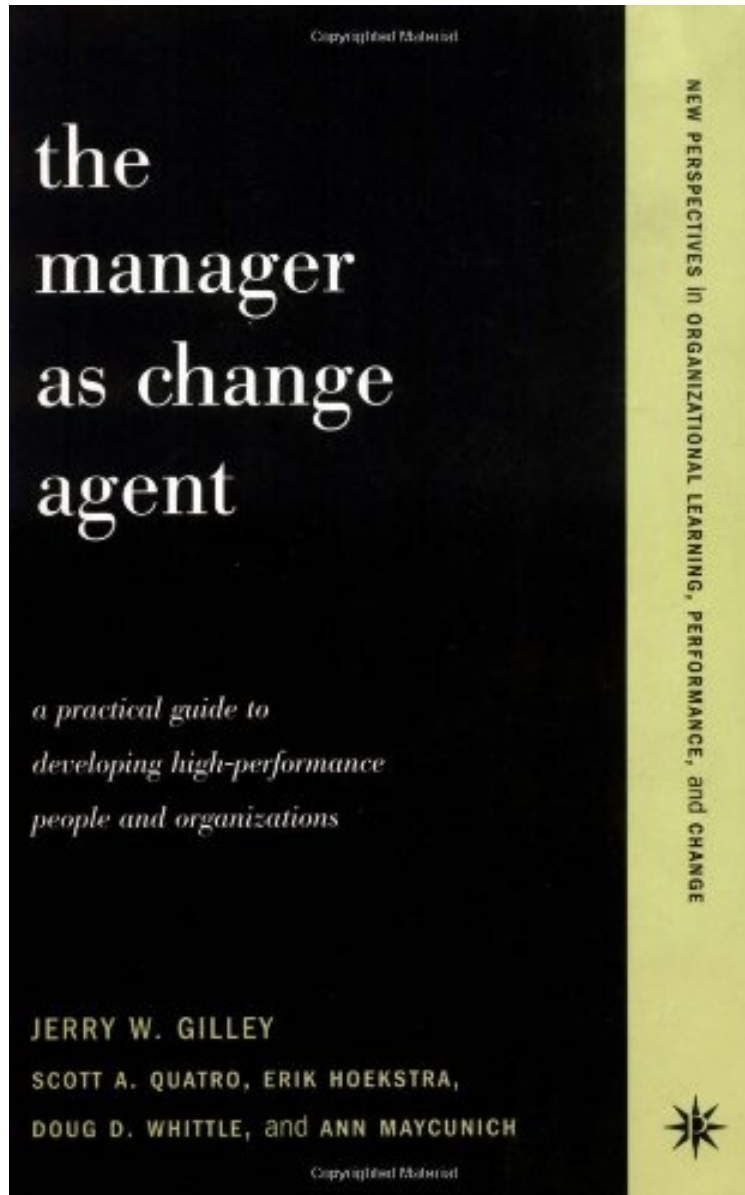


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The Manager as Change Agent: A Practical Guide to Developing High-Performance People and Organizations

Jerry Gilley, Scott Quatro, Erik Hoekstra, Doug Whittle, Ann Maycunich, Scott A. Quatro, Jerry W. Gilley, Doug D. Whittle

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Jerry Gilley, Scott Quatro, Erik Hoekstra, Doug Whittle, Ann Maycunich, Scott A. Quatro, Jerry W. Gilley, Doug D. Whittle : The Manager as Change Agent: A Practical Guide to Developing High-Performance People and Organizations

before purchasing it in order to gauge whether or not it would be worth my time, and all praised *The Manager as Change Agent: A Practical Guide to Developing High-Performance People and Organizations*:

9 of 10 people found the following review helpful. Your Own Yellow Brick Road Awaits By Robert Morris One of the many benefits of visiting .com's "Books" section is having the opportunity to check out , many of which include suggestions for other sources. The ians themselves include a sub-section which I consult daily and greatly appreciate: "Customers who bought this also bought..." I mention all this at the outset because I think it is a serious mistake (or at least silly) to characterize any one book on a given subject as THE book to buy. This is especially true of the subject of change agency. Without any effort, I can immediately think of at least 10-12 which are brilliantly developed, eloquently written, and of enduring value. I include this book among them. Does it ask most of the right questions? Yes. Are all of its answers definitive? No. The subtitle is precise and accurate: This book offers a thoughtful and cohesive guide to "developing high-performance people and organizations." After an introductory chapter ("Becoming a Change Agent"), the authors organize their excellent material within three Parts: Beyond the Smoke and Mirrors; then Philosophy, Practice, and Responsibilities of a Change Agent; and finally, Integrating Resources, Roles, and Competencies. By the time I reached the end of this book, I realized that one of the greatest benefits to be derived from it is especially relevant to owners/CEOs of smaller companies. A majority of those I have worked closely with are the only change agent in their respective organizations. This book will help them to develop change agency competence among many of those whom they supervise. Of course, the book will also be of great value to senior-level executives in large organizations, including non-profits. For me, one of the most entertaining as well as informative chapters in the book is Chapter 4 ("Beware of Flying Monkeys and Poison Poppies") in which the authors suggest correlations between the adventures encountered by Dorothy and her companions en route to the Emerald City and what all managers encounter in today's business world. "Flying monkeys are those unexpected characters, events, and situations that jump up and attack you at the most untimely moments.....Flying monkeys come in all shapes, sorts, and sizes. They can be people, events, activities, and attitudes....Perhaps the most important potential monkey for you to be aware of is the cultural flying monkey. [As the authors have explained earlier in the book], culture is defined as the underlying beliefs, values, and assumptions held by members of an organization and the practices and behaviors that exemplify and reinforce them. In other words, 'the way we do things around here.'" In Figure 4.1, detailed information about "Miscellaneous Flying Monkeys" is provided within an ingenious grid. With regard to "poison poppies", the authors suggest that so many change initiatives fail because managers are "seduced by the promise of a quick fix", a short-cut, etc. Time and again when retained by a corporate client to help solve problems, I find that the client's managers are preoccupied with the symptoms of problems rather than focused on determining the causes of those problems. Stated another way, many managers seem to think that wet highways cause rain. The authors begin Chapter 11 with a quote from John Kotter ("A good rule of thumb in a major change effort is: Never underestimate the magnitude of the forces that reinforce complacency and that help maintain the status quo") and then use Figure 11.01 to illustrate what they call a "Holistic Model for Change Agent Excellence" featuring the brain, the heart, courage, and vision. All are necessary to overcome the aforementioned "forces." More specifically: 1. Provide strong, highly visible, and personal leadership 2. Institute employee involvement early and often, at all levels 3. Build a clearly articulated, shared vision 4. Provide frequent, consistent, and open communication 5. Leverage talented, and trusted employees as co-change agents 6. Set measurable operational and behavioral goals 7. Celebrate successes and re-address shortcomings The authors carefully explain each of these "Seven Keys to Successful Organizational Change" in detail and then shift their attention to what they characterize as a "list of absolutes in the quest to develop gained wisdom": Tap into the wisdom of the "elders" in the organization, build a wisdom war chest", patiently and progressively wield your wisdom-based influence on an organizational level, and finally, share wisdom with others on an organizational level. The authors not only explain how; they also explain why. Appropriately, the authors conclude their brilliant book as follows: "As in [italics] *The Wizard of Oz*, Dorothy's vision was to somehow return to her beloved Kansas. By casting her eyes on that goal, she was able to energize and solicit support for friends and foes alike along her journey. In the end, she achieved her goal, as you will in your effort to [italics] becoming a change agent." Through their book, the authors can accompany you on your own journey. The Yellow Brick Road to high-performance people and organizations awaits. Let the journey begin! 2 of 2 people found the following review helpful. Best Book You Can Buy Regarding How To Become A Change Agent By Alexander Capaj I will not be as lengthy as the other review (to date) because it is outlined and described well. What I will add is that I have read many, many books about change (throughout career and in Masters program at BYU for Organizational Behavior) and this one is hands down the most practical and applicable to real life I have found. You will NOT go wrong buying this book, even at full price!

Increasingly, managers at all levels of the organization are being called upon to serve as "change agents," responsible for developing, implementing, and sustaining HRD initiatives, regardless of whether they have been formally trained to do so. In *The Manager as Change Agent*, Jerry W. Gilley, together with a team of experts in the field of internal consulting, offers a practical approach to developing the skills necessary for leading change in your organization,

including motivating people who are resistant to change, resolving conflict, and building consensus.

About the Author Jerry W. Gilley is an associate professor in organizational and human resource development at Iowa State University and was formerly the director of organizational and executive development for William M. Mercer, Inc. He lives in Ames, Iowa. Ann Maycunich Gilley is Vice President of Trilogy Consulting Group, a performance consulting firm, and a faculty member at Colorado State University, where she teaches courses in strategy, strategic management, consulting, and communications. She is co-author of numerous books, including *The Performance Challenge*, *Beyond the Learning Organization* and *Organizational Learning, Performance, and Change*. She lives in Fort Collins, Colorado.