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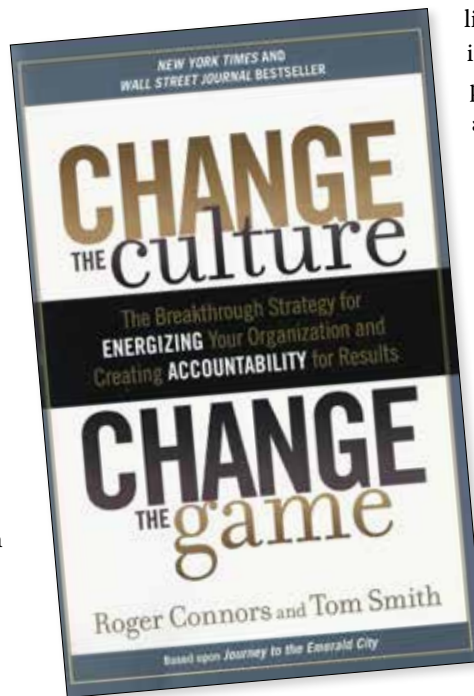
As facility officers and managers of people we are frequently challenged with finding ways to improve operations and/or continue operations with less. The two books reviewed this issue provide approaches to improve operations either through process-based steps or through random experimentation.

CHANGE THE CULTURE, CHANGE THE GAME: THE BREAKTHROUGH STRATEGY FOR ENERGIZING YOUR ORGANIZATION AND CREATING ACCOUNTABILITY FOR RESULTS

Roger Connors and Tom Smith, Portfolio/Penguin, New York, 2011, 214 pp., hardcover ($30), softcover ($17), ebook ($14.99), audiobook ($14.95).

Previous books reviewed here have looked at prior and current cultural differences or challenges faced by leaders of organizations. There are many ways to look at organizations and as many or more ways to implement changes. The industry is awash in organizational leadership and change publications; new ones appear every year, each advocating different strategies. One of the problems associated with these many books is that few include a clear, step-by-step approach for implementing change and a good measurement tool so one can see if progress has been made or not.

In *Change the Culture, Change the Game*, Connors and Smith have identified a reasonable, method-driven way of implementing change by focusing first on culture. They name four factors that form the culture of an organization: experiences, beliefs, actions, and results. Each of these factors must be examined as part of the overall process of changing outcomes (results). Experiences shape beliefs, which influence actions, which in turn produce results. Experiences provide the foundation for individuals or the organization that shapes the culture. Change the experiences of the individuals or the organization and there is a corresponding change in beliefs, actions, and outcomes. Organizational experiences and beliefs form the culture of the organization. If they are not aligned, nothing accomplished through action will deliver the desired outcomes.

Every organization must evaluate where it is along the sequence. Look at the results you are getting and see if they are due to actions, beliefs, or experiences. Then identify the results you wish to achieve. Connors and Smith call this moving from stage one to stage two. Again, your goal is to align experiences, beliefs, and actions to obtain the desired result.

As an engineer, I like seeing focused and mechanical approaches to management (and human resource) processes. I plan on keeping *Change the Culture, Change the Game* in my library.

THE EFFICIENCY PARADOX: WHAT BIG DATA CAN'T DO

Edward Tenner, Knopf, New York, 2018, 220 pp., hardcover ($27.95).

We are surrounded by big data: our own, others, and the information that the five biggest Internet companies (FAANG: Facebook, Apple, Amazon, Netflix, and Google) are gathering about us whether we know it or not. The big Internet companies have been able to profit from our data and have monetized it in numerous ways. They are highly efficient at this and know more about us than we do, sometimes. I like to think that there are ways we can use big data to make better decisions and improve our work efficiency. That may be true in some cases, but as Edward Tenner argues in *The Efficiency Paradox*, it may not be true all the time—or even some of the time.

We are under continuous pressure to become more efficient; we have fewer resources at our disposal and/or increasing demands for service. Some of us may look at the Internet giants for solutions frequently, because our customers are looking at them and wondering why we can't be more like Amazon. The trouble is, it's not that easy, but not for the reasons we may think.

Tenner looks back over the last century, summarizing the second and third industrial revolutions, and looking at our current, fourth industrial revolution. He explains why sifting through the data with a variety of sieves or other tools doesn't necessarily identify a more efficient solution or produce a creative breakthrough. The inventors or developers of the "next great idea" have done so through serendipity. Think of Edison, who spent thousands of hours trying different things and discovering what "didn't work." Alternatively, look at Kodak (if you are older than 30), which created digital photography and was then consumed by its own invention. Or consider IBM, which barely survived the Great Depression due to the demand for data processing for Social Security and then "re-survived" by moving away from its "big iron" machines to providing services.

Could any of these transformations have occurred by looking at big data? No. The concept of making minor—or even major—improvements to what has been done previously does not necessarily result in greater efficiency or profits. That doesn't mean looking at big data cannot identify improvements; it means it is not the only way to improvements. Serendipity and creative destruction of current technology can provide the leap to new technologies and efficiencies resulting in stronger companies or better service delivery.

While I'm a firm believer in looking at data to identify opportunities and make better decisions, I also recognize that "thinking outside the box" (and luck) can result in greater efficiency. That's one reason why I read books, including books about history. The answer is not found in constant focus on the bottom line or the process; the answer can often be found in unusual places or through examining different perspectives. *The Efficiency Paradox* is a valuable read for someone looking to improve service delivery who has tried standard approaches and found them lacking; it's also for someone who is trying to understand why a nonstandard solution seemed to work when the data said it wouldn't. I'll use *The Efficiency Paradox* again, but I may not discover when it works until some later date. That's serendipity. ⑤

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