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Book Review Editor: Theodore J. Weidner, Ph.D., P.E., AIA

I've been reading and reviewing e-books (mostly Kindle) for over two years, but can't stop there. Authors and publishers are recognizing the need for different modes of information exchange and now I'm able to provide perspectives on two publications. As I move out of my rut, these publications may help you make changes, too.

FROM BUD TO BOSS: SECRETS TO A SUCCESSFUL TRANSITION TO REMARKABLE LEADERSHIP

Kevin Eikenberry, and Guy Harris, Jossey-Bass, San Francisco, CA, 2011, 320 pages, hardcover, \$24.95, e-book \$11.99.

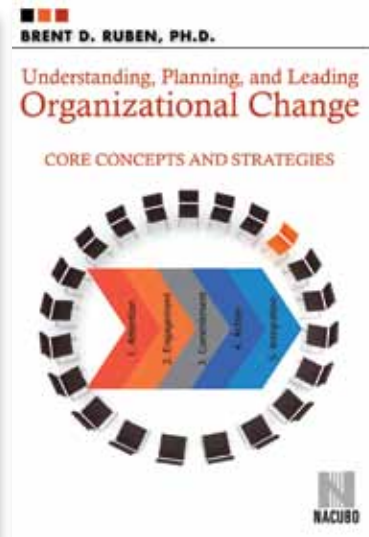
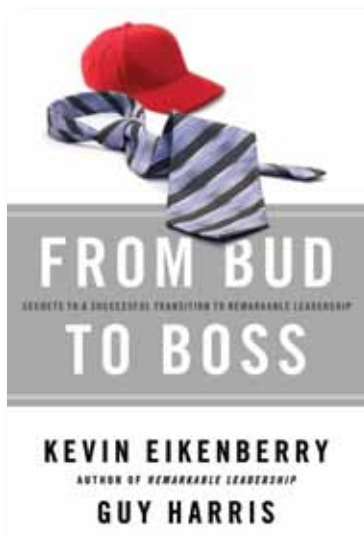
We all hope to advance and lead our peers. The trouble is that when we advance, they are no longer our peers, and we have to behave differently. *Bud to Boss* tackles the issues associated with advancing ahead of one's peers to becoming their boss.

Being a boss is nice. There's more control over the decisions. But at the same time, your former peers are looking to you for decisions that you may not be comfortable making. Or you may be criticized over a decision you've made. This is one situation addressed in the book; there are many more.

What separates this book from the hundreds of others with a similar focus on recommendations, is the way the authors highlight different recommendations, actions, or ideas. First is the "Remarkable Principle," which provides a brief, effective principle to follow. Second are the "Now Steps,"

which identify a way to use the principle. Not every principle is followed by action steps—and that's okay. Some principles don't need subsequent steps. Finally, the book reaches beyond its pages to make use of the Internet with online resources, "Bonus Bytes," and a community of online readers sharing issues and solutions.

From my perspective, the issues and solutions present are not new compared to many other books or presentations I've seen before (for example, Stephen Covey's *Seven Habits* book and presentations). Rather, the integration of the book (whether hardback or e-book) with an Internet-based social network



helps reach out to younger readers, who are new to industry and have already adopted many of the latest Internet tools or apps.

There are many ways to get the same message across. *Bud to Boss* takes advantage of communication techniques that are not traditional (books, lectures, etc.) and makes use of devices our new employees are more accustomed to. For that reason alone, you should give serious consideration to this book.

UNDERSTANDING, PLANNING, AND LEADING ORGANIZATIONAL CHANGE: CORE CONCEPTS AND STRATEGIES

Brent D. Ruben, NACUBO, Washington, DC, 2009, 178 slides, CD-ROM, plus 30-page guide, \$99 member; \$130 non-member.

In a prior column I reviewed *It's Only the Janitor*. In that book, the author identified five groups at a college or university and their response to change. In this book, there are three. Students accept change easily because they are temporary members of the academic community; the administration also accepts changes well. The faculty, however, is resistant to change because they uphold the traditions of the campus and can have a life on campus five or more times longer than the students or the administration.

In *Understanding, Planning, and Leading Organizational Change*, Brent Ruben uses the 2006 U.S. Department of Education *Spellings Report* to highlight a couple issues facing anyone working to effect change at a college or university. First, identifying the need for change, and second, implementing the change and making stick. The *Spellings Report* had six recommendations to address the need for "urgent reform." Overall, the report was poorly received in academe for several reasons, including that it appeared overly generalized, and tried to apply a "one size fits all" approach. In hindsight, those of us in higher education could have predicted the backlash from the academy. Ruben agrees but presents

STUDENTS ACCEPT CHANGE EASILY BECAUSE THEY ARE TEMPORARY MEMBERS OF THE ACADEMIC COMMUNITY; THE ADMINISTRATION ALSO ACCEPTS CHANGES WELL.

some substantive reasons why the backlash occurred and how to overcome it.

Ruben presents two sets of steps to find a solution and to manage the stages of change. These form a matrix framework of planned change. The framework can be customized to different situations and different parties to the change but are essentially the same. These are tools facilities officers can use when attempting to change procedures within the department or on campus. There are other factors introduced; there are tools and charts to help identify and execute organizational

change. These are some good tools and techniques to make change stick.

The presentation is done both with PowerPoint slides and slides with notes, similar to a standard text. There is a guide with the CD that describes the model further and provides a little more insight than the slides and notes offer. Overall, the package is a complete training package to help a leader effect change in his or her organization with a presentation and exercises. The notes and guide are still very brief and require the reader or presenter to spend a fair

amount of time to read between the lines. There are numerous references to help fill in the blanks, but it is not for the faint of heart.

I like the format of *Understanding, Planning, and Leading Organizational Change*, it's different from most the publications I review. It's another tool that may work better with our younger readers who are less accustomed to book-learning and more collaborative in their learning styles. As such, this is not a read-and-learn publication. It's more appropriate for a larger organization where there is a full-time trainer able to deliver continuing education to select teams, or the entire organization. ☺

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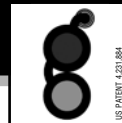


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