

Sustaining Change: Leadership That Works

Deborah Rowland, Malcolm Higgs
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SUSTAINING CHANGE

LEADERSHIP THAT WORKS

DEBORAH ROWLAND and **MALCOLM HIGGS**

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Deborah Rowland, Malcolm Higgs : Sustaining Change: Leadership That Works before purchasing it in order to gauge whether or not it would be worth my time, and all praised Sustaining Change: Leadership That Works:

0 of 0 people found the following review helpful. Five StarsBy Joseph GHighly recommended for any organization experiencing profound changes in culture or otherwise4 of 4 people found the following review helpful. Sustaining ChangeBy D. KaminsteinSustaining ChangeDuring a time when books on organizational change seem to appear daily it is encouraging to find one with a thoughtful and comprehensive approach to change. Sustaining Change: Leadership that Works by Deborah Rowland and Malcolm Higgs is written with clarity and it explains complex issues

systematically. The first chapter includes an unusually lucid description of complexity theory and emphasizes how it can be applied to organizational change efforts. Rather than producing a general book about how to manage or foster organizational change, the authors go straight to the issue of leading change. From their extensive qualitative and quantitative research they have isolated four necessary ingredients in successful change processes. The names of these ingredients are Attractor, Edge and Tension, Container and Transforming Space. The chapters describing these key factors are well researched, include illustrative and helpful stories, discuss the "dark side" of each of these four elements and present useful summary tables. Change processes often fail to reach expectations. Sustaining Change provides the reader with well-researched and documented processes for leading change, dozens of examples that bring the change process to life and detailed advice about how to navigate the rough waters involved in any substantial change process. Rowland and Higgs have managed to write a book that is both comprehensive and practical and to navigate between the rocky cliffs of a treatise on theory and slogans about change which often sound like bad Zen koans. The book's strong conceptual frame, research and practical plans will be a valuable guide for those leading organizational change efforts. Dana Kaminstein, Ph.D. Fellow, Wharton Executive Education

This is a book destined for leaders who wish to implement change more intelligently and effortlessly. Drawing on a combination of rigorous research and extensive organizational experience, the authors present a framework for leading change, 'Changing Leadership', that describes the specific leader practices they have found make the biggest difference between success and failure in implementing high magnitude change. In doing all of this, the leader works to make change happen in the day to day activity and conversations of the organization.

"...this book will enable organisations to make substantial performance improvements in change leadership." (Government Opportunities, March 2008) "Rowland and Higgs argue that what leaders do determines half of change implementation success." (Gulf Business, October 2008) From the Inside Flap 'This book is a challenge - not to the reader but to any leader. In Sustaining change Rowland and Higgs patiently unpick what it is that allows leaders of change to succeed. This book is much better than many 'academic' studies of leadership because it is borne out of real consultancy work with many different companies, teams and leaders. The authors' enthusiasm for their discoveries is infectious and their engaging yet through writing draws you in to the hidden world below the surface of business life. The light they shine is genuinely illuminating; every person reading this book will gain some value and those with the courage to do something differently as a result will gain most. Leaders themselves must be able to change and adapt in order to deliver change.' - Jeremy Newsum 'Leaders often see their jobs as "simplifying the complex", and many have followed the same axiom in leading change - often with disappointing or underwhelming results. Leading change, and leading change well, is a hallmark of modern leadership, but it isn't easy. Sustaining change sets forth an original, sophisticated, and powerful approach that is both practical and supported by research. Readers will better understand why previous change efforts have fallen short, and how future change efforts can be much more successful...' - L. Kevin Cox 'Leadership and change are two of the key worlds of our time. Here is a book which gets beneath the theories to propose an approach which is realistic, earthed, yet buzzing with suggestions to help leadership at every level to be more effective. The basic message is that leadership can be more than achievement through projects and programmes: good leadership enables change to be owned by the organisation in an ongoing and enduring way. Based on a wide range of experience and academic research, the essential leadership practices identified in this book will make it a key manual for leaders in every kind of organization.' - Dr. Alastair Redfern From the Back Cover This is a book destined for leaders who wish to implement change more intelligently and effortlessly. Drawing on a combination of rigorous research and extensive organisational experience, the authors present a framework for leading change, 'Changing Leadership', that describes the specific leader practices they have found make the biggest differences between success and failure in implementing high magnitude change. Indeed these four practices, when used in combination, determined 50% of the reason why the changes they studied either succeeded or failed. In this respect, organisational change efforts that ignore the leadership dimension risk reducing their chances of successful implementation by a half. In essence, the practices richly illustrated in this book require the leader to give up their notion of control over complex and large organisational systems, and instead work to create the conditions within which the organisation will more naturally do its 'own changing'. This requires the leader to adopt a less ego-centric 'shaping' approach to change and in this place adopt an approach that creates a magnetic pull in the towards its purpose, disturbs the currently unhelpful repeating patterns in its culture, and doing so in a way that enables people to process their natural anxiety about change. In doing all of this, the leader works to make change happen in the day to day activity and conversations of the organisation. This is not therefore a book about how to launch and roll out massive change 'programmes'. However, the leadership practices described are equally applicable to very significant and extensive organisational changes - perhaps even more so given the costs of failure and prizes of success in such cases. Overall this is a book that will take the reader on a journey to confront their current approach to leading change, examine the personal beliefs and assumptions that may underpin this, and provide practical advice on how to become more effective. 'Whether you are a CEO, an HR Director or a Change practitioner, this is the most valuable book you

will read this year. Based on ground-breaking research and brought to life with numerous case studies, this is that rare entity: a business book which is accessible, insightful and thorough.' - Mick Holbrook 'A leadership guide both practical and research validated that explains what to do to achieve sustained change and at last a clear insight into why so many change attempts get stuck and fail.' - Lynn L. Elsenhans 'The who, what, why and how of change leadership...a marvellous manifesto for practitioners and consultants alike, derived from extensive workplace experience and deep consideration of key aspects. It's the definitive manual on successful change leadership in today's world - how to bring it about and how to make it stick.' - Adrian Loader