If you can judge a book by its cover, my immediate reaction, was 'this looks clean, fun, and different'... and indeed this proved to be the case.

It's a substantial work packed with research, models and international case studies (yes including NZ); it's well laid out and easy to read. It was a refreshing journey through the complex disciplines that make up organisational development (change management, organisational learning, systems thinking, organisational behaviour and leadership theory) - with a dash of economics thrown in.

The authors took us to revisit some old favourites with a new take on Kurt Lewin's model. They remind us of the history of organisational behaviour and development. I particularly liked their emphasis on organisational 'boundaries', and was most pleasantly reminded of seminal thinkers like Edgar Schein and Peter Senge. Peter is a firm favourite of NAVIGATORS - our first and longest lasting Action Learning group evolved in 1994 after we took a group of our clients to visit him.

Nilakant and Ramnarayan have researched and thought deeply about the practical tasks involved in leading successful change, and though they say these are not at all sequential, they provide a solid framework:

![Figure 1.1: Change Management Model](image)

Their framework includes:

1. **Appreciating Change** - external context, operating environment and mental models
2. **Mobilising Support for Change** - taking charge of change; cultural and political components of change; influencing and persuading.
3. **Executing Change** - creating linkages; alignment and removal of structural impediments; creating new routines.
4. Building Change Capability - the authors suggest this is the most overlooked aspect of change - we certainly agree. They provide sound advice on building attributes of self-efficacy, focus and energy combined with challenging goals, ownership and opportunities for learning.

Surprises that I didn't expect included:

1. A needs analysis for change – which could easily be adapted to small or large business, NGOs or government departments.
2. Practical exercises on identifying defensive routines, decision making and negotiation skills.
3. A great case study on a failed change in a Public Service organisation in India.
4. A good snapshot of business productivity rates from around the world, which will interest both private and public sector readers in NZ, given this government's theme of 'economic transformation'.
5. A nice acknowledgement of another Canterbury University scholar, Peter Cammock's research on leadership in NZ linking it to Gandhi's life which only proves that values-based leadership during change is universal.

A tiny criticism... the Forward, written by the Indian Finance Minister opened with the words "India today..." which suggested a book about change management in India, which of course was not at all the case.

Likely Audience

1. For change agents and leaders wanting both the best practice and the 'how to' this book brings together the brightest and the best and with well laid out chapters is easy to dip in and out of to find the tools you need for your stage of change.
2. For OD managers, consultants and students - the authors condense hundreds of academic books for you - theorists are well sourced with notes and references at the end of each chapter.

The author's new model of change revolves around changing mindsets which lead to changing behaviours. This gem of a book was written for an international market with case studies ranging from US, India and NZ.

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