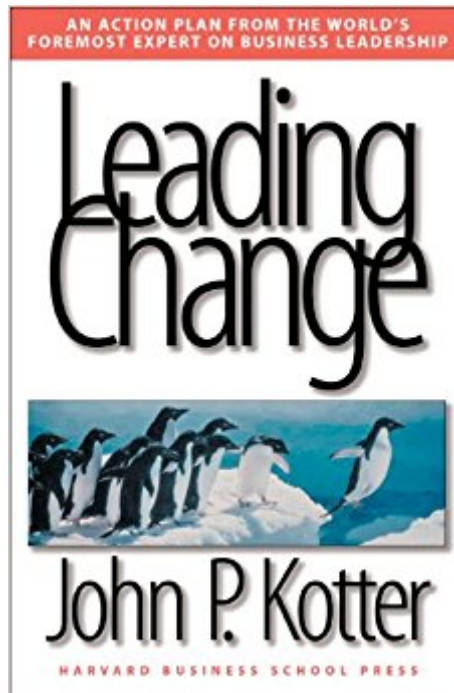




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Leading Change



Synopsis

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. Needed more today than at any time in the past, this immensely relevant 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.

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Customer Reviews

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. Copyright 1996 Reed Business Information, Inc.

After trying an endless array of quick fixes and other panaceas, executives struggling to stay in business in a rapidly changing world are finding it necessary to consider more fundamental reasons for their lack of success. Kotter (*The New Rules: A Force for Change*, Free Pr., 1995) now offers a practical approach to an organized means of leading, not managing, change. He presents an eight-stage process of change with highly useful examples that show how to go about implementing it. Based on experience with numerous companies, his sound advice gets directly at reasons that organizations fail to change, reasons that concern primarily the leader. This is a solid, substantive work that goes beyond the clichés and the consultant-of-the-month's express down yet another dead-end street. With its clear demonstration of the hard work necessary to lead change, this important work stands with Michael Hammer's latest, *Beyond Reengineering* (see review above). Highly recommended. Dale F. Farris, Groves, Tex. Copyright 1996 Reed Business Information, Inc.

I had greater expectations for this author to represent change and communicate it effectively. Read this book with a cohort and found my points of great importance in the last chapters, encourage people to jump to the end in this one as their are behavioral conflicts. One supports managers to complacency in an unhealthy work climate "people acting like people" "boys will be boys"... another perspective supports leaders who are looking to have "professional environment" and not tolerate "unprofessional" actions in the office. Good information to glean from this and a copy worth storing for reference kept around could come in handy.

The steps the author outlines, listed by another review so I won't go into them here in detail, are

simple yet necessary. It's incredible that as I read through just the first one that details how management needs to be honest with employees regarding what needs to change and why I saw how a former employer failed to follow that first step and ended up always asking why no one would get behind change initiatives. The author seems to work a little hard at putting out examples of how each principle applies, and I don't think there needs to be so much evidence given, but overall a good reference.

For a long time I thought I was a change leader. I was successful with small change projects. But implementing lasting change has eluded me. After reading Kotter's book, I know why. He opened my eyes to aspects of change that I had never considered before. Developing a sense of urgency. Developing a guiding coalition. And so on. This is the kind of book you will want to read, try to implement, re-read, re-implement, and so on for the rest of your career.

A+ great product and was everything I expected!

I needed this book for my class. It is very usually for people in leadership positions.

In *Leading Change*, John P. Kotter introduces an eight step process for change that focuses not on management but on leadership. He charges leaders to establish a sense of Urgency, Create a guiding Coalition, Develop a Vision and Strategy, Communicate the change Vision, Empowers Employees for Broad-Based Action, Generate Short Term Wins, Consolidate Gains, and Anchor New Approaches in the Culture. Kotter casts a vision for both organizations and leaders of the future that endeavors to negate the effects of over-management and to lessen the impact under-leadership. Kotter proposes that leadership be driven down into the lower levels of an organization through adoption of a philosophy of lifelong learning at both the individual and organizational levels. This philosophy is intended to create leaders who are continually growing and improving themselves and their organizations. I found Kotter's approach to be both practical and well reasoned. His eight steps are well grounded and realistic. This is a well written book that has plenty of hands on advice that can be implemented immediately. This will remain a reference for leadership versus management and will undoubtedly become well dog-eared in the coming years. I recommend you read *Leading Change* by John P. Kotter. His down to earth style helped make this an easy read and you and your organization will benefit from his advice.

I like this "people at the top of enterprises today who encourage others to leap into the future, who help them overcome natural fears, and who thus expand the leadership capacity in their organizations" – these people provide a profoundly important service for the entire human community."

Having observed few organisational changes in the past 15 years, force me to recommend this book to every professional no matter at which step or career stage he or she is at. The authors provide a clear vision of the attributes needed in every manager's profile to survive 21 century rapid changing business industry. I have learned much more than what I was expecting when I first purchased this unique book and would definitely give it 10 stars if review its rating scale to ten!

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