

Harvard Business Review On Change

Challenge of Organizational Change Rosabeth Moss Kanter 1992 In an era of increased global competition, of business takeovers, downsizing, restructuring, and even outright failure, intelligent organizational change is the most difficult challenge facing American business. The authors present a comprehensive overview which will be essential for managers.

Changing Your Company from the Inside Out Gerald F. Davis 2015-02-24 MAKE YOUR COMPANY A FORCE FOR GOOD You're ambitious. You're not afraid to take risks. You want to bring about positive social change. And while your peers have left a trail of failed start-ups in their wake, you want to initiate change from within an established company, where you can have a more far-reaching, even global impact. Welcome to the club—you're a social intrapreneur. But even with your enviable skill set, your unwavering social conscience, and your determination to change the world, your path to success is filled with challenges. So how do you get started and maintain your momentum? *Changing Your Company from the Inside Out* provides the tools to empower you to jump-start initiatives that matter to you—and that should matter to your company. Drawing on lessons from social movements as well as on the work of successful intrapreneurs, Gerald Davis and Christopher White provide you with a guide for creating positive social change from within your own organization. You'll learn how to answer four key questions:

- When is the right time for change? Learn how to read your organization's climate.
- Why is this a compelling change? Use language and stories to connect your initiative to your organization's mission, strategy, and values.
- Who will make this innovation possible? Identify the decision makers you need to persuade and the potential resisters you need to steer around.
- How can you mobilize your supporters to collaborate on your innovation? Use the

online and offline tools and platforms that best support your initiative. This book is a road map for intrapreneurs seeking to reshape their companies into drivers of positive change. If you want to spearhead social innovation from within your company, use this book as your guide.

HBR's 10 Must Reads on Change Harvard Business Review 2011 Business.

John P. Kotter on what Leaders Really Do John P. Kotter 1999 Widely acknowledged as the world's foremost authority on leadership, the author provides a collection of his acclaimed "Harvard Business Review" articles.

What's Your Problem? Thomas Wedell-Wedellsborg 2020-03-17 "The author makes a compelling case that we often start solving a problem before thinking deeply about whether we are solving the right problem. If you want the superpower of solving better problems, read this book." -- Eric Schmidt, former CEO, Google Are you solving the right problems? Have you or your colleagues ever worked hard on something, only to find out you were focusing on the wrong problem entirely? Most people have. In a survey, 85 percent of companies said they often struggle to solve the right problems. The consequences are severe: Leaders fight the wrong strategic battles. Teams spend their energy on low-impact work. Startups build products that nobody wants. Organizations implement "solutions" that somehow make things worse, not better. Everywhere you look, the waste is staggering. As Peter Drucker pointed out, there's nothing more dangerous than the right answer to the wrong question. There is a way to do better. The key is reframing, a crucial, underutilized skill that you can master with the help of this book. Using real-world stories and unforgettable examples like "the slow elevator problem," author Thomas Wedell-Wedellsborg offers a simple, three-step method - Frame, Reframe, Move Forward - that anyone can use to start solving the right problems. Reframing is not difficult to learn. It can be used on everyday

challenges and on the biggest, trickiest problems you face. In this visually engaging, deeply researched book, you'll learn from leaders at large companies, from entrepreneurs, consultants, nonprofit leaders, and many other breakthrough thinkers. It's time for everyone to stop barking up the wrong trees. Teach yourself and your team to reframe, and growth and success will follow.

Hybrid Workplace: The Insights You Need from Harvard Business Review Harvard Business Review 2022-03-15 Reinvent your organization for the hybrid age. Hybrid work is here to stay—but what will it look like at your company? If your organization is holding on to inflexible, pre-pandemic policies about where—and when—your people work, it may be risking a mass exodus of talent. Designing a hybrid workplace that furthers your business goals while staying true to your culture requires balancing experimentation with rigorous planning. Hybrid Workplace: The Insights You Need from Harvard Business Review will help you adopt the best technological, cultural, and new management practices to seize the benefits and avoid the pitfalls of the hybrid age. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues—blockchain, cybersecurity, AI, and more—each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas—and prepare you and your company for the future.

HBR Guide to Changing Your Career Harvard Business Review 2018-07-17 Your next act starts now. You're ready for something new, but it's hard to start over. Just the idea of trading the security you have now for the unknown or throwing away the education and time you've invested in your current career can plunge you into a swirl of indecision and anxiety. But mixing things up every few years is an increasingly

normal and cyclical part of a healthy work life—a way to gain new skills and stretch your existing ones by applying them to different contexts. Whether you know what you want to do next or you're still evaluating options, the HBR Guide to Changing Your Career will help you: Imagine other professional selves Identify the skills you need—and those you already possess that will transfer to another industry Assess the financial implications of the change you're considering Try out new roles without endangering your current job Explain a seemingly winding career path Pitch yourself into a new role

Leading Change John P. Kotter 2012 From the ill-fated dot-com bubble to unprecedented merger and acquisition activity to scandal, greed, and, ultimately, recession -- we've learned that widespread and difficult change is no longer the exception. By outlining the process organizations have used to achieve transformational goals and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work.

[HBR's 10 Must Reads Boxed Set \(6 Books\) \(HBR's 10 Must Reads\)](#) Harvard Business Review 2011-08-15 You want the most important ideas on management all in one place. Now you can have them—in a set of HBR's 10 Must Reads. We've combed through hundreds of Harvard Business Review articles on strategy, change leadership, managing people, and managing yourself and selected the most important ones to help you maximize your performance. This six-title collection includes only the most critical articles from the world's top management experts, curated from Harvard Business Review's rich archives. We've done the work of selecting them so you won't have to. These books are packed with enduring advice from the best minds in business such as: Michael Porter, Clayton Christensen, Peter Drucker, John Kotter, Daniel Goleman, Jim Collins, Ted Levitt, Gary Hamel, W. Chan Kim, Renée Mauborgne and much more. The HBR's 10 Must Reads Boxed Set includes: HBR's 10 Must Reads: The Essentials This book brings together the best thinking from management's most influential experts. Once you've read these definitive articles, you can delve into each core topic

the series explores: managing yourself, managing people, leadership, strategy, and change management. HBR's 10 Must Reads on Managing Yourself The path to your professional success starts with a critical look in the mirror. Here's how to stay engaged throughout your 50-year work life, tap into your deepest values, solicit candid feedback, replenish your physical and mental energy, and rebound from tough times. This book includes the bonus article "How Will You Measure Your Life?" by Clayton M. Christensen. HBR's 10 Must Reads on Managing People Managing your employees is fraught with challenges, even if you're a seasoned pro. Boost their performance by tailoring your management styles to their temperaments, motivating with responsibility rather than money, and fostering trust through solicited input. This book includes the bonus article "Leadership That Gets Results," by Daniel Goleman. HBR's 10 Must Reads on Leadership Are you an extraordinary leader—or just a good manager? Learn how to motivate others to excel, build your team's confidence, set direction, encourage smart risk-taking, credit others for your success, and draw strength from adversity. This book includes the bonus article "What Makes an Effective Executive," by Peter F. Drucker. HBR's 10 Must Reads on Strategy Is your company spending too much time on strategy development, with too little to show for it? Discover what it takes to distinguish your company from rivals, clarify what it will (and won't) do, create blue oceans of uncontested market space, and make your priorities explicit so employees can realize your vision. This book includes the bonus article "What Is Strategy?" by Michael E. Porter. HBR's 10 Must Reads on Change Management Most companies' change initiatives fail—but yours can beat the odds. Learn how to overcome addiction to the status quo, establish a sense of urgency, mobilize commitment and resources, silence naysayers, minimize the pain of change, and motivate change even when business is good. This book includes the bonus article "Leading Change," by John P. Kotter. About the HBR's 10 Must Reads Series: HBR's 10 Must Reads series is the definitive collection of ideas and best practices for aspiring and experienced leaders alike. These books offer essential reading selected from the pages of Harvard Business Review on topics critical to the

success of every manager. Each book is packed with advice and inspiration from the best minds in business.

HBR's 10 Must Reads on Change Management, Vol. 2 (with bonus article "Accelerate!" by John P. Kotter) Harvard Business Review 2021-03-30 Lead change amid constant turbulence and disruption. Get more of the ideas you want, from the authors you trust, with HBR's 10 Must Reads on Change Management (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you successfully transform your organization. With insights from leading experts including John Kotter, Tim Brown, and Roger Martin, this book will inspire you to: Master the eight accelerators of strategic change Turn your culture into a catalyst for transformation Use your network ties to win over resisters Apply design thinking to secure buy-in Scale agile practices across your organization Get reorgs right Avoid pursuing the wrong changes This collection of articles includes "What Everyone Gets Wrong About Change Management," by N. Anand and Jean-Louis Barsoux; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily McTague; "The Network Secrets of Great Change Agents," by Julie Battilana and Tiziana Casciaro; "Design for Action," by Tim Brown and Roger L. Martin; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "The Merger Dividend," by Ron Ashkenas, Suzanne Francis, and Rick Heinick; "Getting Reorgs Right," by Stephen Heidari-Robinson and Suzanne Heywood; and "Your Workforce Is More Adaptable Than You Think," by Joseph B. Fuller, Judith K. Wallenstein, Manjari Raman, and Alice de Chalendar. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each

topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Change Leadership: The Kotter Collection (5 Books) John P. Kotter 2014-08-12 This impressive collection features the best works by John P. Kotter, known worldwide as the authority on leadership and change. Curated by Harvard Business Review, the longtime publisher of some of Kotter's most important ideas, the Change Leadership set features full digital editions of the author's classic books, including bestsellers *Leading Change*, *The Heart of Change*, and *A Sense of Urgency*, as well as "What Leaders Really Do" and his newly published book *Accelerate*, which is based on the award-winning article of the same name that appeared in Harvard Business Review in late 2013. Kotter's books and ideas have guided and inspired leaders at all levels. He is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School, an award-winning business and management thought leader, a successful entrepreneur, and an inspirational speaker. His ideas have helped to mobilize people around the world to better lead organizations, and their own lives, in an era of increasingly rapid change. This specially priced collection offers Kotter's best practical advice, management insights, and useful tools to help you successfully lead and implement change in your organization—and master the art of change leadership.

Reinventing the Organization Arthur Yeung 2019-09-24 *Your Company Isn't Fast Enough. Here's How to Change That.* The traditional hierarchical organization is dead, but what replaces it? Numerous new models—the agile organization, the networked organization, and holacracy, to name a few—have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich provide leaders with a much-needed blueprint for reinventing the organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and Ulrich explain how to

build a new kind of organization (a "market-oriented ecosystem") that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, *Reinventing the Organization* offers a practical, integrated, six-step framework and looks at all the decisions leaders need to make—choosing the right strategies, capabilities, structure, culture, management tools, and leadership—to deliver radically greater value in fast-moving markets. For any leader eager to build a stronger, more responsive organization and for all those in HR, organizational development, and consulting who will shape and deliver it, this book provides a much-needed roadmap for reinvention.

Change Without Pain Eric Abrahamson 2004 A refreshingly non-revolutionary approach to change based on ten years of research that shows how transitions can be effective, cost-efficient, and painless. In this powerful and refreshing book, he outlines a positive new approach to change called "creative recombination." Rather than obliterating and then reinventing anew—the change approach advocated by most gurus and "experts" over the last twenty years—creative recombination seeks sustainable, repeatable transformation by using the firm's existing resources more wisely. Abrahamson identifies five key elements that every company has—people, structures, culture, processes, and networks—and offers a broad toolkit of techniques for recombining, reusing, and redeploying these resources to achieve smoother, more cost-efficient, less painful organizational change.

Change John P. Kotter 2021-05-04 Transform your organization with speed and efficiency using this insightful new resource. Incremental improvement is no longer sufficient in helping organizations navigate the complexity, uncertainty and volatility of today's world. In *Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times*, authors John P. Kotter, Vanessa Akhtar, and Gaurav Gupta explore how to create non-linear, dramatic change in your organization. You'll discover the emerging science of change that teaches us about how to build organizations - from businesses to governments - that change and adapt rapidly. In *Change* you'll discover: Why the ability of organizations to deal with threats and take advantage of opportunities in

the face of ever greater complexity and uncertainty is being severely challenged. In-depth, evidence-based, actionable solutions for dealing with institutional resistance to change. Case studies and success stories that describe organizations who have successfully built the ability to change quickly into their DNA. A universal approach for how to dramatically improve outcomes from various change efforts, including: strategy execution, digital transformation, restructuring, and more. Perfect for managers, executives, and leaders at companies of all types and sizes, *Change* will also prove to be a valuable asset to other professionals who serve these organizations. This book is for anyone seeking a proven approach for delivering fast, sustainable and comprehensive results.

The Corporate Lattice Cathleen Benko 2010-08-03 With roots planted firmly in the industrial age, the corporate ladder has been the metaphor used to describe the prevailing one-size-fits-all model for success. At its heart, the ladder is derived from inflexible, hierarchical, organization models in which prestige, individual rewards, information flow, power and influence are tied to the rung each employee occupies. Yet the workplace as we know it is in transition -- evolving away from the linear, one-size-fits-all model of the corporate ladder toward a multidimensional approach that Cathy Benko calls the corporate lattice. This book will serve to widen an organization's strategic lens, representing a fundamentally new way to work and run a company. It offers a framework to help senior leaders and HR directors harness the talent in their company in a way that provides a strategic advantage, not only for recruiting but also for achieving and maintain better individual performance. In the bestselling book *Mass Career Customization* (Harvard Business Press/2007), Cathy Benko and Deloitte provided the breakthrough MCC dashboard for understanding the important variables of individual employees' career-life profiles, but she also coined a new metaphor -- the corporate lattice -- as a way to think about the changed career landscape. This book delves much deeper into the power of the lattice for organizations, fully exploring its contours and applying it to real-life practice throughout a company. It explores how the corporate

lattice model creates value by: 1. Ensuring a flow of talent into and through the organization. 2. Increasing the efficiency of and return on organizational investments. 3. Improving financial and operating results through greater employee engagement. The three-part framework of the book presents specific ways managers and organizations can use The Corporate Lattice to manage talent, measure results, collaborate across teams, engage employees, and reor"

Managing Change and Transition Richard Luecke 2003 This timely guide offers advice on how to recognize the need for organizational change, communicate the vision, prepare for structural change, and address emotional responses to downsizing.

The GE Work-Out David Ulrich 2002-03-22 Famous "Work-Out" change-management tool explained by the people who helped develop it. GE's legendary Work-Out program played a key role in the company's phenomenal success over the past decade and has been implemented in many other organizations. Now three executives and consultants who developed the original Work-Out approach at GE often working directly with CEO Jack Welch discuss the inner workings of Work-Out and their experiences at successfully implementing the program at GE. Filled with effective assessment and decisionmaking tools, *The GE Work-Out* provides concrete and realistic guidance for anyone who wants to implement Work-Out and break down bureaucracy and hierarchy within an organization.

Making Change Stick 2008 When facing a difficult management challenge, wouldn't it be great if you could turn to a panel of experts to help guide you to the right decision? Now you can, with books from the *Judgment Calls* series. Drawn from the pages of *Harvard Business Review*, these interactive, solutions-oriented guides allow readers to access the wisdom of leading experts as they tackle familiar and perplexing business situations. These engagingly written books will help managers improve problem-solving skills and make better judgment calls under fire. A preface provides an overview and sets the context for using these provocative case studies as learning tools in corporate classrooms. A relevant chapter from an HBE volume introduces the topic as a

refresher course. Finally, an appendix of resources such as executive summaries, guiding questions, and a list of further reading rounds out the book. Judgment Calls provide insight into a variety of real world difficulties and offer solutions that managers will find both sound and practical. Our ideal reader is the business traveler who's thinking about this very issue, sees the book in the airport, and throws it in his or her briefcase to read on the plane. This volume, tentatively titled "Bob's Meltdown and Other Stories from the Frontlines of Management" looks at the most common issue in workplaces--employee behavior. What should you do when a star employee loses his temper in public? Worse yet, what if your protege seems to be coming unglued? All this and more!

How to Deal with Resistance to Change 1990

Competing in the New World of Work Keith Ferrazzi 2022-02-15 A Wall Street Journal bestseller The #1 New York Times bestselling author on how to use radical adaptability to win in a world of unprecedented change. You've shed antiquated systems and processes. You went all-in on digital. Your teams settled into new, often better, ways of doing things. But did your organization change enough to stay competitive in the post-pandemic world? Did you fully leverage the once-in-a-lifetime opportunity to leap forward and grow stronger? Are you shaping the new environment to your advantage? If not, it's not too late to learn from the best. New York Times #1 bestselling author Keith Ferrazzi, along with coauthors Kian Gohar and Noel Weyrich, shows leaders how to shape their organizations and practices to remain competitive in a new, post-pandemic context. Based on an ambitious global research initiative involving thousands of executives, innovators, and changemakers who redefined their strategies, business models, organizational systems, and even their cultures, Competing in the New World of Work: Offers a bold new vision for the organization of the future Reveals the workplace innovations that emerged during the pandemic Defines the new model of leadership—radical adaptability—for sustaining continuous change throughout the coming years of opportunity and transformation Competing in the New World of Work is both your inspiration and your road map to embracing new realities, motivating talent, and winning bold

frontiers.

HBR's 10 Must Reads on Building a Great Culture (with bonus article "How to Build a Culture of Originality" by Adam Grant) Harvard Business Review 2019-11-12 You can change your company's culture.

Organizational culture often feels like something that has a life of its own. But leaders are the stewards of a company's culture and have the power to shape and even change it. If you read nothing else on building a better organizational culture, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you identify where your culture can be improved, communicate change, and anticipate and address implementation challenges. This book will inspire you to: See what your company culture is currently like--and what it could be Explore your company's emotional culture Gather input on what needs to be fixed or initiated Improve collaboration Foster a culture of trust Articulate the new culture's mission, values, and expectations Deal with resistance and roadblocks This collection of articles includes "The Leader's Guide to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "Manage Your Emotional Culture," by Sigal Barsade and Olivia A. O'Neill; "The Neuroscience of Trust," by Paul J. Zak; "Creating a Purpose-Driven Organization," by Robert E. Quinn and Anjan V. Thakor; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "How to Build a Culture of Originality," by Adam Grant; "When Culture Doesn't Translate," by Erin Meyer; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily Gandhi; "Conquering a Culture of Indecision," by Ram Charan; and "Radical Change, the Quiet Way," by Debra E. Meyerson.

Managing Your Boss John J. Gabarro 2008-01-08 Managing your boss: Isn't that merely manipulation? Corporate cozying up? Not according to John Gabarro and John Kotter. In this handy guidebook, the authors contend that you manage your boss for a very good reason: to do your best on the job—and thereby benefit not only yourself but also your supervisor and your entire company. Your boss depends on you for

cooperation, reliability, and honesty. And you depend on him or her for links to the rest of the organization, for setting priorities, and for obtaining critical resources. By managing your boss—clarifying your own and your supervisor's strengths, weaknesses, goals, work styles, and needs—you cultivate a relationship based on mutual respect and understanding. The result? A healthy, productive bond that enables you both to excel. Gabarro and Kotter provide valuable guidelines for building this essential relationship—including strategies for determining how your boss prefers to process information and make decisions, tips for communicating mutual expectations, and tactics for negotiating priorities. Thought provoking and practical, *Managing Your Boss* enables you to lay the groundwork for one of the most crucial working relationships you'll have in your career.

Harvard Business Review on Change James Collins 1998 *Leading Minds and Landmark Ideas In An Easily Accessible Format* From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. From the seminal article, "Leading Change," by John Kotter to Paul Strelbel on why employees so often resist change, Harvard Business Review on Change is the most comprehensive resource available for embracing corporate change--and using it to your company's greatest advantage. A Harvard Business Review Paperback.

Climate Change: The Insights You Need from Harvard Business Review Harvard Business Review 2020-09-22 Climate change is threatening our world. How are you responding? Heat waves, flooding, extreme storms, harsh winters. The effects of climate change are only getting worse. How can you ensure your organization is taking the right steps to mitigate this threat--and what can you, as an individual, do to help? These articles by experts and researchers will help you understand how climate change is affecting the future of business. Climate Change: The Insights You Need from Harvard Business Review will prepare you to join in the current discussion, identify immediate and long-term risks for

your company, and plan for the future. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

HBR's 10 Must Reads on Change Management (including featured article "Leading Change," by John P. Kotter) Harvard Business Review 2011-02-24 Most company's change initiatives fail. Yours don't have to. If you read nothing else on change management, read these 10 articles (featuring "Leading Change," by John P. Kotter). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you spearhead change in your organization. HBR's 10 Must Reads on Change Management will inspire you to: Lead change through eight critical stages Establish a sense of urgency Overcome addiction to the status quo Mobilize commitment Silence naysayers Minimize the pain of change Concentrate resources Motivate change when business is good This collection of best-selling articles includes: featured article "Leading Change: Why Transformation Efforts Fail" by John P. Kotter, "Change Through Persuasion," "Leading Change When Business Is Good: An Interview with Samuel J. Palmisano," "Radical Change, the Quiet Way," "Tipping Point Leadership," "A Survival Guide for Leaders," "The Real Reason People Won't Change," "Cracking the Code of Change," "The Hard Side of Change Management," and "Why Change Programs Don't Produce Change."

HBR's 10 Must Reads on Managing People Daniel Goleman 2011 Business.

Tempered Radicals Debra Meyerson 2003 This text explores the

experiences of tempered radicals. These are people who want to become valued and successful members of their organisations without selling out on who they are and what they believe in.

Leading Transformation Nathan Furr 2018-10-16 New Tools to Overcome the Human Barriers to Change Leaders know that their job is to transform their organizations to keep pace with technology and an ever-changing business environment. They also know that they are bound to fail in doing so. But this discouraging prospect is not because they won't be able to solve a technological or strategic problem. Leaders will fail because of intractable human responses associated with change--responses such as fear, ingrained habits, politics, incrementalism, and lack of imagination. These stumbling blocks always arise when we humans are faced with change, but what if we had a way to transcend them? This book reveals a radical new method for doing just that. Written by the executive who designed and implemented it, the neuroscientist who helped make it work, and the academic who explains why it works and how to do it, *Leading Transformation* introduces an innovative yet proven process for creating breakthrough change. Divided into three steps--envisioning the possible, breaking down resistance, and prototyping the future--this process uses cutting-edge tools such as science fiction, cartoons, rap music, artifact trails, and neuroprototypes to overcome people's inability to imagine or react to what doesn't yet exist, override powerful habits and routines that prevent them from changing, and create compelling narratives about the organization's future and how to get there. Showing how these tools have been used successfully by companies such as Lowe's, Walmart, Pepsi, IKEA, Google, Microsoft, and others, the process revealed in this book gives leaders the means to transcend the human barriers that block change and lead their organizations confidently into the future.

The Heart of Change Field Guide Dan S. Cohen 2005-11-09 In 1996, John P. Kotter's *Leading Change* became a runaway best seller, outlining an eight-step program for organizational change that was embraced by executives around the world. Then, Kotter and co-author Dan Cohen's *The Heart of Change* introduced the revolutionary "see-feel-change"

approach, which helped executives understand the crucial role of emotion in successful change efforts. Now, *The Heart of Change Field Guide* provides leaders and managers tools, frameworks, and advice for bringing these breakthrough change methods to life within their own organizations. Written by Dan Cohen and with a foreword by John P. Kotter, the guide provides a practical framework for implementing each step in the change process, as well as a new three-phase approach to execution: creating a climate for change, engaging and enabling the whole organization, and implementing and sustaining change. Hands-on diagnostics—including a crucial "change readiness module"—reveal the dynamics that will help or hinder success at each phase of the change process. Both flexible and scaleable, the frameworks presented in this guide can be tailored for any size or type of change initiative. Filled with practical tools, checklists, and expert commentary, this must-have guide translates the most powerful approaches available for creating successful change into concrete, actionable steps for you and your organization. Dan Cohen is the co-author, with John P. Kotter, of *The Heart of Change*, and a principal with Deloitte Consulting, LLC.

Helping People Change Richard Boyatzis 2019-08-20 You're trying to help--but is it working? Helping others is a good thing. Often, as a leader, manager, doctor, teacher, or coach, it's central to your job. But even the most well-intentioned efforts to help others can be undermined by a simple truth: We almost always focus on trying to "fix" people, correcting problems or filling the gaps between where they are and where we think they should be. Unfortunately, this doesn't work well, if at all, to inspire sustained learning or positive change. There's a better way. In this powerful, practical book, emotional intelligence expert Richard Boyatzis and Weatherhead School of Management colleagues Melvin Smith and Ellen Van Oosten present a clear and hopeful message. The way to help someone learn and change, they say, cannot be focused primarily on fixing problems, but instead must connect to that person's positive vision of themselves or an inspiring dream or goal they've long held. This is what great coaches do--they know that people draw energy from their visions and dreams, and that same energy sustains their efforts to

change, even through difficult times. In contrast, problem-centered approaches trigger physiological responses that make a person defensive and less open to new ideas. The authors use rich and moving real-life stories, as well as decades of original research, to show how this distinctively positive mode of coaching—what they call "coaching with compassion"—opens people up to thinking creatively and helps them to learn and grow in meaningful and sustainable ways. Filled with probing questions and exercises that encourage self-reflection, *Helping People Change* will forever alter the way all of us think about and practice what we do when we try to help.

The Live Enterprise: Create a Continuously Evolving and Learning Organization

Jeff Kavanaugh 2021-01-26 Transform your organization into a constantly learning, ever-evolving industry leader with the proven operating model of leading global firms. For decades, leaders of large, complex organizations have been rightfully encouraged to run their organizations like lean, agile startups. More often than not, they place their bets on trends like digital transformation or design thinking. Well-intended, yet in isolation they are not enough. There's another, better way to drive durable, effective change in your organization, and it's been proven effective by global IT and business consulting leader Infosys. The Live Enterprise operating model provides a clear path to transform large complex businesses into agile, digital ecosystems that evolve with changing market needs and scale to any size. You'll learn how to apply the benefits of the startup operating model—but go much further. This groundbreaking guide addresses issues critical to transform large organizations, such as: Create an organizational structure that drives collaboration, innovation, strategic alignment, and new culture across distributed interconnected teams Respond quickly yet thoughtfully—and scientifically—to opportunities to create valuable new employee and customer experiences Reengineer your value chain to see what's missing, what can be improved, and what can be eliminated to generate exponential value Automate systems so routine decisions can be acted upon with maximum human intuition and minimum human intervention Groundbreaking in theory and long-term strategy, this game-changing

guide includes practical steps you can take now—for immediate, concrete results—while laying the groundwork to operate with agility in the future. The application of Live Enterprise enabled Infosys to make the kinds of changes during the COVID crisis to not only survive but drive outstanding financial results. Now, you can use this innovative approach to position your company for the highly unpredictable future ahead.

[Leading Change, With a New Preface by the Author](#) John P. Kotter 2012-10-23 The international bestseller—now with a new preface by author John Kotter. Millions worldwide have read and embraced John Kotter's ideas on change management and leadership. From the ill-fated dot-com bubble to unprecedented M&A activity to scandal, greed, and ultimately, recession—we've learned that widespread and difficult change is no longer the exception. It's the rule. Now with a new preface, this refreshed edition of the global bestseller *Leading Change* is more relevant than ever. John Kotter's now-legendary eight-step process for managing change with positive results has become the foundation for leaders and organizations across the globe. By outlining the process every organization must go through to achieve its goals, and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work. *Leading Change* is widely recognized as his seminal work and is an important precursor to his newer ideas on acceleration published in *Harvard Business Review*. Needed more today than at any time in the past, this bestselling business book serves as both visionary guide and practical toolkit on how to approach the difficult yet crucial work of leading change in any type of organization. Reading this highly personal book is like spending a day with the world's foremost expert on business leadership. You're sure to walk away inspired—and armed with the tools you need to inspire others. Published by Harvard Business Review Press.

Why Do Employees Resist Change? Paul Strelbel 2000

Breaking the Code of Change Nohria Beer 2000 Organizational change may well be the most oft-repeated and widely embraced term in

all of corporate America-but it is also the least understood. The proof is in the numbers: Nearly two-thirds of all change efforts fail, and they carry with them huge human and economic tolls. Lacking any overarching paradigm for change, executives of large, underperforming organizations have been left with little guidance in how to choose the strategies that will lead them to sustained success. In *Breaking the Code of Change*, editors Michael Beer and Nitin Nohria provide a crucial starting point on the journey toward unlocking our understanding of organizational change. The book is based on a dynamic debate attended by the leading lights in the field-including scholars, consultants, and CEOs who have led successful transformations-and presents a series of articles, written by these experts, that collectively address the question: How can change be managed effectively? Beer and Nohria organize the book around two dominant, yet opposing, theories of change-one based on the creation of economic value (Theory E), and the other on building organizational capabilities for the long haul (Theory O). Structured in an unusual and engaging point-counterpoint style, the book enlists the reader directly in the debate, providing a comprehensive overview of the strengths and weaknesses of each theory along every dimension of the change process-from motivation to leadership to compensation issues. The editors argue that the key to solving the paradox of change lies not in choosing between the two processes, but in integrating them. They identify the crucial considerations leaders must make in selecting strategies that satisfy shareholders and develop lasting organizational capabilities. With a groundbreaking conceptual framework applicable to established corporations and small organizations alike, *Breaking the Code of Change* is a unique and authoritative contribution to academic research and management practice on the process of organizational change. Michael Beer is the Cahners-Rabb Professor of Business Administration at Harvard Business School. Nitin Nohria is the Richard P. Chapman Professor of Business Administration at Harvard Business School.

Adaptive Leadership: The Heifetz Collection (3 Items) Ronald A. Heifetz 2014-09-23 In times of constant change, adaptive leadership is

critical. This Harvard Business Review collection brings together the seminal ideas on how to adapt and thrive in challenging environments, from leading thinkers on the topic—most notably Ronald A. Heifetz of the Harvard Kennedy School and Cambridge Leadership Associates. The Heifetz Collection includes two classic books: *Leadership on the Line*, by Ron Heifetz and Marty Linsky, and *The Practice of Adaptive Leadership*, by Heifetz, Linsky, and Alexander Grashow. Also included is the popular Harvard Business Review article, “Leadership in a (Permanent) Crisis,” written by all three authors. Available together for the first time, this collection includes full digital editions of each work. Adaptive leadership is a practical framework for dealing with today’s mix of urgency, high stakes, and uncertainty. It has been used by individuals, organizations, businesses, and governments worldwide. In a world of challenging environments, adaptive leadership serves as a guide to distinguishing the essential from the expendable, beginning the meaningful process of adaptation, and changing the status quo. Ronald A. Heifetz is a cofounder of the international leadership and consulting practice Cambridge Leadership Associates (CLA) and the founding director of the Center for Public Leadership at the Harvard Kennedy School. He is renowned worldwide for his innovative work on the practice and teaching of leadership. Marty Linsky is a cofounder of CLA and has taught at the Kennedy School for more than twenty-five years. Alexander Grashow is a Senior Advisor to CLA, having previously held the position of CEO.

Sales Management That Works Frank V. Cespedes 2021-02-23 Named to the longlist for the 2021 Outstanding Works of Literature (OWL) Award in the Sales & Marketing category In this smart, practical, and research-based guide, Harvard Business School professor Frank Cespedes offers essential sales strategies for a world that never stops changing. The rise of e-commerce. Big data. AI. Given these trends (and many others), there's no doubt that sales is changing. But much of the current conventional wisdom is misleading and not supported by empirical data. If you as a manager fail to separate fact from hype, you will make decisions based on faulty assumptions and, in a competitive market, eventually fall behind those with a keener grasp of the current

selling environment. In this no-nonsense book, sales expert and Harvard Business School professor Frank Cespedes provides sales managers and executives with the tools they need to separate the signal from the noise. These include how to: Hire and deploy the right talent Pay and incentivize your sales force Improve ROI from your training programs Create a comprehensive sales model Set and test the right prices Build and manage a multichannel approach Brimming with fascinating examples, insightful research, and helpful diagnostics, *Sales Management That Works* will help sales managers build a great sales team, create an optimal strategy, and steer clear of hype and fads. Salespeople will be better equipped to respond to changes, executives will be able to track and accelerate ROI, and readers will understand why improving selling is a social as well as an economic responsibility of business.

HBR's 10 Must Reads on Change Management 2-Volume Collection

Harvard Business Review 2021-04-27 If you read nothing else on change management, read these definitive articles from Harvard Business Review. Most companies' change initiatives fail. Yours don't have to. HBR's 10 Must Reads on Change Management 2-Volume Collection provides enduring ideas and practical advice to help you spearhead change in your organization. Bringing together HBR's 10 Must Reads on Change Management and HBR's 10 Must Reads on Change Management, Vol. 2, this collection includes twenty articles selected by HBR's editors and features the indispensable article "Leading Change" by John Kotter. From timeless classics to the latest game-changing ideas from thought leaders W. Chan Kim, Renee Mauborgne, Tim Brown, Roger Martin, and more, HBR's 10 Must Reads on Change Management 2-Volume Collection will inspire you to: Lead through the eight critical stages of change Establish a sense of urgency Overcome addiction to the status quo Transform your company's culture Minimize the pain of change Get reorgs right Reshape your organization for climate sustainability Scale agile practices throughout your company Lead change when business is good—but also when times are tough HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced

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Harvard Business Review on Leading Through Change 2006

Seventy percent of all change initiatives fail. This title offers suggestions for articulating a vision of an organization's future, overcoming employee resistance to change, and surmounting other challenges that come with leading change.

Harvard Business Review on Culture and Change 2002 A collection of articles on the messy and often difficult process of changing workplace culture. The book examines why people resist change on both the corporate and individual levels.

Rapid Results! Robert H. Schaffer 2011-01-13 *Rapid Results!* shows how to make large-scale changes succeed by using 100-day results-producing projects to develop this vital implementation capability. Written by Robert H. Schaffer, Ronald N. Ashkenas, and their associates—leaders in the field of change management—*Rapid Results!* describes an approach that has been field-tested by real organizations of every size and description to improve performance and speed the pace of change. Rapid results projects produce results quickly, introduce new work patterns, and enable participants to learn a variety of lessons about managing change. Step by step, the book describes how the use of rapid-cycle, or 100-day, projects will multiply your organization's power to succeed at large-scale change. Schaffer and Ashkenas specifically outline the concept behind 100-day projects and show you how to Set up the architecture to implement rapid results projects Improve operational performance and also attain hard results in the soft areas of management Build rapid results into major organizational change such as

reorganization, acquisition integration, and international development
Use rapid results to drive leadership development and culture change

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