

Leading Change By John P Kotter Metrication

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.

Explains how companies can recognize and promote leadership qualities, looks at examples of good and poor leadership, and includes suggestions on long range goals

"Wonderful . . . a moving autobiography, the story of a unique business, and a detailed blueprint for hope." —Jared Diamond, Pulitzer Prize-winning author of *Guns, Germs, and Steel* In this newly revised 10th anniversary edition, Yvon Chouinard—legendary climber, businessman, environmentalist, and founder of Patagonia, Inc.—shares the persistence and courage that have gone into being head of one of the most respected and environmentally responsible companies on earth. From his youth as the son of a French Canadian handyman to the thrilling, ambitious climbing expeditions that inspired his innovative designs for the sport's equipment, *Let My People Go Surfing* is the story of a man who brought doing good and having grand adventures into the heart of his business life—a book that will deeply affect entrepreneurs and outdoor enthusiasts alike.

What's the worst thing you can hear when you have a good idea at work? "That's not how we do it here!" In their iconic bestseller *Our Iceberg Is Melting*, John Kotter and Holger Rathgeber used a simple fable about penguins to explain the process of leading people through major changes. Now, ten years later, they're back with another must-read story that will help any team or organization cope with their biggest challenges and turn them into exciting opportunities. Once upon a time a clan of meerkats lived in the Kalahari, a region in southern Africa. After years of steady growth, a drought has sharply reduced the clan's resources, and deadly vulture attacks have increased. As things keep getting worse, the harmony of the clan is shattered. The executive team quarrels about possible solutions, and suggestions from frontline workers face a soul-crushing response: "That's not how we do it here!" So Nadia, a bright and adventurous meerkat, hits the road in search of new ideas to help her troubled clan. She discovers a much smaller group that operates very differently, with much more teamwork and agility. These meerkats have developed innovative solutions to find food and evade the vultures. But not everything in this small clan is as perfect as it seems at first. Can Nadia figure out how to combine the best of both worlds—a large, disciplined, well-managed clan and a small, informal, inspiring clan—before it's too late? This book distills Kotter's decades of experience and award-winning research to reveal why organizations rise and fall, and how they can rise again in the face of adversity.

The Heart of Change

Power in Management

How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times

Connecting the Dots

The Future Leader

Choosing Strategies for Change

High-Output Management

What do you do when your life feels as busy as a three-ring circus? *Juggling Elephants* tells a simple but profound story about one man with a universal problem. Mark has too much to do, too many priorities, too much stress, and too little time. As he struggles to balance his many responsibilities without cracking under the pressure, Mark takes a break to attend the circus with his family. There he has a surprising conversation with a wise ringmaster. He leaves with a simple but powerful lesson: Trying to get everything done is like

juggling elephants -- impossible. So Mark begins to think about his work, family, and personal life the way a ringmaster thinks about the many acts in a three-ring circus. He discovers that managing his various acts can be fun and easy once he changes his attitude and follows his new friend's ongoing guidance. Mark soon realizes:

- If you keep trying to juggle elephants, no one, including you, will be thrilled with your performance.
- A ringmaster cannot be in all three rings at once.
- The key to the success of a circus is having quality acts in all three rings.
- Intermission is an essential part of any good circus.

Juggling Elephants is a wonderfully lighthearted guide for everyone who feels like they're about to be squashed. It will help you better focus your time and energy, so you'll be able to enjoy more of the things that are important to you. Above all, it will teach you how to run your circus, instead of letting the circus run you. A revised and updated edition of the bestselling "no-nonsense guide to beating the competition."-Publisher's Weekly *Becoming a Category of One* reveals how extraordinary companies do what they do so well and gives you the tools and ideas to help your business emulate their success. Packed with real case studies and personal reflections from successful business leaders, it helps you apply the best practices of the best companies to set yourself apart from your competitors and turn your business into a market leader. Whether you run a multinational corporation or a two-person start-up company, the lessons you'll find here apply to any business. This Second Edition includes a new chapter on "tie breakers," updated examples of today's category of one companies, and special contributions from business experts, bestselling authors, and CEOs on the future category of one business. Revised and updated to remain relevant to today's market conditions and new innovations A new edition of the bestselling title from the author of *Indispensable* and *Work Like You're Showing Off* Today's struggling economy puts even greater importance on the theory and practice of business differentiation This edition includes 20 percent new material; if you liked the original edition, you'll love this new Second Edition Reliable, proven advice that works for businesses of any size in any industry Now more than ever, you have to differentiate your business from the competition to succeed. *Becoming a Category of One* gives you the blueprint for building your own extraordinary business. The revised and updated tenth anniversary edition of the classic, beloved business fable that has changed millions of lives in organizations around the world. Our *Iceberg Is Melting* is a simple story about doing well under the stress and uncertainty of rapid change. Based on the award-winning work of Harvard Business School 's John Kotter, it can help you and your colleagues thrive during tough times. On an iceberg near the coast of Antarctica, group of beautiful emperor penguins live as they have for many years. Then one curious

bird discovers a potentially devastating problem threatening their home—and almost no one listens to him. The characters in the story—Fred, Alice, Louis, Buddy, the Professor, and NoNo—are like people you probably recognize in your own organization, including yourself. Their tale is one of resistance to change and heroic action, seemingly intractable obstacles and clever tactics for dealing with those obstacles. The penguins offer an inspiring model as we all struggle to adapt to new circumstances. Our Iceberg Is Melting is based on John Kotter's pioneering research into the eight steps that can produce needed change in any sort of group. After finishing the story, you'll have a powerful framework for influencing your own team, no matter how big or small. This tenth anniversary edition preserves the text of the timeless story, together with new illustrations, a revised afterword, and a Q&A with the authors about the responses they've gotten over the past decade. Prepare to be both enlightened and delighted, whether you're already a fan of this classic fable or are discovering it for the first time.

In today's complex work world, things no longer get done simply because someone issues an order and someone else follows it. Most of us work in socially intricate organizations where we need the help not only of subordinates but of colleagues, superiors, and outsiders to accomplish our goals. This often leaves us in a "power gap" because we must depend on people over whom we have little or no explicit control. This is a book about how to bridge that gap: how to exercise the power and influence you need to get things done through others when your responsibilities exceed your formal authority. Full of original ideas and expert insights about how organizations—and the people in them—function, *Power and Influence* goes further, demonstrating that lower-level personnel also need strong leadership skills and interpersonal know-how to perform well. Kotter shows how you can develop sufficient resources of "unofficial" power and influence to achieve goals, steer clear of conflicts, foster creative team behavior, and gain the cooperation and support you need from subordinates, coworkers, superiors—even people outside your department or organization. He also shows how you can avoid the twin traps of naivete and cynicism when dealing with power relationships, and how to use your power without abusing it. *Power and Influence* is essential for top managers who need to overcome the infighting, foot-dragging, and politicking that can destroy both morale and profits; for middle managers who don't want their careers sidetracked by unproductive power struggles; for professionals hindered by bureaucratic obstacles and deadline delays; and for staff workers who have to "manage the boss." This is not a book for those who want to "grab" power for their own ends. But if you'd like to create smooth, responsive working relationships and increase your personal effectiveness on the job, Kotter can

show you how—and make the dynamics of power work for you instead of against you.

Essential Guidance to the Change Management Body of Knowledge

Power and Influence

The 9/11 Commission Report

Gaining the Skills for Honest and Meaningful Communication

Tools And Tactics for Leading Change in Your Organization

The Leadership Factor

Organization Change

Hold anyone accountable. Master performance discussions. Get RESULTS. Broken promises, missed deadlines, poor behavior--they don't just make others' lives miserable; they can sap up to 50 percent of organizational performance and account for the vast majority of divorces. Crucial Accountability offers the tools for improving relationships in the workplace and in life and for resolving all these problems--permanently. PRAISE FOR CRUCIAL ACCOUNTABILITY: "Revolutionary ideas ... opportunities for breakthrough ..." -- Stephen R. Covey, author of The 7 Habits of Highly Effective People "Unleash the true potential of a relationship or organization and move it to the next level." -- Ken Blanchard, coauthor of The One Minute Manager "The most recommended and most effective resource in my library." -- Stacey Allerton Firth, Vice President, Human Resources, Ford of Canada "Brilliant strategies for those difficult discussions at home and in the workplace." -- Soledad O ' Brien, CNN news anchor and producer "This book is the real deal.... Read it, underline it, learn from it. It's a gem." -- Mike Murray, VP Human Resources and Administration (retired), Microsoft Full of practical tips and how-tos, this book will help you make your relationships better, deepen your intimacy with people you care for, and cultivate more love, understanding, and respect between you and others. Successful people confront well. They know that setting healthy boundaries improves relationships and can solve important problems. They have discovered that uncomfortable situations can be avoided or resolved through direct conversation. But most of us don't know how to have difficult conversations, and we see confrontation as scary or adversarial. Authors Henry Cloud and John Townsend take the principles from their award-winning and bestselling book, Boundaries, and apply them to a variety of the most common difficult situations and relationships in order to: Show how healthy confrontation can improve relationships Present the essentials of a good boundary-setting conversation Provide tips on preparing for the conversation Show how to tell people what you want, stop bad behavior, and deal with counterattack Give actual examples of conversations to have with your spouse, your date, your kids, your coworker, your parents, and more! This book is a practical handbook on positive confrontation that will help you finally have that difficult conversation you've

been avoiding. Includes a discussion guide.

To have any hope of succeeding as a manager, you need to get your people all in. Whether you manage the smallest of teams or a multi-continent organization, you are the owner of a work culture—congratulations—and few things will have a bigger impact on your performance than getting your people to buy into your ideas and your cause and to believe what they do matters. Bestselling authors of *The Carrot Principle* and *The Orange Revolution*, Adrian Gostick and Chester Elton return to answer the most overlooked leadership questions of our day: Why are some managers able to get their employees to commit wholeheartedly to their culture and give that extra push that leads to outstanding results? And how can managers at any level build and sustain a profitable, vibrant work-group culture of their own? These leading workplace experts teamed up with research giant Towers Watson to analyze an unprecedented 300,000-person study, and they made a groundbreaking finding: managers of the highest-performing work groups create a “culture of belief.” In these distinctive workplaces, people believe in their leaders and in the company’s vision, values, and goals. Employees are not only engaged but also enabled and energized (termed the three Es), which leads to astonishing results—average annual revenues three times higher than for organizations lacking such a positive culture. And this was true during a period that included this most recent recession. Based on their extensive consulting experience and in-depth interviews with leaders and employees at exceptional companies such as American Express, Cigna, Avis Budget, Pepsi Bottling, and Hard Rock, the authors present a simple seven-step road map for creating a culture of belief: define a burning platform; create a customer focus; develop agility; share everything; partner with your talent; root for each other; and establish clear accountability. Delving into specific how-tos for each step, they share eye-opening stories of exceptional leaders in action, vividly depicting just how these powerful methods can be implemented by any manager. *All In* draws on cutting-edge psychology and all of the creative genius that have made Gostick and Elton a must-read for leaders worldwide. This vital resource will empower managers everywhere to inspire a new level of commitment and performance.

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

Real-Life Stories of How People Change Their Organizations

That's Not How We Do It Here!

Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior, Second Edition (Paperback)

Force For Change

Juggling Elephants

9 Skills and Mindsets to Succeed in the Next Decade

Business.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

You've got a good idea. You know it could make a crucial difference for you, your organization, your community. You present it to the group, but get confounding questions, inane comments, and verbal bullets in return. Before you know what's happened, your idea is dead, shot down. You're furious. Everyone has lost: Those who would have benefited from your proposal. You. Your company. Perhaps even the country. It doesn't have to be this way, maintain John Kotter and Lorne Whitehead. In *Buy-In*, they reveal how to win the support your idea needs to deliver valuable results. The key? Understand the generic attack strategies that naysayers and obfuscators deploy time and time again. Then engage these adversaries with tactics tailored to each strategy. By "inviting in the lions" to critique your idea--and being prepared for them--you'll capture busy people's attention, help them grasp your proposal's value, and secure their commitment to implementing the solution. The book presents a fresh and amusing fictional narrative showing attack strategies in action. It then provides several specific counterstrategies for each basic category the authors have defined--including:

- Death-by-delay: Your enemies push discussion of your idea so far into the future it's forgotten.
- Confusion: They present so much data that confidence in your proposal dies.
- Fearmongering: Critics catalyze irrational anxieties about your idea.
- Character assassination: They slam your reputation and credibility.

Smart, practical, and filled with useful advice, *Buy-In* equips you to anticipate and combat attacks--so your good idea makes it through to make a positive change.

Are you a future-ready leader? Based on exclusive interviews with over 140 of the world's top CEOs and a survey of nearly 14,000 people. Do you have the right mindsets and skills to be able to lead effectively in the next ten years and beyond? Most individuals and organizations don't even know what leadership will look like in the future. Until now. There has been a lot written about leadership for the present day, but the world is changing quickly. What worked in the past won't work in the future. We need to know how to prepare leaders who can successfully navigate and guide us through the next decade and beyond. How is leadership changing, and why? How ready are leaders today for these changes? What should leaders do now? To answer these questions, Jacob interviewed over 140 CEOs from companies like Unilever, Mastercard, Best Buy, Oracle, Verizon, Kaiser, KPMG, Intercontinental Hotels Group, Yum! Brands, Saint-Gobain, Dominos, Philip Morris International, and over a hundred others. Jacob also partnered with LinkedIn to survey

almost 14,000 of their members around the globe to see how CEO insights align with employee perspectives The majority of the world's top business leaders that Jacob interviewed believe that while some core aspects of leadership will remain the same, such as creating a vision and executing on strategy, leaders of the future will need a new arsenal of skills and mindsets to succeed. What emerged from all of this research is the most accurate groundbreaking book on the future of leadership, which shares exclusive insights from the world's top CEOs and never before seen research. After reading it, you will: Learn the greatest trends impacting the future of leadership and their implications Understand the top skills and mindsets that leaders of the future will need to possess and how to learn them Change your perception of who a leader is and what leadership means Tackle the greatest challenges that leaders of the future will face See the gap that exists between what CEOs identified versus what employees are actually experiencing Become a future-ready leader This is the book that you, your team, and your organization must read in order to lead in the future of work.

Building Ontologies with Basic Formal Ontology

Organization

Buy-In

Your Formula for Leadership Success

A Story about How Organizations Rise and Fall--and Can Rise Again

How to Change Things When Change Is Hard

Saving Your Good Idea from Getting Shot Down

The critics who despair of the coming of imaginative, charismatic leaders to replace the so-called manipulative caretakers of American corporations don't tell us much about what leadership actually is, or, for that matter, what management is. Now, John P. Kotter, who focused on why we have a leadership crisis in *The Leadership Factor* shows here, with compelling evidence, what leadership really means today, why it is rarely associated with larger-than-life charismatics, precisely different from management, and yet why both good leadership and management are essential for business success, for complex organizations operating in changing environments. Leadership, Kotter clearly demonstrates, is for the most part not a god-like figure transforming subordinates into superhumans, but is in fact a process that creates change -- a process which often involves hundreds or even thousands of "little acts of leadership" orchestrated by people who have the insight to realize this. Building on his landmark study of 15 successful general managers, Kotter presents detailed accounts of how senior and middle managers in major corporations, in close concert with colleagues and subordinates, were able to create a leadership process that put into action hundreds of commonsense ideas and procedures that, in combination with competent management, produced extraordinary results. This leadership turned NCR from a loser to a big winner in

automated teller machines, despite intense competition from IBM. The same process at American Express and SAS helped these businesses grow dramatically despite the fact that they were "mature" and "commodity-like." Kotter also shows how his leadership turned around operations at P&G and Kodak; produced huge business successes at PepsiCo, ARCO, and ConAgra; and made the impossible occasionally happen at Digital. Thousands of companies today are overmanaged and underled, John Kotter concludes, not because managers lack charisma, but because far too few executives have a clear understanding of what leadership is and what it can accomplish. Without such a vision, even the most capable people have great difficulty trying to lead effectively and to create the cultures which will help others to lead.

An introduction to the field of applied ontology with examples derived particularly from biomedicine, covering theoretical components, design practices, and practical applications. In the era of "big data," science is increasingly information-intensive and the potential for computers to store, manage, and integrate massive amounts of data has given rise to such new interdisciplinary fields as biomedical informatics. Applied ontology offers a strategy for the organization of scientific information in computer-tractable form, drawing on concepts not only from computer and information science but also from linguistics, logic, and philosophy. This book provides an introduction to the field of applied ontology that is of particular relevance to biomedicine, covering theoretical components of ontologies, best practices for ontology design, and examples of biological ontologies in use. After defining an ontology as a representation of the types of entities in a given domain, the book distinguishes between different kinds of ontologies and taxonomies, and shows how applied ontology draws on more traditional ideas from metaphysics. It presents the core features of the Basic Formal Ontology (BFO), now used by over a hundred ontology projects around the world, and offers examples of domain ontologies that utilize BFO. The book also describes Web Ontology Language (OWL), a common framework for Semantic Web technologies. Throughout, the book provides concrete recommendations for the design and construction of domain ontologies.

Describes how organizations can learn to move swiftly to accommodate change while still providing the necessary stability that nurture employees and long-term success.

Provides the final report of the 9/11 Commission detailing their findings on the September 11 terrorist attacks.

A Model for Change in Business, Government, and Our Community

Accelerate

Final Report of the National Commission on Terrorist Attacks Upon the United States

Lessons for Leadership in a Startup World

How Leadership Differs from Management

The Heart of Change Field Guide

HBR's 10 Must Reads Boxed Set (6 Books) (HBR's 10 Must Reads)

This collection offers the full digital editions of two seminal books by global leadership expert John P. Kotter: his international bestseller, *Leading Change*, and *Accelerate*, his award-winning framework for enabling companies to compete and win in a world of constant turbulence and disruption. *Leading Change*—now considered the change bible for leaders and managers worldwide—reveals why change is so difficult and lays out an actionable, eight-step process for implementing successful transformations. Cited by business leaders and influential organizations worldwide as the book to read when starting any type of change initiative, *Accelerate* (XLR8) vividly illustrates the five core principles underlying a new dual operating system, the eight accelerators that drive it, and how leaders must create a sense of urgency through role modeling. Perhaps most crucial, the book reveals how the best companies focus and align their people's energy around what Kotter calls the big opportunity. If you're a pioneer, a leader who knows that bold change is necessary to survive and thrive in an ever-changing world, these two books will set you on a path to accelerate into a better, more profitable future. Regarded by many as the authority on leadership and change, John P. Kotter is a New York Times bestselling author, award-winning business and management thought leader, business entrepreneur, inspirational speaker, and Harvard Business School professor. His ideas, books, speeches, and the company he founded in 2008, Kotter International, have helped mobilize people around the world to better lead organizations, and their own lives, in an era of increasingly rapid change. Kotter has authored nineteen books to date—twelve of them bestsellers. His books have reached millions and have been printed in over 150 foreign language editions.

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.

In his international bestseller "Leading Change," Kotter provided an action plan for implementing successful transformations. Now, he shines the spotlight on the crucial first step in his framework: creating a sense of urgency by getting people to actually see and feel the need for change.

Change is a constant in today's organizations. Leaders, managers, and employees at all levels must understand both how to implement planned change and effectively handle unexpected change. The Fifth Edition of the Organization Change: Theory and Practice provides an eye-opening exploration into the nature of change by presenting the latest evidence-based research to discuss a range of theories, models, and perspectives on organization change. Bestselling author, W. Warner Burke, skillfully connects theory to practice with modern cases of effective and ineffective organization change, recent examples of transformational leadership and planned and revolutionary change, and best practices to successfully influence change. This fully-updated new edition also includes a new chapter on healthcare and government organizations, offering practical applications for non-profit organizations.

Let My People Go Surfing

ADKAR

Theory and Practice

Switch

Leading Change

Change Leadership: The Kotter Collection (5 Books)

A Sense of Urgency

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change. After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization. The ADKAR perspective can help you develop a new lens through which to observe and influence change. You may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

The far right is back with a vengeance. After several decades at the political margins, far-right politics has again taken center stage. Three of the world's largest democracies - Brazil, India, and the United States - now have a radical right leader, while far-right parties continue to increase their profile and support within Europe. In this timely book, leading global expert on political extremism Cas Mudde provides a concise overview of the fourth wave of postwar far-right politics, exploring its history, ideology, organization, causes, and consequences, as well as the responses available to civil society, party, and state actors to challenge its ideas and influence. What defines this current far-right renaissance, Mudde argues, is its mainstreaming and normalization within the contemporary political landscape. Challenging orthodox thinking on the relationship between conventional and far-right politics, Mudde offers a complex and insightful picture of one of the key political challenges of our time. Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The

primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems - the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort - but if it is overcome, change can come quickly. In *Switch*, the Heaths show how everyday people - employees and managers, parents and nurses - have united both minds and, as a result, achieved dramatic results:

- The lowly medical interns who managed to defeat an entrenched, decades-old medical practice that was endangering patients
- The home-organizing guru who developed a simple technique for overcoming the dread of housekeeping
- The manager who transformed a lackadaisical customer-support team into service zealots by removing a standard tool of customer service

In a compelling, story-driven narrative, the Heaths bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. *Switch* shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, whether your interest is in changing the world or changing your waistline. He was one of the most inspirational role models of all time. Thrown into poverty at age four, Konosuke Matsushita (Mat-SOSH-ta) struggled with the early deaths of family members, an apprenticeship which demanded sixteen-hour days at age nine, all the problems associated with starting a business with neither money nor connections, the death of his only son, the Great Depression, the horror of World War II in Japan, and more. Yet John P. Kotter shows in this fascinating and instructive book how, instead of being ground down by these hardships, Matsushita grew to be a fabulously successful entrepreneur and business leader, the founder of Japan's General Electric: the \$65 billion a year Matsushita Electric Corporation. His accomplishments as a leader, author, educator, philanthropist, and management innovator are astonishing, and outshine even Soichiro Honda, J.C. Penney, Sam Walton, and Henry Ford. In this immensely readable book, Kotter relates how Matsushita created a large business, invented management practices that are increasingly being used today, helped lead his country's economic miracle after World War II wrote dozens of books in his latter years, founded a graduate school of leadership, created Japan's version of a Nobel Prize, and gave away hundreds of millions to good causes. The Matsushita story expands our notion of the possible, even for a sickly youngster who did not have the benefit of a privileged background, education, good looks, or a charismatic presence. It tells us much about leadership, entrepreneurship, a drive for lifelong learning, and their roots. It demonstrates the power of a longterm outlook, idealistic goals, and humility in the face of great success. *Matsushita Leadership* is both a biography and a set of lessons for careers and corporations in the 21st century. An inspirational story and a business primer, the

implications are powerful, for organizations and for living a meaningful life.

Our Iceberg Is Melting

Building Strategic Agility for a Faster-Moving World

Text, Cases, and Readings on the Management of Organizational Design and Change

The Education of a Reluctant Businessman--Including 10 More Years of Business Unusual

Leading Change, With a New Preface by the Author

Matsushita Leadership

Changing and Succeeding Under Any Conditions

Silicon Valley visionary John Chambers shares the lessons that transformed a dyslexic kid from West Virginia into one of the world's best business leaders and turned a simple router company into a global tech titan. When Chambers joined Cisco in 1991, it was a company with 400 employees, a single product, and about \$70 million in revenue. When he stepped down as CEO in 2015, he left a \$47 billion tech giant that was the backbone of the internet and a leader in areas from cybersecurity to data center convergence. Along the way, he had acquired 180 companies and turned more than 10,000 employees into millionaires. Widely recognized as an innovator, an industry leader, and one of the world's best CEOs, Chambers has outlasted and outmaneuvered practically every rival that ever tried to take Cisco on--Nortel, Lucent, Alcatel, IBM, Dell, and Hewlett-Packard, to name a few. Now Chambers is sharing his unique strategies for winning in a digital world. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. He also adapted those lessons to transform government, helping global leaders like French President Emmanuel Macron and Indian Prime Minister Narendra Modi to create new models for growth. As CEO of JC2 Ventures, he's now investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies. *Connecting the Dots* is destined to become a business classic, providing hard-won insights and critical tools to thrive during the accelerating disruption of the digital age.

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.

Describes the hallmarks of effective leadership, and covers power, influence, vision, and strategies for change

Provides leaders with a simple strategy to improve the performance of their teams through the calculating of “priorities,” “who” and “relationships” and by increasing that total, realize more value, impact, earnings and overall success.

How Extraordinary Companies Transcend Commodity and Defy Comparison

How the Best Managers Create a Culture of Belief and Drive Big Results

Power Score

Becoming a Category of One

Change

The Far Right Today

How to Have That Difficult Conversation

Moving beyond the process of change Why is change so hard? Because in order to make any transformation successful, you must change more than just the structure and operations of an organization—you need to change people ’ s behavior. And that is never easy. The Heart of Change is your guide to helping people think and feel differently in order to meet your shared goals. According to bestselling author and renowned leadership expert John Kotter and coauthor Dan Cohen, this focus on connecting with people ’ s emotions is what will spark the behavior change and actions that lead to success. Now freshly designed, The Heart of Change is the engaging and essential complement to Kotter ’ s worldwide bestseller Leading Change. Building off of Kotter ’ s revolutionary eight-step process, this book vividly illustrates how large-scale change can work. With real-life stories of people in organizations, the authors show how teams and individuals get motivated and activated to overcome obstacles to change—and produce spectacular results. Kotter and Cohen argue that change initiatives often fail because leaders rely too exclusively on data and analysis to get buy-in from their teams instead of creatively showing or doing something that appeals to their emotions and inspires them to spring into action. They call this the see-feel-change dynamic, and it is crucial for the success of any true organizational transformation. Refreshingly clear and eminently practical, The Heart of Change is required reading for anyone facing the challenges inherent in leading change.

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.

The change management profession is no longer in its infancy. Readily identifiable in organizations and in business literature it is no longer reliant on parent disciplines such as organizational development or project management. Change management is itself in a state of change and growth - the number of jobs is increasing and organizations are actively seeking to build their change management capability. The *Effective Change Manager's Handbook*, the official guide to the CMI Body of Knowledge, is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization. A single-volume learning resource covering the range of underpinning knowledge required, it includes chapters from esteemed and established thought leaders on topics ranging from benefits management, stakeholder strategy, facilitation, change readiness, project management and education and learning support. Covering the whole process from planning to implementation, it offers practical tools, techniques and models to effectively support any change initiative.

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.

Kotter on Accelerating Change (2 Books)

All In

The Effective Change Manager's Handbook

An Easier Way to Get Your Most Important Things Done--Now!

HBR's 10 Must Reads on Change Management, Vol. 2 (with bonus article "Accelerate!" by John P. Kotter)

John P. Kotter on what Leaders Really Do