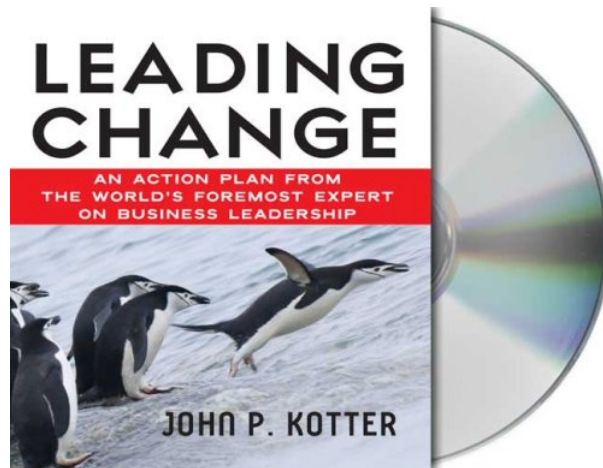
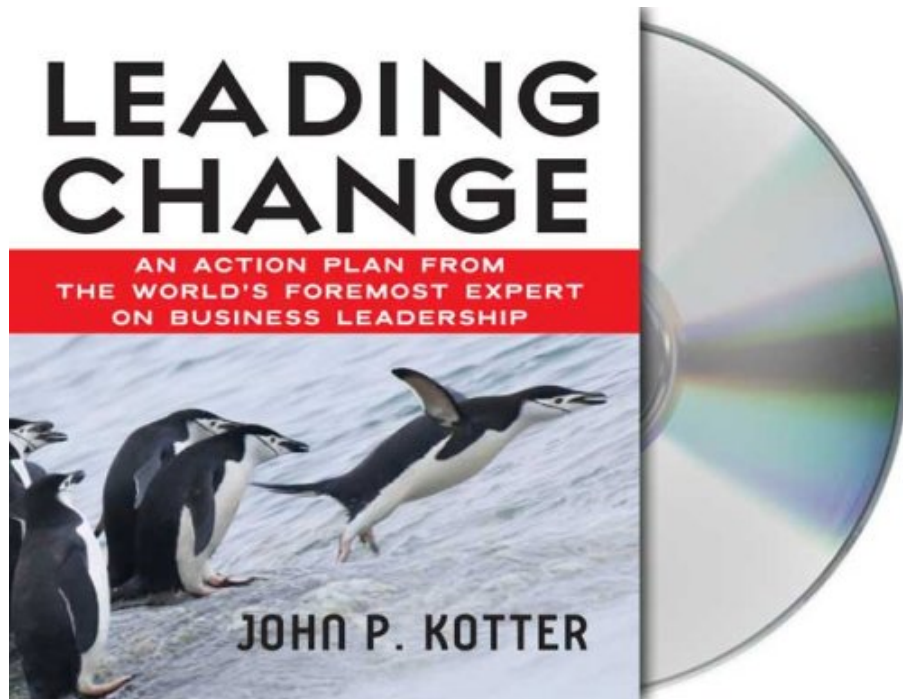


# LEADING CHANGE BY JOHN KOTTER



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From Publishers Weekly

Harvard Business School professor Kotter (*A Force for Change*) breaks from the mold of M.B.A. jargon-filled texts to produce a truly accessible, clear and visionary guide to the business world's buzzword for the late '90s?change. In this excellent business manual, Kotter emphasizes a comprehensive eight-step framework that can be followed by executives at all levels. Kotter advises those who would implement change to foster a sense of urgency within the organization. "A higher rate of urgency does not imply everpresent panic, anxiety, or fear. It means a state in which complacency is virtually absent." Twenty-first century business change must overcome overmanaged and underled cultures. "Because management deals mostly with the status quo and leadership deals mostly with change, in the next century we are going to have to try to become much more skilled at creating leaders." Kotter also identifies pitfalls to be avoided, like "big egos and snakes" or personalities that can undermine a successful change effort. Kotter convincingly argues for the promotion and recognition of teams rather than individuals. He aptly concludes with an emphasis on lifelong learning. "In an ever changing world, you never learn it all, even if you keep growing into your '90s." *Leading Change* is a useful tool for everyone from business students preparing to enter the work force to middle and senior executives faced with the widespread transformation in the corporate world. 60,000 first printing; \$100,000 ad/promo; dual main selection of the Newbridge Book Club Executive Program; 20-city radio satellite tour.

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John Kotter, the world's foremost expert on business leadership, distills twenty-five years of experience into *Leading Change*. A must-have for any organization, this visionary and very personal audiobook is at once inspiring, clear-headed, and filled with important implications for the future.

The pressures on organizations to change will only increase over the next decades. Yet the methods managers have used to strengthen their companies—total quality management, reengineering, right sizing, restructuring, cultural change, and turnarounds—routinely fall short. In *Leading Change*, Kotter identifies an eight-step process that every company must go through to achieve its goal, and shows where and how people—good people—often derail. Emphasizing again and again the critical need for leadership to make change happen, *Leading Change* provides unprecedented access to our generation's business master and a positive role model for leaders to emulate.

- Sales Rank: #585862 in Books
- Brand: Brand: Macmillan Audio
- Published on: 2007-08-21
- Released on: 2007-08-21
- Number of discs: 5
- Formats: Audiobook, CD, Unabridged
- Original language: English
- Number of items: 5
- Dimensions: 5.89" h x .3" w x 5.21" l, .35 pounds
- Running time: 23640 seconds
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## From Publishers Weekly

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2 of 2 people found the following review helpful.

Required reading for anyone in IT management

By F. Scholl

OK, this book does not need any more reviews. However, I found it so valuable, that I wanted to add another. My focus is IT management and the need to be constantly innovating and supplying innovations to the business. Each such innovation should be seen as a change, and Kotter's book provides a focused handbook on making sure that IT transformations have a chance to succeed. The technology part is only a very small component of a successful transformation. Some of my takeaways from Kotter's 8 step process: generating short term wins. These wins need to be realizable in 6-12 months and be seen by a large enough group. Cultural transformation. Some programs such as IT security require a cultural transformation. In Kotter's approach, this occurs at the end of the 8 step program, after multiple small wins. Step 5, Empowering broad-based action is where IT technology comes into play. Without effective systems changes, no one will be empowered. Step #2, Creating the guiding coalition. This must be internal; smart outside consultants will add little here. Summary: if you are in IT, please get this book.

0 of 0 people found the following review helpful.

Well Written and Informative

By Melissa

The book was well written and interesting to read. The concepts on what will make a difference in an organization vs. ineffective tools and personalities was insightful and a good reference to look back on when trying to implement change within your organization. My only negative feedback is that the information seemed sometimes repetitive, but that could have been my own experience and foundation of knowledge on the subject. The book flows from one topic to the next easily, uses adequate scenarios and experiences the author has to make understanding of the concepts easy. If one is looking for a book that will help them both understand change and develop ways to implement change successfully this is a good book to use as a tool. The author does not neglect to mention that some of the information found in this book may become outdated overtime and what options could become obsolete vs. used more often.

1 of 1 people found the following review helpful.

Inspiring for change agents

By Paolo & Francesca

I am a sustainability professional who works to help institutions become more sustainable and better stewards of the environment. Because of the nature of my work, I am always trying to coax, create, inspire, and implement change. After years of learning about the technical knowledge of what to do and how to do it, this is the most helpful book of all which deals with the sequence of implementing change. When you are dealing with other people or a large organization, you cannot just start changing things left and right. You need to establish a foundation, get buy in, and leverage small changes into bigger changes. Where do you start? Who do you talk to? What do you do first? What do you do next? This book shows you what to do first, second, and third in the 8 step process to change. It shows the difference of being a leader rather than a manager or worker. A leader's most important task is to have vision and help others buy into that vision. The ability to implement and deep technical knowledge is useless unless there is support for change and a structure that allows for it to happen.

I like that Kotter's book lays out clearly an architecture for change. While the book was short, didn't have many examples or diverse applications (such as outside of the corporate environment), I appreciate its conciseness, which allows you to spend more time thinking about how the principles apply to your own situation. It can be skimmed easily and the charts and summaries at the end of each chapter cogently summarize the main points of each chapter. I highly recommend this book for all leaders that try to create change.

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