

Branch-and-bound is used to illustrate coarse-grained parallelism in chapter four. Here the MIMD approach is used and Kindervater does a number of experiments on an IBM/LCAP and a local area network of workstations. He considers just two example algorithms, both branch-and-bound, one for the travelling salesman and one for job shop scheduling. Parallel branch-and-bound has been one of the most active research areas in the early 90s and the chapter misses much of the more recent research.

Chapter five concerns a queueing network model for distributed enumeration. The master/slave principle is widely used in parallel computation, for example in implementing branch-and-bound. Implementation of master/slave systems involves placement and organization of various queues of tasks. This chapter attempts to apply queueing theory to the problem and describes various experimental results.

In summary, this text, although well written by a respectable researcher in the field, falls between two stools. On the one hand, it is not a suitable introductory text since it does not provide a complete overview of the subject and is primarily a research document. On the other, it will not appeal to the active researcher since most of the new material is now published elsewhere and more recent results are not included.

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### **Managing Transitions: Making the Most of Change**

WILLIAM BRIDGES

*Addison-Wesley Publishers, Wokingham, 1991. x + 130 pp. £13.45*

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This is a very readable book of advice on the management of change. The aims, stated in the introduction, are 'To help you understand the difficulties you face whenever you try to get people to change the way they do things' and to provide tactics to help cope. It is aimed at managers who have to implement changes rather than those who decide what the changes should be. As such it will interest both OR Society members who have moved into line management and those in an advisory role who wonder why their bright ideas are not always well received.

The author's main contention is that it is not change as such that is difficult, but the psychological transition from the old to the new. To change, people have to let go of the old state, and begin a new one. In between is an uncomfortable 'neutral zone', in which old systems no longer work, but new ones are not properly established. These ideas are illustrated through case studies.

The main part of the book is a description of tactics for getting people to let go of the old, for using the neutral zone creatively, and for launching a new beginning. They are generally practical, and respect rather than manipulate individual feelings. Each chapter concludes with a check-list.

A final section has two rather unrelated chapters: one acknowledging that change in some sectors is continual, and discussing how a culture that accepts this can be generated; and the other on how the reader can cope with the personal stress of change. The book concludes with a case study, and a self-test exercise that is actually fun to do.

The book is well set out, with a host of pithy quotations in the margins (e.g. Woody Allen: 'I'm not afraid of death. It's just that I don't want to be there when it happens'). It's short enough to stand a chance of being read by someone caught up in the rush of change. While I have not tested out its advice myself yet, I can think of several people to whom I ought to lend my copy.

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