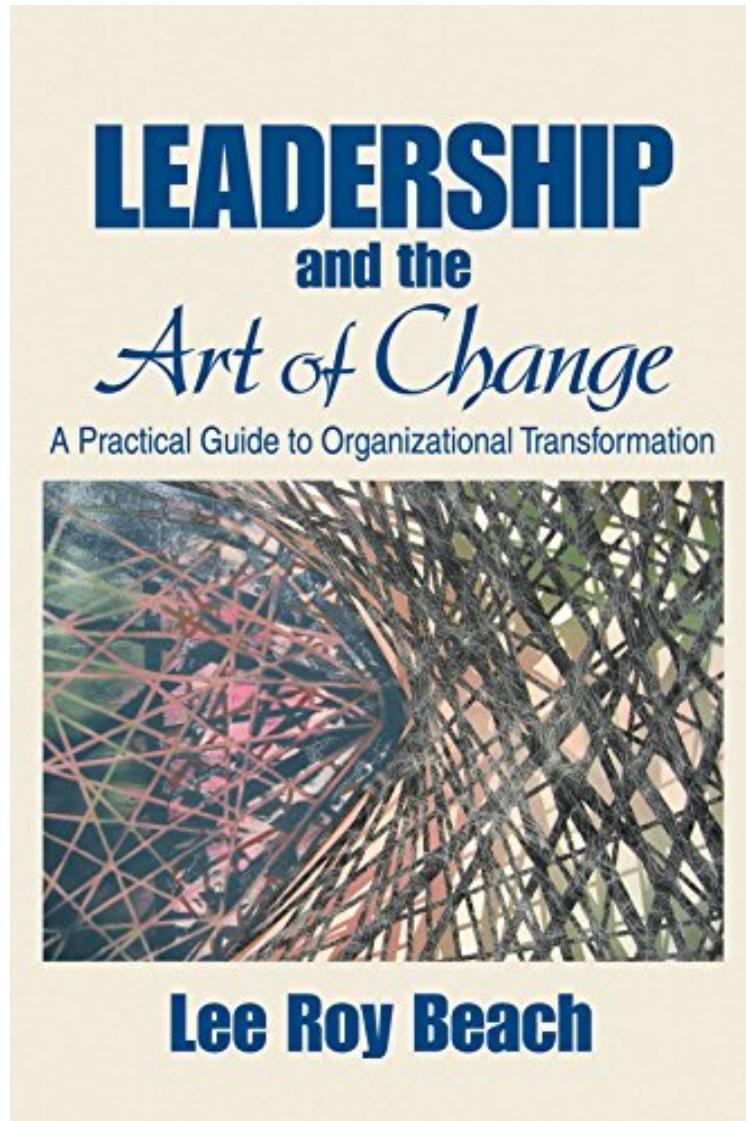


# Leadership and the Art of Change: A Practical Guide to Organizational Transformation

*Lee Roy Beach*

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conversational book that approaches the concept of leadership with a specific researched view. That view is, at the heart of leadership is organizational change. The book claims that "Leadership is the art of producing appropriate changes in an organization" (Beach, ix). The book does not state the foundation of leadership is that one must be followed. It does not state a difference between management and leadership. The only premise for leadership as outlined by the author is that change within the organization is what leadership is about. It states that the goal is to have authentic leadership, not autocratic delegation. The change is done practically through 6 outlined responsibilities: 1. (Assessment) Understand the internal and external environment of the organization 2. (Culture) Understand the organization's culture 3. (Vision) Create a vision and obtain buy-in from the entire team 4. (Plans) Design a plan that moves towards the vision of the future 5. (Implementation) work with others to maintain momentum of the change and monitor its progress 6. (Follow-through) get the change "institutionalized" and help the entire team accept change as something that will continually happen. These prime responsibilities are based on interviews and analysis on various high profile corporate leaders. There is integration of a seventh practical leadership responsibility throughout the six steps, which is working together. I assume it is left off the main six because of this integration, however I dare say it is more important than any of the six. Though the book says it is a practical guide to leadership, in the title is the word "art." The word Art, in it of itself, holds no real boundaries. It is open to interpretation, self description and universal acceptance. Do six practical responsibilities work to realize the title of this book? It does, because at the heart of leadership is that there is no formula. Charisma and responsibilities do not a leader make. Each situation is different and it requires leaders to "do a good job while being decent, reasonable, and responsible." (Beach, xvi) Being able to make decisions in the moment is a culmination of personal experience, knowledge and personality of the leader. No textbook can provide every clear cut answer for every situation a leader faces; that uniqueness makes it art. The art is indeed in the eye of the beholder who, in this case, is the leader. This book was a good way to understand functional principles of a leader and a manager, even if it does not really make a distinction between the two. 0 of 0 people found the following review helpful. school book By bradscottschool book

Leadership and the Art of Change is a unique book in that it focuses on a leader's central and most daunting task—achieving organizational change that successfully addresses external and internal threats and opportunities. Author Lee R. Beach uses six prime responsibilities as the framework for discussing change leadership: external and internal environmental assessment to identify required changes, organizational culture as a constraint on change, vision for motivating change; plans as a map for change, implementation to produce change, and follow-through for institutionalizing achieved changes and making ongoing change a part of the culture.

About the Author Lee Roy Beach is McClelland Professor of Management and Policy, and Professor of Psychology in the College of Business and Public Administration at the University of Arizona. Previously, he served as Vice Dean, Eller College of Business and Public Administration at the University of Arizona. Professor Beach received his PhD in experimental psychology from the University of Colorado and began his professional career as a human factors researcher for the U.S. Navy, followed by service at the Office of Naval Research. After leaving the Navy, he completed two years of postdoctoral work at the University of Michigan before taking a position in the Department of Psychology at the University of Washington, where he moved from assistant to full professor and served as Chair. He has been a Visiting Scholar at Cambridge and Leiden Universities and a Visiting Professor at the University of Chicago. He is the author of over 125 scholarly articles and three books on organizational behavior and human decision making: Beach, L.R. (1998). *Image Theory: Theoretical and Empirical Foundations*. Mahwah, NJ: Erlbaum. Beach, L.R. (1997). *The Psychology of Decision Making: People in Organizations*. Newbury Park, CA: Sage. [FOS series, Second edition in preparation]