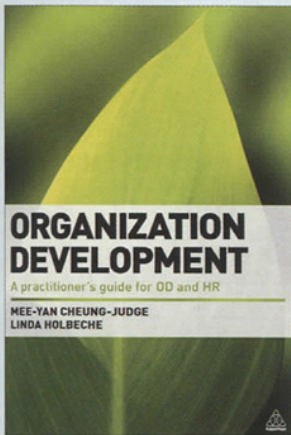


REVIEWS

BOOK REVIEW

Senior leaders and HR need to 'get' OD Perry Timms is impressed by the range of what claims to be the first UK handbook for OD specialists



Organization Development (£29.99)
by Mee-Yan Cheung-Judge and Linda
Holbeche is published by Kogan Page

I was really surprised that this was billed as the UK's first true organisational development (OD) practitioners' book. I knew a little OD history and how it was a (largely) North American "invention". It intrigued me that a book breaking new UK ground uses the American spelling of "organization" – what to make of the "Z" factor? Since being in the OD field, I've come to believe that OD is HR's "X" factor – but that's something different. This book also confirmed my belief in OD's role driving transformational change and continuous improvement and delivering sustainable levels of human and organisational high performance.

Mee-Yan Cheung-Judge is a name I know well, so I had high expectations, and these were met. What really struck me about the book is how comprehensive it is – the history, the references, the

checklists and the diagrams and models. It is one that should stand up to academic scrutiny, yet also has a practitioner feel – a field guide if you will. HR MA students take note – this book will serve you well.

Hats off to Cheung-Judge for boldly declaring how senior leaders in organisations are as much OD practitioners as those in, or from, HR. Those leaders perhaps don't recognise that or know enough about the theoretical side of OD. I'd recommend you obtain copies for your more prominent senior leaders engaged heavily in change programmes.

Linda Holbeche is another big name in UK OD, and she has given this book that vital extra element of relevance to those in HR practice. Indeed, Holbeche starts her section referencing the recovery from financial meltdown as a key reason why HR must "get" OD – a rallying call I would urge all HR practitioners to respond to. Her take on the "rights" – right people, right culture, right leadership, right design – underscores the need for HR and OD to be symbiotic partners in change and sustainable high performance. There is also a highly informative section on organisational design – the OD within OD – a growing specialist function in this area.

So overall, this is a welcome, thorough, yet very readable take on a complex and sometimes controversially positioned field. A book with, most certainly, the X, Y and Z factors.

► Perry Timms is head of talent and OD at Big Lottery Fund



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BOOK REVIEW

Extra froth with that?

Onward – How Starbucks fought for its life without losing its soul (£14.99) by Howard Schultz is published by John Wiley & Sons

Anton Franckeiss writes: There is much passion, commitment, wearing of hearts on sleeves, making difficult decisions and igniting of passions in this book. To the credit of Starbucks founder and CEO Howard Schultz, it's a fairly pacy read, but supersizing it to 321 pages may have been a strategic miscalculation – there's a perfectly OK shot of espresso in there, but it's been all but drowned in hot, aerated froth.

"Care about quality and customer experience, treat people reasonably well, make decisions intelligently, and don't attempt to be everything", could have been condensed to an invigorating few pages. The remaining 300

pages add copious examples, but few additional flavours.

But there's a gaping irony at its heart. Schultz's inspiration was the Italian coffee shop experience – great coffee, a relaxed ambience and a smiling, hospitable maître d'. A major international chain is a different experience: as Douglas Rushkoff explained in his *Life Inc.*, a brand is an ersatz personality for an abstract entity – a stand-in for the "real" personality of Luigi or Giuseppe. There's nothing wrong with that per se, but it's fundamentally different.

For those wanting a business book that covers all the

entrepreneurial themes with caffeinated gusto, this is good to go. Like its parent store, if you're outside its target demographic, it will have little to offer you.

► Dr Anton Franckeiss is managing director of ASK Europe



BOOK REVIEW

Global nomad needs

The Rise of the Global Nomad (£19.99) by Jim Matthewman is published by Kogan Page

Claire McCartney writes: Professional nomads are often from families of mixed nationalities, are well travelled and have frequently attended international schools, says Jim Matthewman in this thought-provoking book.

These people have higher degrees, but are also often qualified in skills such as diving and TEFL, and come with a sense of adventure, a can-do attitude and a strong sense of social consciousness. Matthewman includes snippets of interviews with 100 global nomads to help to bring such perspectives to life for the reader.

The main argument put forward is that many western multinationals are behind the curve when it comes to current global trends and the needs of the professional nomad. Very few firms are truly global; most are at best international – they don't have operations in every region of the world.

Western multinationals need to wake up to the fact that emphasis has shifted from the West to the East, and seek out new customers from the emerging markets as a set strategy rather than in a piecemeal manner.

I'm not sure it is telling us anything we (in the West) don't already know, but the message does need to be spelt out for multinationals.

► Claire McCartney is resourcing and talent planning adviser at the CIPD

