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Michael Jarrett

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CHANGEABILITY

**WHY SOME COMPANIES ARE READY
FOR CHANGE - AND OTHERS AREN'T**



MICHAEL JARRETT

"Europe's leading thinker on change."
Business Strategy Review

FT Prentice Hall
FINANCIAL TIMES

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Michael Jarrett : Changeability: Why some companies are ready for change - and others aren't (Financial Times Series) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Changeability: Why some companies are ready for change - and others aren't (Financial Times Series):

Are you falling behind your competitors? Are you too slow getting your products to market? Are your overheads too high? These are just some of the challenges that companies face. However, initiating successful change strategies is far from easy. 70% of all change programmes fail. This book shows how you can make sure that when change happens (and it frequently does) your company is ready for it. Shareholders want to see change take effect immediately, as each day's delay can cost them money or lose them market share, while staff are often suspicious of change, wondering what's in it for them. How do you make sure the change you want happens successfully, that it has everyone's support, and how do you make it stick? The only way to walk this tightrope without falling off is to leave behind the old models and adapt a new practice of change management. Michael Jarrett draws on established research, case examples and his own wide consulting experience to illustrate that current models of step change are largely doomed to failure and proposes a new framework that aligns both the internal and external dynamics of change. In a refreshingly clear and practical approach, *Changeability* points to a new route to successful change which uses a balanced approach taking account of the four key levers of change. First, take the online diagnostic test to benchmark your organisation against others in terms of your ability to change and to assess your relative strengths and weaknesses. Then use the tools, methods and techniques outlined by Jarrett to develop winning change strategies customised for your company. There are four main groups of strategies, depending upon your situation - so choose the one that's right for you and open the door to accelerated and sustainable change.

"the need to come to terms with change and turn it into a positive force is arguably greater than ever." *Financial Times* 22 January 2009 (readership 318,000) --naFrom the Back Cover"Vital reading for all those charged with leading change." Ron Whatford, Chief Experience Officer, Lloyds TSB "full of examples and insights that will provoke, delight and educate. A great addition to the library of every thoughtful manager." Costas Markides, Robert P Bauman Professor of Strategic Leadership, London Business School "...vital for all industry leaders wishing to make their organisations change ready." Jeffrey S. Mack, CEO and President of Providence Washington Insurance Companies "Change can be unsettling and difficult. Lots of managers and executives find it hard to cope with. That may help explain why 70% of change initiatives fail. Yet being able to change is critical for business success. You can't avoid change. But what you can do is change the way you prepare for it, how you respond to it and how you manage it. *Changeability* gives you the strategies to do this most effectively. And if you can become more adept at handling change than your competitors, you'll have the winning edge. IMPROVE YOUR ODDS OF SUCCESSFUL CHANGE About the Author Michael Jarrett is Associate Professor of Organisational Behaviour at London Business School. His primary research interest is in the dynamics of top teams and the critical success factors for strategic organisational change. Michael is also an experienced practitioner: he advises several management teams on leading accelerated change and sustainable performance based on his extensive consulting experience and current research. His recent publications include 'What is the Difference and What Makes a Difference in Executive Coaching' (with V Roberts, Karnac Books, 2006); *Tuning into the Emotional Drama of Change: Extending the Consultant's Bandwidth*, *Journal of Change Management* (2005); and *The Seven Myths of Change, Business and Strategy* (2003).