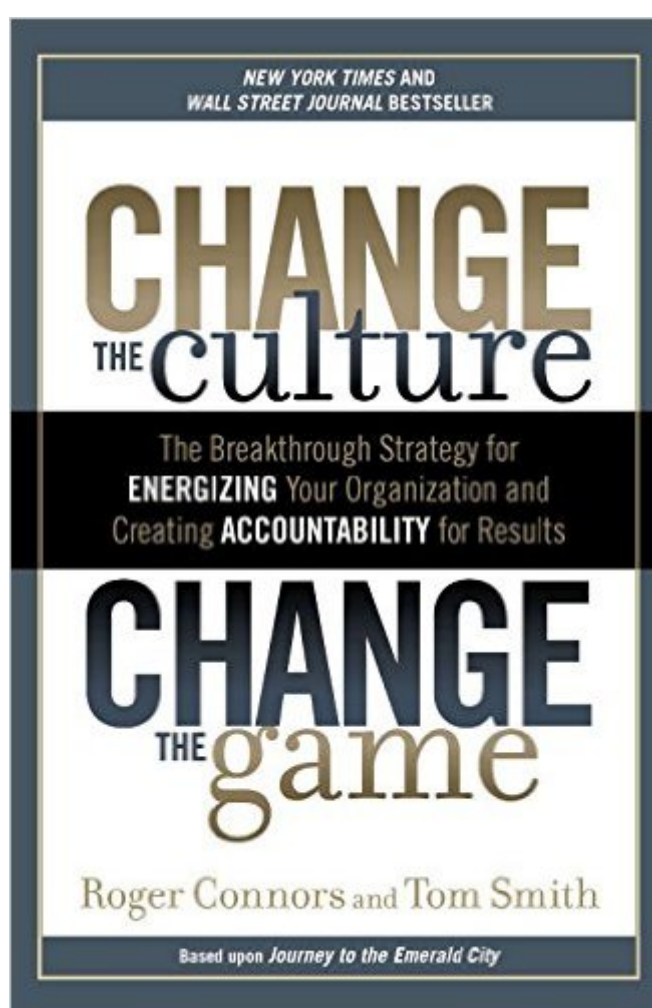


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# Change The Culture, Change The Game: The Breakthrough Strategy For Energizing Your Organization And Creating Accountability For Results



## Synopsis

A fully revised and updated installment from the bestselling author of The Oz Principle Series. Two-time New York Times bestselling authors Roger Connors and Tom Smith show how leaders can achieve record-breaking results by quickly and effectively shaping their organizational culture to capitalize on their greatest asset-their people. Change the Culture, Change the Game joins their classic book, The Oz Principle, and their recent bestseller, How Did That Happen?, to complete the most comprehensive series ever written on workplace accountability. Based on an earlier book, Journey to the Emerald City, this fully revised installment captures what the authors have learned while working with the hundreds of thousands of people on using organizational culture as a strategic advantage.

## Book Information

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## Customer Reviews

In *Leading Change*, James O'Toole suggests that much (most?) of the resistance to change initiatives is the result of what he so aptly characterizes as "the ideology of comfort and the tyranny of custom." Roger Connors and Tom Smith fully agree. In a previous collaboration, *The Oz Principle*, they explain how to get desired results through individual and organizational accountability. They introduce "Steps to Accountability," a sequence of actions: See It (i.e. recognize what must be done), Own It (i.e. make an investment in as well as a commitment to getting it done), Solve It (i.e. recognize and eliminate barriers with whatever resources may be needed), and Do It (i.e. producing the right results in the right way, as promised). Connors and

Smith also suggest that people tend to live and work (most of the time) either above or below "The Line" that divides accountable behavior from behavior that is not. As they note, "We use the term 'result,' rather than 'goal' because result implies that either you will achieve something or that you have already achieved it. In contrast, 'goal' suggests that you would like to have something happen, but might not accomplish it. A goal tends to be hopeful and directional, but not absolute." In this context, I reminded of what Thomas Edison observed long ago: "Vision without execution is hallucination." Apparently the Yoda agrees: "Do or do not. There is no try." Connors and Smith devote Part One (Chapters 1-5) to explaining how to create a Culture of Accountability, define the results to be achieved, take effective action to produce them, identify core beliefs that guide and direct behavior, provide experiences that support efforts, and reinforce results to sustain their beneficial impact.

Executive Summary This is a review of *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*, by Roger Connors and Tom Smith. The target audience of the book is business professionals interested in developing a culture of accountability within an organization. In my opinion the strengths of this book are few, though conceptually the authors propose a foundational, though rudimentary, structure describing how one might go about inciting cultural change. That said, there are too many weaknesses to justify suffering through the long winded "real-life" examples that compose the bulk of most chapters; specifically the outdated concepts that are the core of the material presented, the oversimplification of the information's utility as applicable to all business cultures, and the incessant lists, methods and systems the authors advertise as essential to the process of instilling a culture of accountability. There are so many better choices in this field of study that I cannot comfortably recommend the book; not even as foundational reference material.

Who is the book written for? The book is written in such a way that makes me suspect that the authors were providing high level leaders something to distribute among their subordinate managers as required reading when approaching the topic of change management through cultural development. Therefore, I was not surprised at the many customer reviews stating that they were, in fact, encouraged by a manager or boss to give it a read and explain the large brush strokes to their direct reports and teams.

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