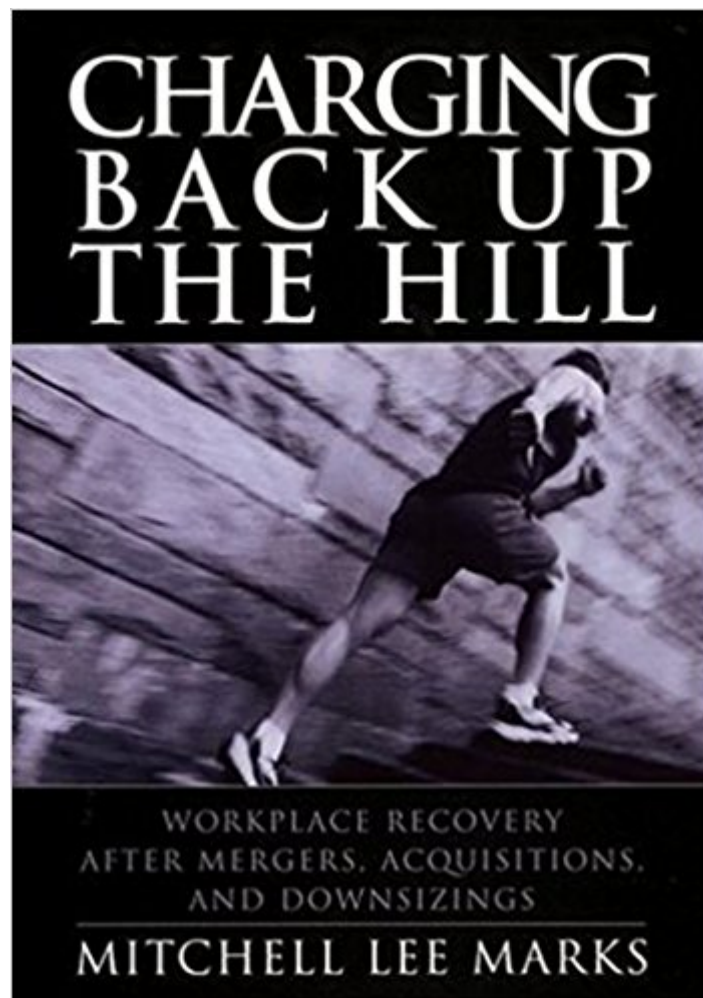




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Charging Back Up The Hill: Workplace Recovery After Mergers, Acquisitions And Downsizings



Synopsis

Just as organizations have survived other recessions, they will come through this latest one-but they will need help to recover from it. In this book, acclaimed author and consultant Mitchell Marks offers the wisdom drawn from his many years of experience in helping organizations weather and manage the storms of mergers, acquisitions, and downsizing. Marks shows senior executives, team leaders, HR directors, and consultants how to get jaded employees back on track, carry them through the transition, and motivate them to perform at their best. He provides comprehensive guidance on "transition management," explaining how to approach the new and create a context for recovery. And he details how to revitalize the entire organization-the individual spirit, teams and their performance, and organizational systems. Mitchell Lee Marks (San Francisco, CA) is an independent management consultant specializing in helping firms plan and implement mergers, restructurings, and other transitions. He also consults in areas of CEO coaching, senior team development, HR development, and corporate culture. Previously, he was senior director at Delta Consulting Group and national chair of the HR Management Practice Group at William H. Mercer, Inc.

Book Information

Hardcover: 304 pages

Publisher: Jossey-Bass; 1 edition (January 14, 2003)

Language: English

ISBN-10: 0787964425

ISBN-13: 978-0787964429

Product Dimensions: 6.2 x 1.1 x 9.5 inches

Shipping Weight: 1.1 pounds (View shipping rates and policies)

Average Customer Review: 5.0 out of 5 stars 2 customer reviews

Best Sellers Rank: #564,419 in Books (See Top 100 in Books) #132 in [Books > Business & Money > Management & Leadership > Consolidation & Merger](#) #2149 in [Books > Business & Money > Human Resources > Human Resources & Personnel Management](#) #5216 in [Books > Business & Money > Industries](#)

Customer Reviews

"Marks provides clear and insightful guidance for addressing both the emotional realities and business imperatives associated with workplace recovery. A masterful blend of theory and practice."
— Anthony F. Buono, professor of management and sociology, Bentley College "Employees

in all organizations today are overwhelmed with mergers, downsizings, restructurings, and other transitions. This book is about how to motivate employees, how to get them to look ahead to new opportunities rather than licking wounds, and how to activate people in their new situation rather than paralyze them." —• Elke Reissig, M.D., director, Schering Pharmaceuticals AG, Berlin "If your company has gone through a difficult restructuring, read this book right away—• you will wish you had done so earlier. Marks provides a clear roadmap for getting your organization going again and preparing it to reach new heights." —• Benjamin Gomes-Casseres, coauthor, *Mastering Alliance Strategy* "Other than Dilbert and a few other brave pundits, very few regularly speak out about the human pain and organizational inefficiencies that fester in today's work world. Mitchell Lee Marks brings these issues out in the open in a refreshing, candid manner in his new book and, better yet, provides concrete, practical advice on ways to deal with them." —• Liz Guthridge, principal, The Adobe Group "Through his vast experience, Marks demonstrates that he has the knowledge and wherewithal to safely guide corporate members of all ranks through a very difficult process. Through Marks's writings one understands the available benefits to the corporation as well as benefits to the individual if a merger or acquisition is properly managed. *Charging Back Up the Hill* is an informative and equally enjoyable read." —• Larry J. Elardo, president and chief executive officer, Argenta, Inc.

In uncertain economic times, merger, acquisition, and downsizing activity increases as companies seek to streamline or strengthen their business in order to survive. But what happens in the post-transition workplace? Executives look ahead to new opportunities, while employees remain unprepared and unmotivated to make new strides. Middle managers flounder without answers for anyone. Without clear vision, functional structures, and effective communication, and feedback, many organizational transitions fail. The post-transition organization needs more than the economy's recovery to get back on its feet-- it needs effective leadership and management. And it needs a workplace that has let go of the pain of mismanaged transitions and is willing to charge ahead and capture the prize that awaits as new business opportunities emerge. This insightful guide, by the internationally renowned management consultant Mitchell Lee Marks, presents an innovative process for workplace recovery. *Charging Back Up the Hill* lays out the essential elements of successful transition management, providing the techniques and tips that executives and managers can use to lead the organization following a merger, acquisition, downsizing, or other major transition. Marks offers invaluable advice to any organization ready to change and charge ahead in the twenty-first century. *Charging Back Up the Hill* offers advice and techniques on how

to: * Overcome the unintended impact of mergers, acquisitions, downsizings, and other major transitions on employee morale, team productivity, and organizational effectiveness * Use the transition as an opportunity to build a desired new corporate culture. * Convey empathy for what organizational members have gone through during the transition period * Create employee energy for moving forward and align it with organizational objectives * Understand the conceptual and practical underpinnings of the process of workplace recovery after transition Inspiring and informative, Charging Back Up the Hill will empower leaders to transform their workplaces in transition into the organizations that triumph.

Not only is this an essential read for managers of companies going through M&A activity or downsizing, it would also be helpful for non-management employees as it explains the forces at work during company transitions and major changes.

Our company, like many others, has gone through merges, acquisitions, downsizings, and other transition. Marks, who is an independent consultant based in San Francisco with experience in over 100 organizational transitions, has written an outstanding book that tells how to revive employee morale, workteam performance, and organizational effectiveness following difficult transitions. Marks knows his stuff--his approach is well grounded in organizational behavior theory, but he presents it in a straight forward way. And, he offers numerous case studies from companies like Pfizer, Seagrams, Qualcomm, and Kyocera. Marks presents a model for helping employees let go of the baggage they gathered from mismanaged mergers and difficult downsizings, so they can look forward to "charge up the hill" and achieve desired business results. This book is a must for any senior executives who has led a company through a difficult period--or for one who has taken over a firm after a merger or other tough period. It also is very helpful for middle managers and other employees. Marks shows them how to focus on what they can control over their work situation rather than fret about what they cannot control. The book is enlightening, helpful, and not jargony. Am I gushing too much? Let me just say that after I read it, I bought ten copies of the book for my team!

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