

PMI Book Review by: Tanja Bell  
"Sacred Cows Make the Best Burgers – Developing  
Change Driving People and Organizations"  
by Robert Kriegel and David Brandt

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Publisher:	Warner Books
Date of Publication:	First published in April 1997 and revised and reissued in July 2011
Number of pages:	300 pages
Book Club rating:	4.1

**Summary:**

Not just another pie-in-the-sky ideal corporate workplace book on change. In *Sacred Cows Make the Best Burgers – Developing Change-Driving People and Organizations*, Robert Kriegel and David Brandt take a broader view of the workplace and provide a series of recommendations for setting up an underlying foundation that is receptive to changes in the workplace. At the heart of building a change-friendly environment is identifying and removing the "sacred cows" – long outdated policies and practices that no longer provide value to the company or their customers. Sacred cows can block new opportunities and inhibit companies from gaining the competitive edge. One of the keys to successful "cow hunts" is tasking the employees that are directly affected by change to identify possible "sacred cows". Participation in the "cow hunts" is encouraged through a rewards system and with management following through with the "pasture-ization" (removal) of valid sacred cows.

Kriegel and Brandt explain why most great concepts for business improvements fail. It is the people. People are the gatekeepers to workplace improvement initiatives – they can either make the improvements a success or a failure. Whenever change (whether it's TQM, reengineering, virtual teams, or whatever the current trend) is imposed on a work group, if the company culture has not been primed beforehand, the change can be feared simply because it is uncomfortable, unpredictable, unsafe, and/or unknown. Kriegel and Brandt teach involving the employees in creating the change rather than imposing change on them through 1) Rounding up sacred cows, 2) Developing a change-driving environment, 3) Turning resistance into drivability, 4) Motivating people, and 5) Developing personal change traits. A company that needs to implement any type of changes to achieve success must be on a continual hunt for sacred cows and do these foundational steps to arrive at the "Change Driver Zone".

The book includes a Change Drivability Scale questionnaire that measures the traits of change-drivability. Throughout the book, the authors provide real life results of sacred cow hunts that have been implemented in companies of various sizes and industries. The book contains 300 pages and was first published in April 1997 and revised and reissued in July 2011.