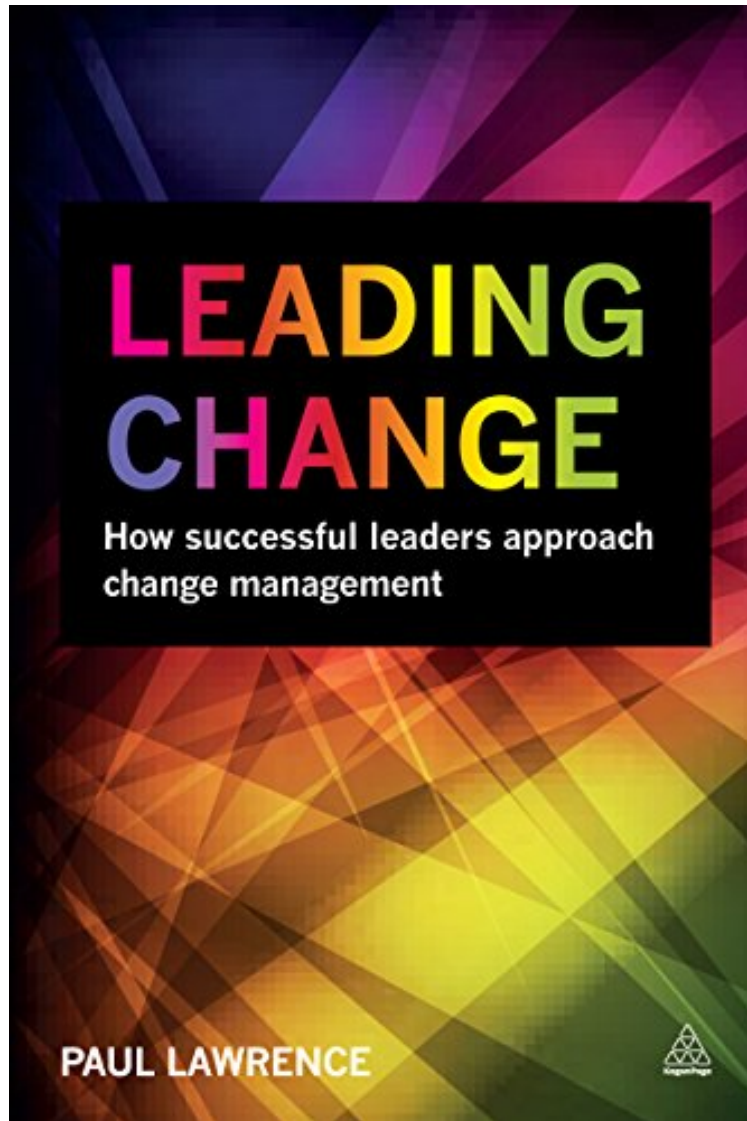


(Free download) Leading Change: How Successful Leaders Approach Change Management

# Leading Change: How Successful Leaders Approach Change Management

*Paul Lawrence*

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**Paul Lawrence : Leading Change: How Successful Leaders Approach Change Management** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Change: How Successful Leaders Approach Change Management:

0 of 0 people found the following review helpful. An excellent analysis of a large number of change "programs" and ...By Denis healyAn excellent analysis of a large number of change "programs" and develops some conclusions which resonated closely with my own experience.It was easy to read because of the use of stories and quotes from 'change

leaders".0 of 0 people found the following review helpful. Potentially very goodBy DarrenIngram\_dot\_comIf organizational change was so easy, everybody would be doing it and there's probably be no need for change as it would just happen automatically, without resistance. Instead it can be akin to herding cats — something that theoretically is possible and desirable but practically it is a different matter. This author has a go in helping guide the reader towards successful organizational change, no mean feat when an estimated seven out of ten change efforts fail. What is behind the low success rate? Two implicit assumptions, it is claimed, namely that the leader or leadership team will come up with a vision and then succeed in persuading the rest of the organization to follow, and that people will happily embrace change without being afforded the opportunity to make their own meaning of that change. So the author's approach is to provide a framework for change, built around academic research and strengthened with practical examples and case studies. The hard work of moving the corporate cats is still in your hands! Instead of focussing on the change programmes that failed, the author looks at those that worked and seeks to take away elements of their 'secret sauce' for the rest of us to enjoy and employ. Despite this being a quite challenging, complex subject, the author has a fairly relaxed, open writing style with a veneer of humour that this reviewer seemed to tune into. This can be quite important, as this is not a light read. You need to get your head down, focus on the text and prepare for action. Anything that makes this task easier is appreciated and probably leads to greater knowledge retention too. Straight away you note that the author advocates communication and engagement within any change process, in fact from even before a process is started. Getting people on side, enthused, informed and singing from the same hymn sheet can be critical. It can reduce barriers and resistance, it can generate ideas, support and goodwill plus it is just natural. It is good to talk, isn't it? Well yes, as long as you don't over-communicate. KISS principles at work again. After that it is time to engage the other senses we usually have — the ability to listen, to comprehend and to articulate a viewpoint. Distilling a book of this kind into a short review is impossible. The book is methodical, divided and clearly signposted. You can dip in and out as required although at least one sequential read is recommended. The reader is taken through an entire process stream even before a single element is changed. Perspective, developing a purpose, politics, power management and motivating change are considered. Once it is time to apply the knowledge there is a roadmap going from definition and management through to coaching, encouragement, implementation and review. For those who crave further reading there is a very detailed bibliography at the end. This pre-release review copy did not feature an index although one is promised: one hopes it is detailed, as it can be an essential navigation aid in a book of this kind. This book won't be for everybody yet for those who need this kind of knowledge it can be invaluable, life-changing even. A lot of this information could be a good general business roadmap or guide and it could be easy to see this book cut in half, repurposed and slightly defocussed and it still would be a great guide for life or business. Much of the same principles and roadmap for change could be applied almost everywhere if you just try. The proof of the pudding is in the eating. As the author notes most change processes will fail and this book cannot guarantee success, yet it has a credible, positive potential to increase the likelihood of success if you apply the knowledge given towards your own project.

It is often claimed that 70% of organizational change efforts fail, despite the popularity of linear change models. However these linear approaches to change are often based on the premise that change is predictable and straightforward, when actually change is complex, with the 'human' element often changing the functioning of the organizational system as a whole. *Leading Change* provides the practical framework that allows leaders to actively engage with a complex adaptive system to bring about successful organizational change. Supported by academic research, and grounded with a range of examples and cases, the book offers a genuine, viable alternative to existing approaches.

"*Leading Change* treats change management very differently from the many other books I have come across on the subject. It builds up the Emerging Change Model step by step, chapter by chapter, showing how all the elements in the model are subject to change and how they influence each other. The most insightful yet down-to-earth book on change I have read in a long while."