bookmark reviewed by liz guthridge

Navigating change in its many forms

Detailed models and examples provide valuable references for communicators managing change

Ever been stumped by a change management question? For instance, you're at a conference and an earnest organizational development expert asks, "What's your favorite change model? And why do you like it so much?"

Having read *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, by Esther Cameron and Mike Green, you'd be able to respond with ease and confidence.

The value of *Making Sense* (now in its third edition) is in its compilation of different change models. For those new to change management, the book presents an easy way to scan the literature quickly and compare and contrast often-competing change models. In fact, the authors specifically state that they wrote the book for "anyone who wants to begin to understand why change happens, how change happens and what needs to be done to make change a more welcoming concept."

If you're experienced with change management, this book may be too basic for your needs. Nonetheless, it can still be a useful reference.

In part one, "The Underpinning Theory," Cameron and Green explain change on individual, team and organizational levels, plus the principles behind
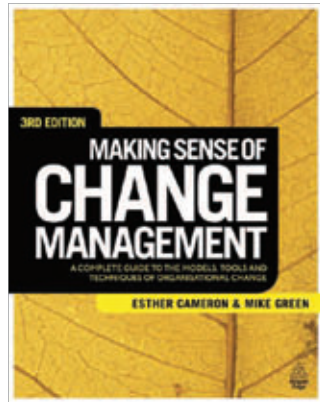
about the book
Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change (Third Edition)
by Esther Cameron and Mike Green
Kogan Page, 2012
502 pages

leading change. While the content is thorough, it's not complete. For example, the authors, who are change coaches and consultants, don't acknowledge the findings from the neuroscience of change, which is having a big impact on change leaders and practitioners.

In part two, "The Applications," they review how to lead and manage change for restructuring, mergers and acquisitions, cultural change, and IT-based process change. While the effort is noble, the results land readers of all levels of expertise in limbo. The examples are so general that

it's hard to see how they could provide useful, action-oriented steps. The authors address communication channels but not the necessary ongoing conversations about change that leaders and employees need to have. They also do not deal with social media and its influence on change management.

Part three, "Emerging Inquiries," however, shows that the authors are tracking developing change topics. They describe complexity science and its effect on change, whether there's a right way to manage change, and the roles of leaders.

In fact, the original research they've conducted about leaders' roles in change and the conclusions they've drawn make the book's last chapter as valuable as the first section. Their five leadership roles ("Edgy Catalyser," "Visionary Motivator," "Measured Connector," "Tenacious Implementer" and "Thoughtful Architect") are a clear and concise way to show that leaders need to be versatile.

It was great to see that Cameron and Green have a strong point of view about leaders' roles. As David Nadler, one of the co-creators of the Congruence Model that is featured in the book, used to tell his employees, you need to have a point of view about your work, especially when a senior executive asks you about it. ●

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about the reviewer
Liz Guthridge is the founder of California-based Connect Consulting Group, which focuses on helping organizations achieve their change goals by supporting communication professionals as they move from the tactical to the strategic to provide the support leaders request.