

Kim S. Cameron, Robert E. Quinn, Jeff DeGraff and Anjan V. Thakor, *Competing Values Leadership: Creating Value in Organizations*. Cheltenham, Glos, UK: Edward Elgar Publishing Limited, 2006, 192 pp., £ 44.96. (ISBN: 1-84542-735-1 [Hb]).

Contemporary management science is in a state of wholesale organic transformation. It is inundated with new concepts, new techniques, new processes and new systems. Some of these have mushroomed, some play their role and fade out, some last longer.

Thanks to the visionary thinker, Peter Drucker, Management by Objectives (MBO) produced a perceptible impact. It is no longer in vogue. Business Process Engineering (BPO) appeared with a bang, became a rage and then disappeared. Even Total Quality Management (TQM) is losing ground. In the galloping and, perhaps, chaotic state of management science, nobody can predict which concepts will sustain themselves for a fairly long period. The sustainability is not correlated necessarily with the effect that the new concepts bring about. Acceptability by the contemporary business world in the emerging environment is an equally significant determinant.

Nonetheless, good concepts do leave their footprints on the sands of professional practices as they fade out. In the process, they make contributions to the advancement of the discipline.

The Competing Values Framework (CVF) needs to be viewed in this larger context. Competing values is a concept which represents a value proposition. How it could be

deployed by management leadership is a matter worth pondering over. Like most new management concepts, competing values leadership has many elements which are age old. What is new is their positioning, mix and application.

CVF is an interesting model which provides tools for management analysis and for designing corporate strategies. But it is no innovation except insofar as it presents a composite model.

CVF, as many other similar techniques, benefits from (a) the factors that account for highly effective organizational performance, and (b) other techniques of value creation. In effect, it is more a framework than a new concept of value creation.

However, CVF has been named as one of the 40 most important frameworks in the history of contemporary business management. It has become a leading tool used in several large organizations.

The book under review benefits from a quarter century of discovery, experimentation and application. It is divided into two parts and nine chapters. The first part deals with value creation and the second with techniques of application.

In the first five chapters, the core elements of the framework are discussed with an emphasis on an attempt to redefining value. In the next four chapters, specific tools and techniques for making sustainable change are focused on. Emphasis is put on methods for leading change.

For the framework, value creation is the goal and leadership is the tool, which drives

the organization to value creation. The value is normally considered as the end result or the goal. Eventually, the value creation translates itself into financial indicators. Many translate it into shareholder value. The framework goes beyond this. It conceives values as a bag of intermediate goals rather than as the terminal goal. The value creation is the objective of every organization—commercially or socially oriented and all those involved in it. The framework creates a better understanding of the extended roles.

The authors have attempted to define value itself, and delineate the thinking on competing values and the four quadrants in the framework. The four quadrants in which value creation is organized are collaborate, create, control and compete. Empirical tests for the function of 'control' are quality and efficiency, of 'compete' profit and speed, of 'create' growth and innovation and of 'collaborate' knowledge and community benefits. They proceed to identify the sources of conflicts and trade-offs and strive to show how value is created through leadership behaviours.

While the book emphasizes on defining value, and devotes a full chapter to it, what it really does is to state what creates value and not what value is.

The framework identifies eight corporate value elements critical to managing contemporary large and complex organizations. It weaves together these eight elements. While the framework styles the values as competing, these are equally complementary. Their value, in fact, lies in their complementarity rather than in their competitive character. The framework attempts to create a balance among eight leadership roles in divergent

contexts of timing, conditions and contingent occurrences. It identifies what facilitates and what inhibits collective endeavours.

The authors claim that CVF 'serves as a map, an organizing mechanism, a sense-making device, a source of new ideas, and a learning system' (p 6).

While the authors say that it has been applied by researchers and practitioners to many aspects of culture, core competencies, leadership, communication, decision making, motivation, human resource practices, quality and employee selection, its real value lies in providing an integrated corporate strategy framework.

The framework strives to help a visionary leadership to design an integrated strategy in an effective manner simplifying complexities of organizations in the demanding challenges of the market place and competitive environment.

The authors rightly say that 'value-creation represents much more complexity than straightforwardly measured financial indicators.' They claim that CVF helps leaders see in the tensions of organizational life levels of potential that others do not. Such claims are not unique to the framework. Propounders and advocates of other techniques or systems also make similar claims.

On the contrary, if the present book is any guide, the task of optimization of value creation under CVF makes it a lot more complex than it is. Creating value seen in disaggregated management behaviour in other competitive techniques is considerably more straightforward. It is, perhaps, because of the complexities that it has, that it has not been highly popular. It is hoped that this book will make it easier for managers and consultants

to comprehend the framework better and apply it more effectively.

An advocate is an advocate. He sees a lot more virtue in what he pleads for and promotes. A more balanced appraiser would, evaluate the value of a concept, technique or a system so that it leads the value contributors to their objectives of value creation.

The second part of the book which deals with the techniques for application of the competing values, the authors start with the tools of predicting value creation and its relationship in financial performance. Before applying leadership, they provide a framework for measuring leadership competencies in the context of organizational culture. The next step the authors take is to apply leadership elements to organizational change. The conclusions are set out in the fourth and the last chapter of Part II.

The book is authored by a set of four well-equipped authors and presents a fare which is highly readable. Of these, Cameron and Quinn have done a great deal of work in the subject areas.

Both the framework and the book make notable contributions to both theory and practice. The book will be of value to scholars and organization leaders in understanding the concepts of value creation and organizational effectiveness. It will be an aid to consultants in conceptualizing strategies for organizations and in counselling leaders on how to operationalize the concepts in their organizations.

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V. Nilakant and S. Ram Narayan, *Change Management: Altering Mindsets in a Global Context*. New Delhi: Response Books, a division of Sage Publications India Pvt. Ltd, 2006, 355 pp., Rs 380. (ISBN: 0-7619-3468-5 [Pb])

This book is not a sequel to their earlier volume on managing organizational change published in 1998. The authors point out the difference thus: 'While change management builds on ideas from our previous book, it is different in two significant ways. First, it is less about India and more about change management in a global context. We discuss global best practices in various facets of change management. Second, the model of change management that we present in this book, is based not on case studies but on current research and ideas in change management' (p. 15). The central theme of the book is that change management involves fundamentally change in the way people think and behave. It is not about restructuring, reorganizing or introducing six sigma, TQM or any other method or technique. Hence, the book is primarily concerned with altering mental models and mindset of people in an organization. This is seen to be a critical area of responsibility for a change manager.

The book consists of seven chapters dealing with the change processes that the authors believe contribute to change in organizational behaviour.

Chapter 1 elaborates the model developed by notable psychologist Kurt Lewin on his contribution to the understanding of social dynamics. Lewin conceptualizes a social system as a dynamic entity. He suggests that there are forces that aim to maintain status