
Leading Change Why Transformation Efforts Fail

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FINAL THOUGHT

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Leading Change *Harvard Business Press*

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.

HBR's 10 Must Reads on Change *Harvard Business Press*

Business.

Leading Change

Why Transformation Efforts Fail

Leading Transformation

How to Take Charge of Your Company's Future *Harvard Business Press*

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.

Force For Change

How Leadership Differs from Management *Simon and Schuster*

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 either. 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 how it is different from management, and yet why both good leadership and management are essential for business success, especially 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 profound 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 businesses grow dramatically despite the fact that they were "mature" and "commodity-like." Kotter also shows how 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.

A Sense of Urgency *Harvard Business Press*

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.

HBR's 10 Must Reads for CEOs *HBR's 10 Must Reads*

As CEO, you set the tone for your organization. You establish priorities, anticipate and address challenges, champion and lead change efforts, set people up for success, and manage risk. You look at issues and trends to see how they'll affect your company internally, but also externally--in the larger context of your industry, your country, and your company's place in the global marketplace. You maintain a long-term view while simultaneously paying attention to short-term concerns. And though you may have a great senior executive team and a top-flight board, ultimately the responsibility rests on your shoulders.--

The Heart of Change

Real-Life Stories of How People Change Their

Organizations *Harvard Business Press*

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.

Change

How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times *John Wiley & Sons*

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 General Managers *New York : Free Press ; London : Collier Macmillan*

In this unprecedented study of America's leading executives, John Kotter shatters the popular management notion of the effective "generalist" manager who can step into any business or division and run it. Based on his first-hand observations of fifteen top GMs from nine major companies, Kotter persuasively shows that the best manager is actually a specialist who has spent most of his or

her career in one industry, learning its intricacies and establishing cooperative working relationships. Acquiring the painstaking knowledge and large, informal networks vital to being a successful manager takes years; outsiders, no matter how talented or well-trained seldom can do as well, this in-depth profile reveals. Much more than a fascinating collective portrait of the day-to-day activities of today's top executives, "The General Managers" provides stimulating new insights into the nature of modern management and the tactics of its most accomplished practitioners.

A Passion for Leadership

Lessons on Change and Reform from Fifty Years of Public Service *Vintage*

"Across the realms of civic and private enterprise alike, bureaucracies vitally impact our security, freedoms, and everyday life. With so much at stake, competence, efficiency, and fiscal prudence are essential, yet Americans know these institutions fall short. Many despair that they are too big and too hard to reform. Robert Gates disagrees. Having led change successfully at three monumental organizations -- the CIA, Texas A & M University, and the Department of Defense -- he offers an insider's look at how major bureaus, organizations, and companies can be transformed. Gates includes advice on tailoring reform to the operative culture (we see how Gates worked within the system to increase diversity at Texas A & M); effecting change within committees; engaging the power of compromise ("In the real world of bureaucratic institutions, you almost never get all you want when you want it"); and listening and responding to your team" (ed.).

How to Be an Inclusive Leader

Your Role in Creating Cultures of Belonging Where Everyone Can Thrive *Berrett-Koehler Publishers*

We know why diversity is important, but how do we drive real change at work? Diversity and inclusion expert Jennifer Brown provides a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive. Human potential is unleashed when we feel like we belong. That's why inclusive workplaces experience higher engagement, performance, and profits. But the reality is that many people still feel unable to bring their true selves to work. In a world where the talent pool is becoming increasingly diverse, it's more important than ever for leaders to truly understand how to support inclusion. Drawing on years of work with many leading organizations, Jennifer Brown shows what leaders at any level can do to spark real change. She guides readers through the Inclusive Leader Continuum, a set of four developmental stages: unaware, aware, active, and advocate. Brown describes the hallmarks of each stage, the behaviors and mind-sets that inform it, and what readers can do to keep progressing. Whether you're a powerful CEO or a new employee without direct reports, there are actions you can take that can drastically change the day-to-day reality for your colleagues and the trajectory of your organization. Anyone can—and should—be an inclusive leader. Brown lays out simple steps to help you understand your role, boost your self-awareness, take action, and become a better version of yourself in the process. This book will meet you where you are and provide a road map to create a workplace of greater mutual understanding where everyone's talents can shine.

Rapid Transformation

A 90-Day Plan for Fast and Effective Change *Harvard Business Press*

Profound organizational transformation takes years and, in most cases is unsuccessful, right? Not according to change expert Behnam Tabrizi. In *Rapid Transformation: A 90-Day Plan for Fast and Effective Change*, Tabrizi shows you how to accomplish successful transformational change in your firm in just 90 days. Based on ten years of research into more than 500 leading companies including 3M, IBM, GE, Nissan, Apple, Bay Networks, Verisign, HP and Best Buy--this book demystifies fast, effective change and lays out a clear roadmap for achieving it. Tabrizi's 90-day transformational model comprises three main phases, each lasting 30 days. The model enables you to analyze your company's specific challenge, develop a new course of action, and carry out the plan. Moreover, you apply the model in parallel with the normal workings of your organization--so you don't have to put your company on hold for the sake of the change effort. With its detailed recipe and insightful stories from actual corporate reinventions, this book defies long-held assumptions about change and provides a practical and immediately actionable guide.

The Science of Successful Organizational Change

How Leaders Set Strategy, Change Behavior, and Create an Agile Culture *FT Press*

Every leader understands the burning need for change--and every leader knows how risky it is, and how often it fails. To make organizational change work, you need to base it on science, not intuition. Despite hundreds of books on change, failure rates remain sky high. Are there deep flaws in the guidance change leaders are given? While eschewing the pat answers, linear models, and change recipes offered elsewhere, Paul Gibbons offers the first blueprint for change that fully reflects the newest advances in mindfulness, behavioral economics, the psychology of risk-taking, neuroscience, mindfulness, and complexity theory. Change management, ostensibly the craft of making change happen, is rife with myth, pseudoscience, and flawed ideas from pop psychology. In Gibbons' view, change management should be "euthanized" and replaced with change agile businesses, with change leaders at every level. To achieve that, business education and leadership training in organizations needs to become more accountable for real results, not just participant satisfaction (the "edutainment" culture). Twenty-first century change leaders need to focus less on project results, more on creating agile cultures and businesses full of staff who have "get to" rather than "have to" attitudes. To do that, change leaders will have to leave behind the old paradigm of "carrots and sticks," both of which destroy engagement. "New analytics" offer more data-driven approaches to decision making, but present a host of people challenges--where petabyte information flows meet traditional decision-making structures. These approaches will have to be complemented with "leading with science"--that is, using evidence-based management to inform strategy and policy decisions. In *The Science of Successful Organizational Change*, you'll learn: How the VUCA (Volatile, Uncertain, Complex, and Ambiguous) world affects the scale and pace of change in today's businesses How understanding of flaws in human decision-making can help leaders guide their teams toward wiser strategic decisions when the stakes are largest—including "when to trust your guy and when to trust a model" and "when all of us are smarter than one of us" How new advances in neuroscience have altered best practices in influencing colleagues; negotiating with partners; engaging followers' hearts, minds, and behaviors; and managing resistance

How leading organizations are making use of the science of mindfulness to create agile learners and agile cultures How new ideas from analytics, forecasting, and risk are humbling those who thought they knew the future—and how the human side of analytics and the psychology of risk are paradoxically more important in this technologically enabled world What complexity theory means for decision-making in the context of your own business How to create resilient and agile business cultures and anti-fragile, dynamic business structures To link science with your "on-the-ground" reality, Gibbons tells "warts and all" stories from his twenty-plus years consulting to top teams and at the largest businesses in the world. You'll find case studies from well-known companies like IBM and Shell and CEO interviews from Nokia and Barclays Bank.

Change Leadership: The Kotter Collection (5 Books) *Harvard Business Review Press*

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.

HBR's 10 Must Reads on Change Management (including featured article "Leading Change," by John P. Kotter) *Harvard Business Press*

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."

Choosing Strategies for Change

John P. Kotter on what Leaders Really Do *Harvard Business Press*

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

Change Intelligence

Use the Power of CQ to Lead Change That Sticks *Greenleaf Book Group*

For leaders at all levels, a new system for building "change intelligence"—and for creating results that matter at all levels of your organization

The Art of Change Leadership

Driving Transformation In a Fast-Paced World *John Wiley & Sons*

Be an transformational leader during times of rapid organizational change The Art of Change Leadership represents a major milestone in the study of change leadership. An approachable yet thorough guide for leaders and team members that illustrates how to increase speed and agility during times of intense technological innovation and fast change, this resource focuses on the ways in which you, as an individual, can harness your unique abilities to lead cultural change and personal leadership in a positive and proactive way. Through eleven comprehensive chapters, explore the need for increased human brain speed, how to improve your focus, the body/mind connection, agility within a team setting, improving productivity, communication with your team, and more. Technology, globalization, evolving business models—these are just some of the variables impacting the competitive landscapes across virtually all industries. To keep up with the changes that these and other factors are creating, it is critical that you are able to understand what change leadership is, why it is important, and how you can leverage it in your workplace to positively impact your company. Explore research on change leadership vs. change management to improve business Leverage technology to improve productivity and adaptability to rapid change Evolutionary approaches to change leadership that include energy management and innovative mindset approaches Discover questionnaires, assessments and quizzes to assess your change leadership abilities The Art of Change Leadership is a (r)evolutionary text that prepares you to increase your team's speed and agility, and to thrive in today's continually evolving business environment.

Disruption, Change and Transformation in Organisations

A Human Relations Perspective *Routledge*

This book explores the psychological and social dynamics of continuous, disruptive and discontinuous change. It examines the emotional strain and challenges of disruption, studies the nature of organisational transformation and examines what can be done to develop an organisation's capacity to adapt and thrive in turbulent environments. An organisation's long-term survival increasingly rests on its adaptive capacity, ability to continuously change and transform itself. Yet, people experience ongoing and fundamental change to be disorientating and unsettling as it challenges accepted assumptions and identities. This book assists leaders and change practitioners understand these dynamics, help people to make sense of change and to create the conditions that enable people to self-organise and creatively adapt. With case studies and personal accounts from individuals and companies, this is an ideal resource for practitioners and managers dealing with organisational change, as well as students, academics and researchers.

The Change Leader's Roadmap

How to Navigate Your Organization's Transformation *John Wiley & Sons*

This is the most complete change methodology we have found anywhere." -- Pete Fox, General Manager, Corporate Accounts, Microsoft US In these turbulent times, competent change leadership is a most coveted leadership skill, and savvy change consultants are becoming trusted participants at the board table. For both leaders and consultants, knowing how to navigate the complexities of organization transformation is fast becoming the key to a successful career. This second edition of the author's landmark book is the king of all "how-to" books on change. It provides a strategic overview of the author's proven change process methodology, as well as pragmatic guidance and tools for each key step in a complex transformational change process. The Change Leader's Roadmap is the most comprehensive guide available for building transformational change strategy and designing and implementing successful transformation. Based on thirty years of action research with Fortune 500 companies, government agencies, the military, and large non-profit global organizations. Outlines every key step in a transformational change process Provides worksheets, tools, case examples, and assessments that you can immediately apply to all types of change efforts Includes updated information on a wealth of topics including the critical path tasks and how to use the CLR to change minds and cultures The new edition also includes new activities, methods for building change capability, guiding principles for change, and advice for leading the human dynamics in change and creating an organizational vision. This book is specifically written for leaders, project managers, OD practitioners, change practitioners, and consultants seeking greater change results.

Strategic Change and Transformation

Managing Renewal in Organisations *Routledge*

Strategic change and transformation are words used very commonly in business parlance but rarely defined. Besides, change and transformations are often used interchangeably. Thus the correct perspective of viewing change and transformations is missing from management literature. How is change different from transformation? Do all changes lead to renewal? What are the characteristics of strategic changes? This re-addresses some of our current assumptions and understanding of change and transformation when viewed through both academic and business lenses. It is a balanced and well-rounded perspective on how strategic change and transformation can be brought about successfully in organizations specifically with the perspective from an emerging economy like India.

Leadership and the Art of Change

A Practical Guide to Organizational Transformation *SAGE*

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.

The Heart of Change Field Guide

Tools And Tactics for Leading Change in Your Organization *Harvard Business Press*

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.

Breaking the Code of Change *Colloquia*

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.

Immunity to Change

How to Overcome It and Unlock the Potential in Yourself and Your Organization *Harvard Business Press*

Unlock your potential and finally move forward. A recent study showed that when doctors tell heart patients they will die if they don't change their habits, only one in seven will be able to follow through successfully. Desire and motivation aren't enough: even when it's literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so potent, how can we change ourselves and our organizations? In *Immunity to Change*, authors Robert Kegan and Lisa Lahey show how our individual beliefs--along with the collective mind-sets in our organizations--combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us. This persuasive and practical book, filled with hands-on diagnostics and compelling case studies, delivers the tools you need to overcome the forces of inertia and transform your life and your work.

Change Velocity

The Secret to Leading a Successful Sales Transformation *AuthorHouse*

In today's world of breakneck change, many business transformations fail. It's not because they weren't necessary or good ideas, but because they do not happen fast enough. Charlie Thackston, president and cofounder of SOAR Performance Group, is here with a roadmap to help you bring quick transformation to your business. Do you feel like you are constantly scrambling to keep up with the accelerating rate of changes in your market? Through personal anecdotes from experiences in business and life, Charlie makes organizational transformation accessible. With summary questions at the end of each chapter to help you think through each step in the transformation process, Charlie makes organizational transformation real. This book will leave you equipped to identify areas in need of change, strategize plans of action, and implement transformation in your own company. Succeeding in today's reality of accelerating change requires change velocity. Executives chartered with leading change to accelerate growth will learn how they can create change velocity to successfully lead sales transformations in their organizations.

Strategic Diversity Leadership

Activating Change and Transformation in Higher Education *Stylus Publishing, LLC*

In today's world – whether viewed through a lens of educational attainment, economic development, global competitiveness, leadership capacity, or social justice and equity – diversity is not just the right thing to do, it is the only thing to do! Following the era of civil rights in the 1960s and '70s, the 1990s and early 21st century have seen both retrenchment and backlash years, but also a growing recognition, particularly in business and the military, that we have to educate and develop the capacities of our citizens from all levels of society and all demographic and social groups to live fulfilling lives in an inter-connected globe. For higher education that means not only increasing the numbers

of diverse students, faculty, and staff, but simultaneously pursuing excellence in student learning and development, as well as through research and scholarship – in other words pursuing what this book defines as strategic diversity leadership. The aim is to create systems that enable every student, faculty, and staff member to thrive and achieve to maximum potential within a diversity framework. This book is written from the perspective that diversity work is best approached as an intellectual endeavor with a pragmatic focus on achieving results that takes an evidence-based approach to operationalizing diversity. It offers an overarching conceptual framework for pursuing diversity in a national and international context; delineates and describes the competencies, knowledge and skills needed to take effective leadership in matters of diversity; offers new data about related practices in higher education; and presents and evaluates a range of strategies, organizational structures and models drawn from institutions of all types and sizes. It covers such issues as the reorganization of the existing diversity infrastructure, building accountability systems, assessing the diversity process, and addressing legal threats to implementation. Its purpose is to help strategic diversity leaders combine big-picture thinking with an on-the-ground understanding of organizational reality and work strategically with key stakeholders and allies. This book is intended for presidents, provosts, chief diversity officers or diversity professionals, and anyone who wants to champion diversity and embed its objectives on his or her campus, whether at the level of senior administration, as members of campus organizations or committees, or as faculty, student affairs professionals or students taking a leadership role in making and studying the process of change. This title is also available in a set with its companion volume, *The Chief Diversity Officer*.

The Technology Takers

Leading Change in the Digital Era *Emerald Group Publishing*

Digital-era technologies lead organizations to become technology takers, the equivalent of economic "price takers." To be a technology taker is to assent to the behavior transforming benefits of modern technologies. This playbook offers technology takers tactics to manage change, create value, and exploit the digital era's strategic opportunities.

Leading with Uncommon Sense

Slowing Down, Looking Inward, Taking Action *Springer Nature*

This book offers alternatives to typical leadership, highlighting new ways of thinking about how individuals can lead effectively. Specifically, it integrates several fields, including neuroscience, behavioral economics, mindfulness, cognitive and social psychology, emotional intelligence, and management decision-making. The authors challenge the "common sense," mainstream thinking about leadership, arguing that effective leadership depends on a more complicated understanding of the underlying dynamics. When leaders rely on the common sense that they have been taught explicitly or implicitly about leadership, the results are often not effective—for themselves personally, for their followers, for the organizations in which they lead, and for society as a whole. For example, aspiring leaders often believe that the mark of good leaders is their ability to come up with quick answers to problems. Others believe that one's ability to minimize complexity and uncertainty indicates leadership potential. In addition, despite the literature suggesting the value of engaging in self-reflection, few leaders regularly step back and look inward. Even those who can intellectually discuss emotional

intelligence often focus on their ability to influence the emotions of others rather than reflecting on and learning from their own emotions. The book calls for leaders to operate with more humility and greater awareness of the multiple contexts in which they function—approaches that improve life for all organizational members. As leaders become more effective, they will become healthier and more satisfied, less harried, more grounded, and more fulfilled in their lives.

The Agile Culture

Leading through Trust and Ownership *Addison-Wesley Professional*

Build Agile Cultures That Unleash Passion, Innovation, and Performance What do you want? Delighted customers. How do you get them? By rapidly delivering innovative, exciting products and services your customers will love to use. How do you do this? By uniting talented people around shared ideas and purpose, trusting them, helping them take ownership, and getting out of their way. It sounds easy—but you know it isn't. To make it happen, you must create an agile culture: one that's open to change and can respond quickly to whatever your customers need and desire. The Agile Culture gives you proven models, pragmatic tools, and handy worksheets for doing just that. Building on their experience helping hundreds of companies, three world-class experts help you align and unleash the talents of everyone in your organization. Step by step, you'll learn how to move toward a culture of trust, in which everyone knows, owns, and improves the results. You'll learn practical ways to refocus on differentiators and value, resurrect energy and innovation, deal more honestly with ambiguity and risk, and overcome resistance, no matter where it comes from. This text will help you go beyond buzzwords to transform the way you deliver software—so you can delight customers, colleagues, and executives. Coverage includes

- Creating cultures of trust and ownership, in which individuals, teams, and organizations can do amazing things
- Assessing where you stand, so you can move toward higher levels of performance, innovation, and motivation
- Leading as an enabler, not a controller
- Rebuilding trust where it's been lost—or building it where it never existed
- Clarifying quickly the design goals of any project, product, or process
- Using iteration to reduce risk and make commitments you can keep
- Managing uncooperative people (and processes)
- Selecting metrics that focus on business value, foster trust, and don't compromise ownership

Agile Leadership Toolkit

Learning to Thrive with Self-Managing Teams *Addison-Wesley Professional*

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques,

and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Driving Digital Strategy

A Guide to Reimagining Your Business *Harvard Business Press*

Digital transformation is no longer news—it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In Driving Digital Strategy, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, Driving Digital Strategy is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

Agile Conversations

Transform Your Conversations, Transform Your Culture *IT Revolution*

A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak

performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

The Scrumban [R]Evolution

Getting the Most Out of Agile, Scrum, and Lean Kanban *Addison-Wesley Professional*

Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

Realizing Qualitative Research into Higher Education *Routledge*

Originally published in 2003 Realizing Qualitative Research into Higher Education, looks at how qualitative research in broad terms, confronts the question of the researcher's involvement in the production of knowledge. However, the method adopted even in highly positivist qualitative work has a history that bears on the research. This volume provides examples of engaging research work, outlining the key research process and examining the links between this and the final report.

Connection Culture

The Competitive Advantage of Shared Identity, Empathy, and Understanding at Work *American Society for Training and Development*

Tap Into the Power of Human Connection Creating a thriving organization where employees feel valued, the environment is energized, and high productivity and innovation are the norm requires a new kind of leader who fosters a culture of connection within the organization. Connection Culture, 2nd Edition, is your game-changing opportunity to become that leader and to begin fostering a connection culture in your organization. Stop undermining performance and take the first step toward change

that will give your organization, your team, and everyone you lead a true competitive advantage. Inspiring and practical, this book challenges you to set the performance bar high and keep reaching. Learn how to: • Foster a connection culture. • Emulate best practices of connected teams—from Mayo Clinic physicians and scientists to the creators of the award-winning Broadway musical Hamilton. • Boost vision, value, and voice within your organization. Published in the shadow of the COVID-19 pandemic, the book messages the authors' hope for post-traumatic growth; provides updated, research-supported theories about the relationship of stress and loneliness; and includes new examples and profiles of great leaders communicating during crisis.

Humble Leadership

The Power of Relationships, Openness, and Trust *Berrett-Koehler Publishers*

The more traditional forms of leadership that are based on static hierarchies and professional distance between leaders and followers are growing increasingly outdated and ineffective. As organizations face more complex interdependent tasks, leadership must become more personal in order to insure open trusting communication that will make more collaborative problem solving and innovation possible. Without open and trusting communications throughout organizations, they will continue to face the productivity and quality problems that result from reward systems that emphasize individual competition and "climbing the corporate ladder". Authors Edgar Schein and Peter Schein recognize this reality and call for a reimagined form of leadership that coincides with emerging trends of relationship building, complex group work, diverse workforces, and cultures in which everyone feels psychologically safe. Humble Leadership calls for "here and now" humility based on a deeper understanding of the constantly evolving complexities of interpersonal, group and intergroup relationships that require shifting our focus towards the process of group dynamics and collaboration. Humble Leadership at all levels and in all working groups will be the key to achieving the creativity, adaptiveness, and agility that organizations will need to survive and grow.

Adaptive Leadership: The Heifetz Collection (3 Items) *Harvard Business Review Press*

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 adaption, 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 years. Alexander Grashow is a Senior Advisor to CLA, having and has taught at the Kennedy School for more than twenty-five previously held the position of CEO.