

# Whole-Scale Change: Unleashing the Magic in Organizations

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**Dannemiller Tyson Associates : Whole-Scale Change: Unleashing the Magic in Organizations** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Whole-Scale Change: Unleashing the Magic in Organizations:

0 of 0 people found the following review helpful. Leading Change to Earn Real resultsBy Richard E Neslund"Whole Scale Change: Unleashing the Magic in Organizations" and "Whole Scale Change Toolkit" introduce straightforward, systematic, and applicable approaches to successfully achieving effective change in human organizations. While most people acknowledge that changes are necessary and also recognize that changes are often resisted, based on the low success rate of effective change, few people appear to understand the dynamics of achieving progressive change. In the context of human organizations as functioning systems, Dannemiller Tyson Associates: define the dynamics of organizational change, acknowledge to forces for and against change, recommend constitutes whose collaboration and support must be earned, and describe practical processes for planning, executing, and institutionalizing organizational

changes. To earn the reader's confidence, the authors use real world examples that demonstrate how "whole scale change" has worked in everyday organizations. I highly recommend "Whole Scale Change: Unleashing the Magic in Organizations" and "Whole Scale Change Toolkit" for everyone working to achieve change in their organizations. 0 of 0 people found the following review helpful. Allowing Organization Vision and Values to Emerge By Roger E. Breisch In order for the reader to fully appreciate my comments, I must begin by explaining that I know several of the authors of this book and my interview with Kathie Dannemiller is cited at the end. I love them and their work. Kathie is a dear friend and valued teacher. Then I have to say that it took me a couple of chapters to warm up to this book that I desperately wanted to love from page one. I came to realize that the part of me that still seeks comfort in prescriptive approaches was looking for directions, answers and destinations in a time when values and journeys are the new call. By the middle of Chapter 3, I was gaining respect for the experience and wisdom its authors were sharing. By the end of the book, I was able to appreciate the gifts this group of groundbreaking consultants had made available to me. While it sometimes seems that "Large Scale" change initiatives have been with us for some time in organizations, their use is in its infancy compared to hundreds of years of small scale, Newtonian, cause-and-effect planning. This book lays out fundamental concepts that can help each of us allow the emergence of change that is more organic, natural and, yes, far less predictable. If you are weary of trying to "manage" change, and are interested in finding ways to enroll the hearts and souls of everyone in your organization, this book is a must read. I must also commend Berrett-Koehler because their catalogue represents a virtual reference library of books on large-scale change. 11 of 12 people found the following review helpful. This process really works -- the book shows you how! By Jeffrey A. Lebow Relevant to my review is the fact that I was fortunate enough to intern with the late Kathie Dannemiller 20 years ago, when she was developing and applying her processes to improving student services at the University of Michigan. With this perspective, I can really appreciate the value of Whole-Scale Change, and attest to the reader about its worth, as I have personally experienced it. The book is full of the authors' collective wisdom, and rich material that walks the reader through their model for changing the whole organization. Their concept of "One Mind, One Heart" is a great metaphor for getting everyone in an organization aligned with Purpose, and is really the "magic" behind Whole Scale Change. When everyone is aligned, the entire organization pulls together in support of each other to achieve its purpose. Another huge benefit of Whole Scale Change is that the organization automatically achieves team building at the same time it is re-creating itself. Organizational development practitioners and human resources professionals should be very interested in this book. Add to that any management consultants who are trying to effect a "culture change." For those who would like to apply this process -- your own personal style integrity are so fundamental to success that unless you can "walk the talk," don't even try it. Loving the work more than the money is a fundamental concept that a practitioner would have to have. Kathie Dannemiller especially was so real with clients that it helped them overcome barriers to openness, and enabled the magic to happen. A few other key concepts that resonate throughout the book: "Action Learning" is another way of saying you have to "trust the process" to get the right results, even though the steps to get there might change along the way. Life is like that. Remember that in large-scale organization change, none of this has been done with these people, under these conditions, which means you will have to also make adjustments in real-time (also known as "improvisation") to deal with realities and learnings from the group events. Whole Scale Change does an excellent job by allowing for this, and cites many examples to show what it looks like. Also, "Everyone's truth is the truth" - to believe this you have to have a sincere abiding respect for people - that may not be possible for every organization's leaders, which will limit the results. The book includes excellent references for further reading, and also great discussions on how Whole Scale was influenced by other practitioners (a thinking bibliography) that were very valuable.

PEOPLE IN ORGANIZATIONS of all types-public and private, large and small-have for years had to wrestle with the formidable challenge of successfully planning and implementing changes in how they do business. Today, the demand for faster approaches is increasing across a broad spectrum of organizations in business and society, as they are faced daily with an array of change mandates-new business strategy development and deployment, merger and acquisition integration, work re-design, community organizing, and more. Traditional command and control structures and processes no longer enable and mobilize people in organizations-the rapid rate of change in the environment demands new and different ways for organizations to respond. Whole-Scale Change: Unleashing the Magic in Organizations combines systems theory and practical methodology to offer a proven, flexible approach that leads to aligned action by hundreds, even thousands of people-and creates powerful processes for change. Shattering the old paradigm about how long it takes organizations to change, the book shows how to rapidly engage the whole system in meeting organizational agility and flexibility demands. It offers adaptable, repeatable strategies for different settings and convening issues through the authors' unique Whole-Scale approach-which has been successfully applied in diverse businesses and industries, the service sector, health care, education, government, other nonprofits, and communities throughout the world. Imagine everyone in your organization pulling in the same direction, everyone with the same information, acting quickly to solve the problems and confront the issues facing your organization. Whole-Scale Change provides not only the theories and principles underlying the approach, but also the practical methods, tools,

and road maps for unleashing the energy and combining the power and wisdom of all the people in an organization.

From the Publisher "The Whole-Scale approach shrinks multiple-year change projects to weeks and months. The models in this book revolutionize organizational change by unleashing all human capital. I've seen it work. To me, Whole-Scale is not magic, it's a miracle." Richard L. Daft, coauthor of *Fusion Leadership* "If readers truly heed the advice in *Whole-Scale Change*, resistance will cease being a major impediment to successful change." Rick Maurer, author of *Beyond the Wall of Resistance* "An important book in showing how the principles of systems thinking and process consultation can combine to create a change program that truly draws on the wisdom of the organization itself. Helping an organization to help itself is the key principle, and it is thoroughly embodied in the various programs and tools that are described and illustrated." Edgar H. Schein, Sloan Fellows Professor of Management Emeritus and Senior Lecturer, MIT Sloan School of Management

About the Author The authors of this book are fifteen consultants, all partners of Dannemiller Tyson Associates in 1999 when they wrote this book together. Using their own Whole-Scale processes, they worked as a community, one brain and one heart, to bring their best wisdom to the content of these books. Kathie Dannemiller, Paul Tolchinsky, Roland Loup, Sylvia James, Jeff Belanger, Al Blixt, Kathy Church, Mary Eggers, Allen Gates, Leigh Hennen, Henry Johnson, Lorri Johnson, Stas Kazmierski, Ron Koller, Jim McNeil.