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**FOR IMMEDIATE RELEASE:**

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## **Change is Not the Enemy**

*New book teaches organizations how to perform better by embracing change.*

**Los Angeles, CA:** In today's competitive and uncertain business environment, organizations cannot sustain excellent performance unless they are capable of changing. An analysis of Fortune 1000 companies demonstrates how difficult it is for corporations to sustain excellent performance. Between 1983 and 1993, 45 percent of the companies in the top twenty were new. The increase jumps to 60 percent between 1993 and 2003. The 2004 list shows a 10 percent change in comparison to the 2003 list. Change is all around us and is occurring more and more rapidly. The consequences of ignoring it are very visible in the struggles of Ford and General Motors. It demands the attention of every executive and every organization that wants to survive.

According to Professors Edward E. Lawler III and Christopher G. Worley, authors of *Built to Change: How to Achieve Sustained Organizational Effectiveness* (Jossey-Bass/A Wiley Imprint, February, 2006), "the ultimate competitive advantage in today's business environment is the ability to change. *Built to Change* focuses on how organizations can develop this advantage."

During the past decade, the leading book on organizational excellence was *Built to Last*. "We see *Built to Change* as the sequel to *Built to Last*; it represents what organizations need to do once they have developed the foundation for survival and want to increase their effectiveness over time. It is not about how to rescue failing corporations; rather it is about creating organizations that do not need to be rescued because they are able to change."

Jerry Porras, co-author of *Built to Last* states in the forward to *Built to Change* that "architecting an organization for change means designing its key work-setting components such that they promote change while at the same time are themselves readily changeable. *Built to Change* is about just such an architecture; it describes ways to think about strategizing, creating value, and designing organizations that are changing all the time.

*Built to Change* provides numerous best practices that are characteristic of a built-to-change organization, and it identifies the importance of establishing a virtuous spiral approach to thinking about organization and management. Among the key points it makes are the importance of:

- putting as many individuals as possible in contact with the external environment, especially customers,
- sharing financial information with all employees,
- tying pay to the performance of the business,
- eliminating jobs and creating constantly changing work assignments,
- engaging in constant strategizing and business environment analysis,
- selecting employees who seek out change and are constantly willing to learn new skills,
- building a change management capability,
- developing a culture of shared leadership to provide high levels of internal momentum for change.



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According to the authors, “*Built to Change* is about a useful and internally consistent vision of how organizations should be designed so that they can be successful and change. Our belief is that by looking forward, we have identified what organizations can do to achieve and maintain excellence.”

#### **About Edward E. Lawler III**

**Edward E. Lawler** is Distinguished Professor of Business at the University of Southern California Marshall School of Business and founder and director of the University’s Center for Effective Organizations (CEO). CEO has been recognized by *Fortune* and other publications as one of the country’s leading management research organizations.

Professor Lawler has been honored as a major contributor to theory, research, and practice in the fields of human resources management, compensation, organizational development, and organizational effectiveness. He is the author and co-author of 36 books.

*BusinessWeek* has proclaimed Lawler one of the top six gurus in the field of management, and *Human Resource Executive* called him one of HR’s most influential people. *Workforce* magazine identified him as one of the twenty-five visionaries who have shaped today’s workplace over the past century.

Professor Lawler is the recipient of many awards including SHRM’s Michael R. Losey award for which he was the first recipient.

He is also a consultant to many governments and corporations including the majority of the Fortune 100. For more information, visit [www.edwardlawler.com](http://www.edwardlawler.com).

#### **About Christopher G. Worley**

**Christopher G. Worley** is a research scientist at the University of Southern California’s Center for Effective Organization, and an associate professor at Pepperdine University where he served as director of the Master of Science in Organization (MSOD) program.

Professor Worley received his Ph.D. in strategic management from the University of Southern California, an M.S. in organization development from Pepperdine University, an M.S. in environmental psychology from Colorado State University, and a B.S. from Westminster College. He served as Chair for the Academy of Management’s Organization Development and Change Division, and is a member of the Strategic Management Society, NTL, and the OD Network.

Professor Worley has made several presentations to scholarly societies such as the Academy of Management, the Strategic Planning Forum, and the Conference Boards of the United States and Canada. He is the author and co-author of three books.

In 1997, Professor Worley was awarded the Luckman Distinguished Teaching Fellowship for outstanding teaching at Pepperdine University.

He is also a consultant specializing in strategy implementation. His clients include Fortune 50 and other large organizations in the high technology, health care, public sector, and natural resources industries. For more information, please visit [www.chrisworley.com](http://www.chrisworley.com).

For more information on *Built to Change*, visit [www.marshall.usc.edu/ceo](http://www.marshall.usc.edu/ceo).



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For request a review copy, or to schedule an interview, please contact Traci Bisson, Senior Publicist, Bisson Barcelona at 603 664-5776 or email [traci@bissonbarcelona.com](mailto:traci@bissonbarcelona.com).

**Built to Change: How to Achieve Sustained Organizational Effectiveness**

Jossey-Bass/A Wiley Imprint, February, 2006, ISBN: 0-7879-8061-7, U.S. \$29.95, Canada \$38.99, U.K. £19.99, BUSINESS/MANAGEMENT

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