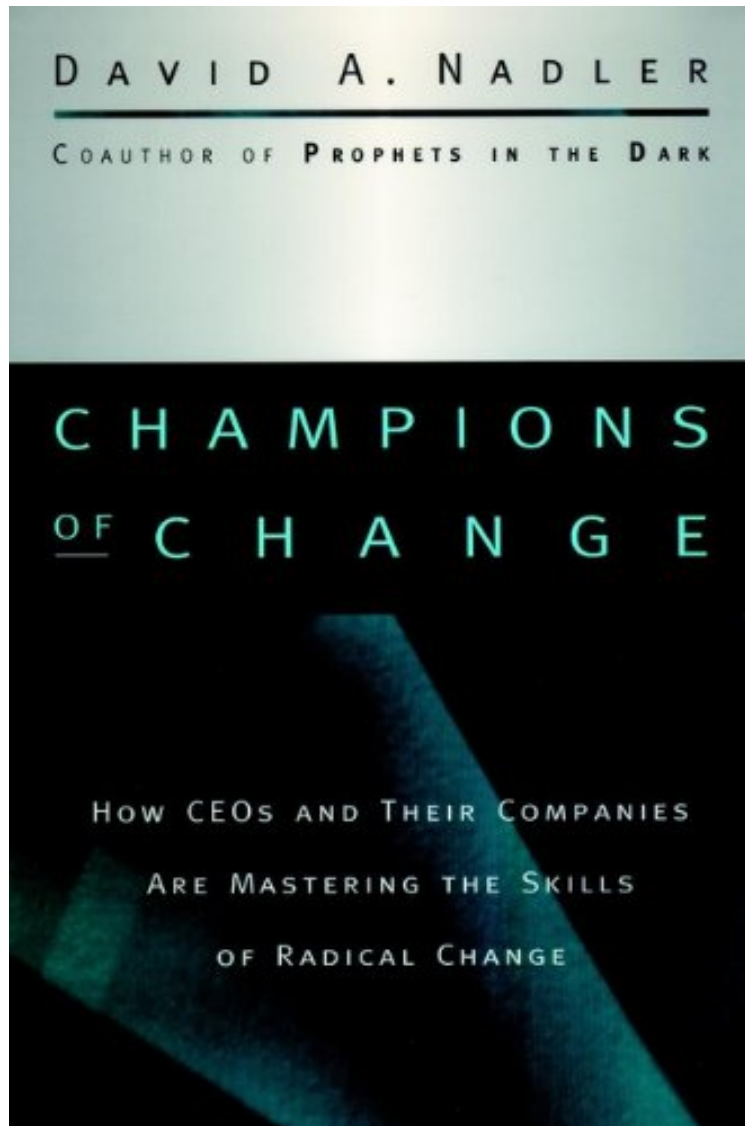


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Champions of Change: How CEOs and Their Companies are Mastering the Skills of Radical Change (J-B US non-Franchise Leadership)

David A. Nadler

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David A. Nadler : Champions of Change: How CEOs and Their Companies are Mastering the Skills of Radical Change (J-B US non-Franchise Leadership) before purchasing it in order to gage whether or not it would be worth my time, and all praised Champions of Change: How CEOs and Their Companies are Mastering the Skills of Radical Change (J-B US non-Franchise Leadership):

1 of 1 people found the following review helpful. Leadership and ChangeBy George BullardBuy this book if you are seriously into leading or coaching change in organizations. Borrow this book if you want to briefly observe another person's system for change management, and particularly if you want to see more details shared about the role of the CEO.For me a key point made by the authors is that "this is not a book about leaders of change; this is a book about leadership and change. There's a huge difference." [page 7]One of the things I learned from the book is that CEO's are called upon to be initiating leaders who provide appropriate and decisive leadership to their organizations during times of stability, change and transition, transformation, and crisis. However, their leadership is a key and not the key. Long-term successful CEO's know how to create and nurture a culture of leadership throughout their organizations.1 of 1 people found the following review helpful. Very easy to understand and the author offers many supporting scenarios ...By FabFalVery easy to understand and the author offers many supporting scenarios to give the reader a more thorough understanding of the taxonomies and systems described within. I even found myself sharing some of the principles with myColleagues and friends.1 of 1 people found the following review helpful. Dynamics of changeBy plangI bought this for my current class in school, I have the electronic version and it is easy to search for key terms. It is a good read and not boring.

New Tools for Challengng the Status Quo Immensely readable, this work bolts together the image or theory and the reality of what is required to change the performance of an enterprise. Whether the challenge is renewal or fundamental change, this book delivers real-life depictions that will help all who invest the time. --Richard A. McGinn, president and COO, Lucent Technologies, Inc. Stand on the front lines of innovation with today's top business leaders. Throughout this page-turner, archconsultant David Nadler leverages twenty years of work with many of the world's most acclaimed CEOs to provide a detailed, inside account of how they've led the most difficult and significant change efforts of our times. Case examples include initiatives undertaken at Sun Microsystems, Lucent Technologies, Xerox, Corning, ATT and Kaiser Permanente. Engaging and inspiring, it offers leaders and managers at every level a new, field-tested repertoire of concepts, tools and techniques for understanding the dynamics of change and managing it effectively.

From Library JournalBusiness consultant and author David Nadler draws on direct experiences with several top CEOs for this well-written book about organizational change, specifically "leadership change." The 14 chapters fall roughly into three sections. In the first section Nadler surveys the forces that make change inevitable but so difficult for modern businesses. Then he presents several tools and techniques to treat organizational change, including planning, direction setting, and selecting new strategies. (A strength here is the discussion about redesigning organizations, aligning strategy and culture, perfecting staffing techniques, and sustaining change.) In the final section he vividly discusses the pivotal role of senior management and offers several new principles for CEOs and companies to help guide effective change efforts. Primarily for CEOs and other top executives, this book, with useful models and company examples, is also recommended for MBA and graduate-level students in organizational development.?Joseph W. Leonard, Miami Univ., Oxford, OhioCopyright 1997 Reed Business Information, Inc. "In today's environment, every manager needs to be a champion of change. This book will be immensely valuable to managers at all levels of the organization. David Nadler provides the practical advice and real-life examples that can help people become effective leaders of organizational change." -Walter V. Shipley, chairman and chief executive officer, The Chase Manhattan Corporation "A practical, thoughtful guide to change management. It is a pleasure to read, full of great examples and ideas." -Ed Lawler, director, Center for Effective Organizations, University of Southern California "Few executives expect the future to be more stable than the present. Yet few have seriously begun the long journey of thinking and redesigning themselves and their organizations for the future. The insights and methods presented by David Nadler will, hopefully, engender the courage to embark." -Peter M. Senge, director, Center for Organizational Learning, Sloan School of Management, Massachusetts Institute of Technology "Immensely readable. This work bolts together the image or theory and the reality of what is required to change the performance of an enterprise. Whether the challenge is renewal or fundamental change, this book delivers real-life depictions that will help all who invest the time." -Richard A. McGinn, president and chief operating officer, Lucent Technologies Inc.From the Inside FlapHow do today's most outstanding executives inspire change throughout their organizations? What makes them effective leaders, driven to champion change? This compelling guide offers managers a rare, behind-the-scenes glimpse into real-world change strategies successfully put into practice by corporate leaders. Top management consultant David Nadler reveals the experiences and insights of the CEOs and key managers he has advised over the course of twenty years. In Champions of Change he combines their applied visions into a clear, common-sense approach to initiating, designing, and implementing organizational change.Drawing on the personal experiences he and his colleagues at Delta Consulting Group have had with companies as varied as Lucent Technologies, Sun Microsystems, Xerox Corporation, Corning, Chase Manhattan, and Kaiser Permanente, Nadler offers organizational leaders a coherent approach that has been tested, refined, and tested again in the marketplace. He candidly reveals why corporate change must be driven by top executives and vividly illustrates how they do it.In his highly readable style, Nadler presents the

core principles shared by successful change managers: appropriate involvement, committed leadership, valid information, and informed choices. He clearly demonstrates how effective leaders actively involve key managers and articulate visions and goals that address the basic values and highest aspirations of people throughout the organization. Without exception, he says, they support sharing and questioning information at all levels, and act with the understanding that the best decisions emerge from full and open consideration of the widest range of alternatives. Champions of Change gives leaders and managers a new repertoire of concepts, ideas, tools, and techniques for understanding the dynamics of change and managing it within their own area of responsibility. This essential guide offers an unprecedented opportunity to learn the lessons of th