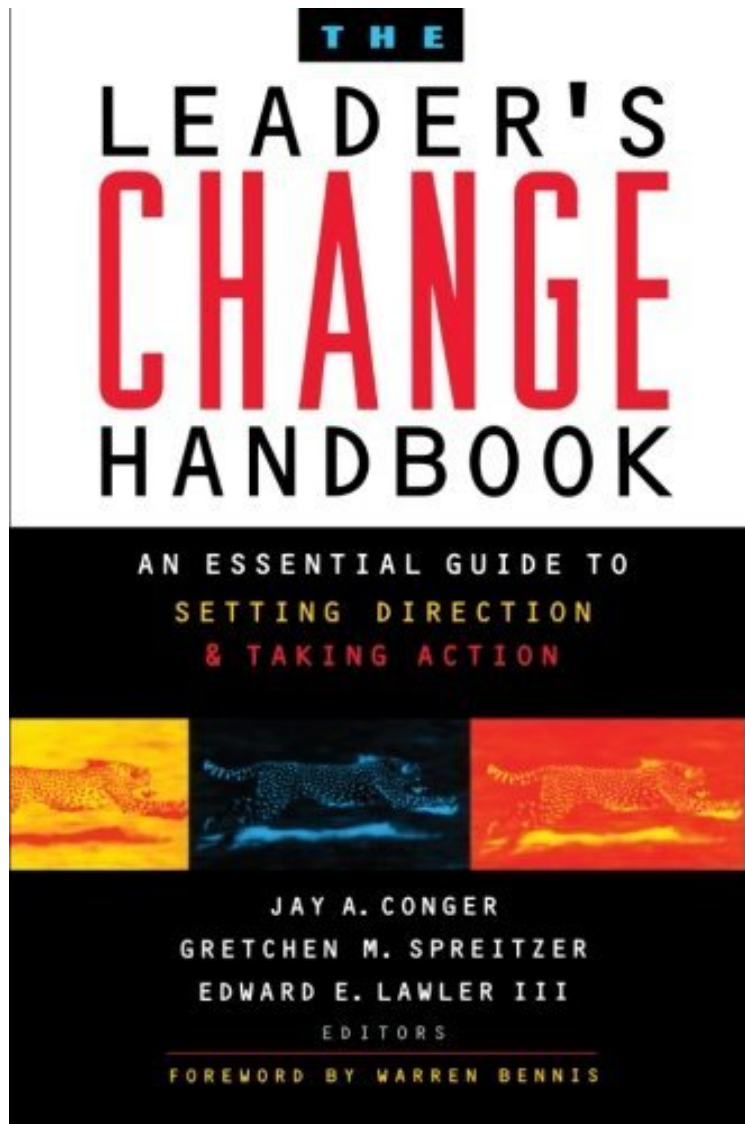


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# The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action

*From Jossey-Bass*

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**From Jossey-Bass : The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action:

0 of 0 people found the following review helpful. History books By Kedeal purchased this book as a required text in a graduate level class. The copyright is 1999, which means a lot has happened since then. Nearly everything in the world including change management has been severely impacted by the economic events of 2006 and beyond. As a history

book, this has some validity. As a current tome about change in the post crash era, it leaves a lot to be desired. 0 of 0 people found the following review helpful. Five Stars By V. Reinhardt Not ordered for me, no complaints 9 of 9 people found the following review helpful. Thirteen Assumptions of Advanced Change Theory By Turgay BUGDACIGIL This book is a remarkable guide from 20 remarkable thought leaders for leaders of the new century. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III divide this invaluable volume into four parts. As written by them, Part Three-Chapter Seven, by Robert E. Quinn and Nancy T. Snyder, introduces Advanced Change Theory (ACT), arguing that the leaders must change him- or herself first to ensure that his or her deed and actions are consistent with the vision of the future before expecting others to change. In this context, R.E. Quinn and N.T. Snyder identify thirteen assumptions/principles of ACT as following: 1. Assumptions of relationship: alignment with changing reality requires relationships of inclusion, openness, and emergent community. 2. Assumptions of purpose: to establish an emergent community, a change agent must put the pursuit of the common good ahead of self interest. 3. Assumptions of resistance: to maintain alignment with changing reality and with the common good, a change agent focuses on internal sources of resistance, continually seeking to reduce self-deception and personal hypocrisy. 4. Assumptions of influence: in influencing others, the change agent first models the courage and discipline of self modification, the resulting integrity then serves to influence others by attracting them into a relationship, or community, of mutual support and exploration. 5. Assumptions of empowerment: by transcending self-deception and personal hypocrisy, the change agent empowers and frees the self from the controlling sanctions within the existing social system. 6. Assumptions of enlightenment: in freeing self from external sanctions through personal modification, the change agent obtains increased understanding, enlightenment, or vision about direction and strategy. 7. Assumptions of volition: the change agent's increased understanding and personal empowerment result in increased reverence for the potential and the volition of the change target. 8. Assumptions of motivation: given the high respect for the volition of the change target, the change agent seeks to inspire growth by attracting the change target to engage in noble tasks of service for the higher good of the community. 9. Assumptions of causality: the change agent recognizes the change target's need for relationship and assumes that change happens as a nonlinear process of mutuality and cocreation that further requires continued integrity and increasing trust. 10. Assumptions of strategic vision: the change agent's efforts in self-modification and empowerment result in increased cognitive complexity and the ability to see larger governing rules or seemingly paradoxical relationships. 11. Assumptions of behavior: freed from the influence of the existing sanction system, and holding a more complex or paradoxical world view, the change agent engages in unconventional behaviors that distort routines, capture attention, and move the system toward the edge of chaos. 12. Assumptions of determination: the change agent assumes that altered internal states determine altered external states. 13. Assumptions of action: the change agent is a self-authorizing person with a bias for action and enactment under uncertainty. Throughout the presentation of ACT, each of these assumptions is illustrated by a quote from three transformational change agents: Jesus Christ, Mohandas K. Gandhi, and Martin Luther King Jr. Then, Quinn and Snyder explore the applicability of ACT in an account of a cultural change effort at Whirlpool under the leadership of its CEO David Whitwam. Highly recommended.

**A Stunning Achievement in Change Management** In October of 1997, the nation's top business theorists and practitioners met at a conference cosponsored by USC's Leadership Institute and the Center for Effective Organizations. The group was challenged to present their most advanced ideas regarding leadership and change management. This guide is the stunning result of their collective efforts. Charged with fascinating case studies, action strategies, and unbeatable advice, *The Leader's Change Handbook* features fresh works by Christopher Bartlett, Michael Beer, John Kotter, David Nadler, Ron Heifetz, Susan Mohrman, Bob Quinn and other distinguished contributors. What it offers is a uniquely coherent, cutting-edge approach to leading today's organizations -- an approach only this elite group, working together toward a common vision, could offer.

"This important book provides both state-of-the-art help to managers on the pragmatics of leading change, as well as a guide to researchers as to what we know and do not know on leading change. The book will be an important reference and guide for managers, students, and professors as they work and research these crucial issues." (Mike Tushman, Phillip Hettleman Professor of Management, Columbia University Graduate School of Business) "Full of useful ideas about how to lead organization transformations. This book can make it happen!" (Richard F. Teerlink, chairman, Harley-Davidson, Inc) "As a practitioner I look for books that make sense, that have a theory base that is innovative and has an applications orientation that helps me contribute to my organization. This compilation richly and clearly provides both." (Patrick Canavan, senior vice president and director, Global Leadership and Organizational Development, Motorola) "A must-read for agents of change! This book leads you through a realistic course for approaching and accomplishing significant organizational change. It provides outstanding examples of companies whose leaders have successfully established focused visions, environments of trust, and embraced their people as the most important resource. *The Leader's Change Handbook* will become a valued guide for leaders of the 21st century." (Ross H. Roberts, vice president, general manager, Ford Division, Ford Motor Company) From the Inside

FlapRecently, the nation's top business researchers and practitioners gathered on the University of Southern California campus. They came together at the invitation of USC's Leadership Institute and the Center for Effective Organizations, two of the country's premier think tanks on leadership and change. Their mission: to collaborate on a book that would present the most advanced ideas about the role of leaders as they attempt to radically transform their organizations. This elite group of thinkers, influential authors, and business gurus shared their experiences, asked the tough questions, and conspired to create the most up-to-date and authoritative work in the field. The result is The Leader's Change Handbook. Full of fascinating case studies, action strategies, and unbeatable advice, The Leader's Change Handbook contains the best new thinking from each of its distinguished contributors on the twin challenges leaders face as they try to create leaner, more responsive organizations while empowering their workforces. This compilation of essays is a unique synthesis of wisdom and insight presented by a coterie of business luminaries—David Nadler, Richard Pascale, Bob Quinn, Christopher Bartlett, Ron Heifetz, and Susan Mohrman among them—working toward a common vision. Taken individually, each chapter offers specific solutions for executives, managers, consultants, and human resource professionals struggling to implement change within their organizations. Taken together, they form a comprehensive handbook that outlines the key elements of effective change management, expands the traditional notions of leadership, and anticipates the future of organizational transformation.

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