
Our Iceberg Is Melting

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Our Iceberg Is Melting

Changing and Succeeding Under Any Conditions *Macmillan*

Most of the denizens of the Antarctic penguin colony sneer at Fred, the quiet but observant scout who detects worrying signs that their home, an iceberg, is melting. Fred must cleverly convince and enlist key players, such as Louis, the head penguin; Alice, the number two bird; the intractable NoNo the weather expert; and a passle of school-age penguins if he is to save the colony. Their delightfully told journey illuminates in an unforgettable way how to manage the necessary change that surrounds us all. Simple explanatory material following the fable enhances the lasting value of these lessons. Our Iceberg Is Melting is at once charming, accessible and profound; a treat for virtually any reader.

Our Iceberg is Melting

Changing and Succeeding Under Any Conditions *Portfolio*

"First published in the United States by John Kotter and Holger Rathgeber under the title Our Iceberg Is Melting: Changing and Succeeding Under Adverse Conditions."

Our Iceberg Is Melting

Changing and Succeeding Under Any Conditions *Penguin*

The revised and updated tenth anniversary edition of the classic, beloved business fable that has changed millions of lives in organizations around the world. Our Iceberg Is Melting is a simple story about doing well under the stress and uncertainty of rapid change. Based on the award-winning work of Harvard Business School's John Kotter, it can help you and your colleagues thrive during tough times. On an iceberg near the coast of Antarctica, group of beautiful emperor penguins live as they have for many years. Then one curious bird discovers a potentially devastating problem threatening their home—and almost no one listens to him. The characters in the story—Fred, Alice, Louis, Buddy, the Professor, and NoNo—are like people you probably recognize in your own organization, including yourself. Their tale is one of resistance to change and heroic action, seemingly intractable obstacles and clever tactics for dealing with those obstacles. The penguins offer an inspiring model as we all struggle to adapt to new circumstances. Our Iceberg Is Melting is based on John Kotter's pioneering research into the eight steps that can produce needed change in any sort of group. After finishing the story, you'll have a powerful framework for influencing your own team, no matter how big or small. This tenth anniversary edition preserves the text of the timeless story, together with new illustrations, a revised afterword, and a Q&A with the authors about the responses they've gotten over the past decade. Prepare to be both enlightened and delighted, whether you're already a fan of this classic fable or are discovering it for the first time.

Our Iceberg is Melting *Macmillan*

This charming story about a penguin colony in Antarctica illustrates key truths about how to deal with the issue of change: handle the challenge well and you can prosper greatly; handle it poorly and you put yourself at risk. The penguins are living happily on their iceberg as they have done for many years. Then one curious penguin discovers a potentially devastating problem threatening their home - and pretty much no one listens to him. The characters in this fable are like people we recognise, even ourselves. Their story is one of resistance to change and heroic action, confusion and insight, seemingly intractable obstacles and the most clever tactics for dealing with those obstacles. It is a story that is occurring in different forms around us today - but the penguins handle change a great deal better than most of us. Based on John Kotter's pioneering work on how to make smart change happen faster and better, the lessons you can learn from this short and easy-to-read book will serve you well in your job, in your family, and in your community. And these lessons are becoming ever more important as the world around us changes faster and faster.

Our Iceberg is Melting

The penguins are living happily on their iceberg as they have done for many years. Then one curious penguin discovers a potentially devastating problem threatening their home - and pretty much no one listens to him. This book uses a simple fable to outline profound lessons for working and living in an ever changing world.

That's Not How We Do It Here!

A Story about How Organizations Rise and Fall--and Can Rise Again *Penguin*

What's the worst thing you can hear when you have a good idea

at work? “That’s not how we do it here!” In their iconic bestseller *Our Iceberg Is Melting*, John Kotter and Holger Rathgeber used a simple fable about penguins to explain the process of leading people through major changes. Now, ten years later, they’re back with another must-read story that will help any team or organization cope with their biggest challenges and turn them into exciting opportunities. Once upon a time a clan of meerkats lived in the Kalahari, a region in southern Africa. After years of steady growth, a drought has sharply reduced the clan’s resources, and deadly vulture attacks have increased. As things keep getting worse, the harmony of the clan is shattered. The executive team quarrels about possible solutions, and suggestions from frontline workers face a soul-crushing response: “That’s not how we do it here!” So Nadia, a bright and adventurous meerkat, hits the road in search of new ideas to help her troubled clan. She discovers a much smaller group that operates very differently, with much more teamwork and agility. These meerkats have developed innovative solutions to find food and evade the vultures. But not everything in this small clan is as perfect as it seems at first. Can Nadia figure out how to combine the best of both worlds—a large, disciplined, well-managed clan and a small, informal, inspiring clan—before it’s too late? This book distills Kotter’s decades of experience and award-winning research to reveal why organizations rise and fall, and how they can rise again in the face of adversity.

Leading Change *Harvard Business Press*

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

A Sense of Urgency *Harvard Business Press*

In his international bestseller “Leading Change,” Kotter provided an action plan for implementing successful transformations. Now, he shines the spotlight on the crucial first step in his framework: creating a sense of urgency by getting people to actually see and feel the need for change.

The Heart of Change Field Guide

Tools And Tactics for Leading Change in Your Organization *Harvard Business Press*

In 1996, John P. Kotter’s *Leading Change* became a runaway best seller, outlining an eight-step program for organizational change that was embraced by executives around the world. Then, Kotter and co-author Dan Cohen’s *The Heart of Change* introduced the revolutionary “see-feel-change” approach, which helped executives understand the crucial role of emotion in successful change efforts. Now, *The Heart of Change Field Guide* provides leaders and managers tools, frameworks, and advice for bringing these breakthrough change methods to life within their own organizations. Written by Dan Cohen and with a foreword by John P. Kotter, the guide provides a practical framework for implementing each step in the change process, as well as a new three-phase approach to execution: creating a climate for change, engaging and enabling the whole organization, and implementing and sustaining change. Hands-on diagnostics—including a crucial “change readiness module”—reveal the dynamics that will help or hinder success at each phase of the change process. Both flexible and scaleable, the frameworks presented in this guide can be tailored for any size or type of change initiative. Filled with practical tools, checklists, and expert commentary, this must-have guide translates the most powerful approaches available for creating successful change into concrete, actionable steps for you and

your organization. Dan Cohen is the co-author, with John P. Kotter, of *The Heart of Change*, and a principal with Deloitte Consulting, LLC.

The Heart of Change

Real-Life Stories of How People Change Their Organizations *Harvard Business Press*

Moving beyond the process of change Why is change so hard? Because in order to make any transformation successful, you must change more than just the structure and operations of an organization—you need to change people’s behavior. And that is never easy. *The Heart of Change* is your guide to helping people think and feel differently in order to meet your shared goals. According to bestselling author and renowned leadership expert John Kotter and coauthor Dan Cohen, this focus on connecting with people’s emotions is what will spark the behavior change and actions that lead to success. Now freshly designed, *The Heart of Change* is the engaging and essential complement to Kotter’s worldwide bestseller *Leading Change*. Building off of Kotter’s revolutionary eight-step process, this book vividly illustrates how large-scale change can work. With real-life stories of people in organizations, the authors show how teams and individuals get motivated and activated to overcome obstacles to change—and produce spectacular results. Kotter and Cohen argue that change initiatives often fail because leaders rely too exclusively on data and analysis to get buy-in from their teams instead of creatively showing or doing something that appeals to their emotions and inspires them to spring into action. They call this the see-feel-change dynamic, and it is crucial for the success of any true organizational transformation. Refreshingly clear and eminently practical, *The Heart of Change* is required reading for anyone facing the challenges inherent in leading change.

Buy-In

Saving Your Good Idea from Getting Shot Down *Harvard Business Review Press*

You’ve got a good idea. You know it could make a crucial difference for you, your organization, your community. You present it to the group, but get confounding questions, inane comments, and verbal bullets in return. Before you know what’s happened, your idea is dead, shot down. You’re furious. Everyone has lost: Those who would have benefited from your proposal. You. Your company. Perhaps even the country. It doesn’t have to be this way, maintain John Kotter and Lorne Whitehead. In *Buy-In*, they reveal how to win the support your idea needs to deliver valuable results. The key? Understand the generic attack strategies that naysayers and obfuscators deploy time and time again. Then engage these adversaries with tactics tailored to each strategy. By “inviting in the lions” to critique your idea—and being prepared for them—you’ll capture busy people’s attention, help them grasp your proposal’s value, and secure their commitment to implementing the solution. The book presents a fresh and amusing fictional narrative showing attack strategies in action. It then provides several specific counterstrategies for each basic category the authors have defined—including: · Death-by-delay: Your enemies push discussion of your idea so far into the future it’s forgotten. · Confusion: They present so much data that confidence in your proposal dies. · Fearmongering: Critics catalyze irrational anxieties about your idea. · Character assassination: They slam your reputation and credibility. Smart, practical, and filled with useful advice, *Buy-In* equips you to anticipate and combat attacks—so your good idea makes it through to make a positive change.

SUMMARY - Our Iceberg Is Melting: Changing And Succeeding Under Any Conditions By John Kotter And Holger Rathgeber *Shortcut Edition*

* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. *As you read this summary, you will discover how to make changes in a company in eight steps. *You will also discover : that you must not stand still; how to alert others of a problem in the company; how to find solutions; how to get others to buy into your ideas; how not to rest on your laurels. *« Alert on the ice floe » sounds like a fable, but is not a fiction. To get a message across, John Kotter and Holger Rathgeber tell the story of a colony of penguins, unknowingly following the eight stages of change. This book, full of humour, can be useful to all, and is to be shared without moderation. *Buy now the summary of this book for the modest price of a cup of coffee!

Leading Change, With a New Preface by the Author *Harvard Business Press*

The international bestseller—now with a new preface by author John Kotter. Millions worldwide have read and embraced John Kotter's ideas on change management and leadership. From the ill-fated dot-com bubble to unprecedented M&A activity to scandal, greed, and ultimately, recession—we've learned that widespread and difficult change is no longer the exception. It's the rule. Now with a new preface, this refreshed edition of the global bestseller *Leading Change* is more relevant than ever. 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. *Leading Change* is widely recognized as his seminal work and is an important precursor to his newer ideas on acceleration published in *Harvard Business Review*. Needed more today than at any time in the past, this 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.

The Runaway Iceberg *Twinkl*

When the ice breaks and leaves Gaspar and Rossi floating alone at sea, they worry that they'll never get home! A little help from some new friends can get them so far, but can Gaspar find the courage needed to get all the way home? Download the full eBook and explore supporting teaching materials at www.twinkl.com/originals Join Twinkl Book Club to receive printed story books every half-term at www.twinkl.co.uk/book-club (UK only).

Change

How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times *John Wiley & Sons*

Transform your organization with speed and efficiency using this insightful new resource Incremental improvement is no longer sufficient in helping organizations navigate the complexity, uncertainty and volatility of today's world. In *Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and*

Volatile Times, authors John P. Kotter, Vanessa Akhtar, and Gaurav Gupta explore how to create non-linear, dramatic change in your organization. You'll discover the emerging science of change that teaches us about how to build organizations – from businesses to governments – that change and adapt rapidly. In *Change* you'll discover: Why the ability of organizations to deal with threats and take advantage of opportunities in the face of ever greater complexity and uncertainty is being severely challenged In-depth, evidence-based, actionable solutions for dealing with institutional resistance to change Case studies and success stories that describe organizations who have successfully built the ability to change quickly into their DNA A universal approach for how to dramatically improve outcomes from various change efforts, including: strategy execution, digital transformation, restructuring, and more Perfect for managers, executives, and leaders at companies of all types and sizes, *Change* will also prove to be a valuable asset to other professionals who serve these organizations. This book is for anyone seeking a proven approach for delivering fast, sustainable and comprehensive results.

Organic Chemistry II For Dummies *John Wiley & Sons*

A plain-English guide to one of the toughest courses around So, you survived the first semester of Organic Chemistry (maybe even by the skin of your teeth) and now it's time to get back to the classroom and lab! *Organic Chemistry II For Dummies* is an easy-to-understand reference to this often challenging subject. Thanks to this book, you'll get friendly and comprehensible guidance on everything you can expect to encounter in your Organic Chemistry II course. An extension of the successful *Organic Chemistry I For Dummies* Covers topics in a straightforward and effective manner Explains concepts and terms in a fast and easy-to-understand way Whether you're confused by composites, baffled by biomolecules, or anything in between, *Organic Chemistry II For Dummies* gives you the help you need — in plain English!

Accelerate

Building Strategic Agility for a Faster-Moving World *Harvard Business Review Press*

Describes how organizations can learn to move swiftly to accommodate change while still providing the necessary structures that nurture employees and long-term success.

Critical Steps

Managing What Must Go Right in High-Risk Operations *CRC Press*

Critical Steps happen every day at work and at home, purposefully. Work does not happen otherwise. If an operation has the capacity to do work, then it has the capacity to do harm. Work is energy directed by human beings to create value. But people are imperfect—we make mistakes, and sometimes we lose control of the work. Therefore, work is the use of force under conditions of uncertainty. A Critical Step is a human action that will trigger immediate, irreversible, and intolerable harm to an asset, if that action or a preceding action is performed improperly. Whether the human action involves clicking on a link attached to an e-mail message, walking down a flight of stairs with a newborn baby in arms, engaging the clutch on a gasoline-driven chain saw, or administering a medication to a patient in a hospital, these all satisfy the definition of what constitutes critical risks in our daily lives, professionally or personally. The overarching goal of managing Critical Steps is to maximize the

success (safety, reliability, productivity, quality, profitability, etc.) of people's performance in the workplace, to create value for the organization without losing control of built-in hazards necessary to create that value.

Corporate Culture and Performance *Simon and Schuster*

Going far beyond previous empirical work, John Kotter and James Heskett provide the first comprehensive critical analysis of how the "culture" of a corporation powerfully influences its economic performance, for better or for worse. Through painstaking research at such firms as Hewlett-Packard, Xerox, ICI, Nissan, and First Chicago, as well as a quantitative study of the relationship between culture and performance in more than 200 companies, the authors describe how shared values and unwritten rules can profoundly enhance economic success or, conversely, lead to failure to adapt to changing markets and environments. With penetrating insight, Kotter and Heskett trace the roots of both healthy and unhealthy cultures, demonstrating how easily the latter emerge, especially in firms which have experienced much past success. Challenging the widely held belief that "strong" corporate cultures create excellent business performance, Kotter and Heskett show that while many shared values and institutionalized practices can promote good performances in some instances, those cultures can also be characterized by arrogance, inward focus, and bureaucracy -- features that undermine an organization's ability to adapt to change. They also show that even "contextually or strategically appropriate" cultures -- ones that fit a firm's strategy and business context -- will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments. Fundamental to the process of reversing unhealthy cultures and making them more adaptive, the authors assert, is effective leadership. At the heart of this groundbreaking book, Kotter and Heskett describe how executives in ten corporations established new visions, aligned and motivated their managers to provide leadership to serve their customers, employees, and stockholders, and thus created more externally focused and responsive cultures.

Every Penguin in the World

A Quest to See Them All *Sasquatch Books*

"Through powerful stories and beautiful photographs, Every Penguin in the World is a celebration of these delightful birds and a call for their conservation. This is a book of joy, love, and hope for penguins and the world." —Dr. Jane Goodall, DBE, Founder of the Jane Goodall Institute & UN Messenger of Peace Both a love letter and a call to action, this narrative and photographic book chronicles the author and his wife in their quest to see every penguin species on the planet. In the process, he muses about adventure, conservation, and what it is about penguins that captures our hearts. Every Penguin in the World tracks author-photographer Charles Bergman's forays around the southern hemisphere--from the Galapagos to South Africa to the Antarctic--in his quest to see all 18 species of penguins in the world. The sections of the book are organized around themes of adventure, science and conservation, and pilgrimage--in which stories of each penguin species will be touched upon. This endearing and thought-provoking book beautifully combines narrative and photography to capture the plight and the experience of penguins worldwide. The author and his wife developed a passion after seeing their first penguin species and have since spent years traveling far and wide to see each variety of penguin in its natural habitat.

Melting Away

A Ten-Year Journey through Our Endangered Polar Regions *Chronicle Books*

For ten years Camille Seaman has documented the rapidly changing landscapes of Earth's polar regions. As an expedition photographer aboard small ships in the Arctic and Antarctic, she has chronicled the accelerating effects of global warming on the jagged face of nearly fifty thousand icebergs. Seaman's unique perspective of the landscape is entwined with her Native American upbringing: she sees no two icebergs as alike; each responds to its environment uniquely, almost as if they were living beings. Through Seaman's lens, each towering chunk of ice—breathtakingly beautiful in layers of smoky gray and turquoise blue—takes on a distinct personality, giving her work the feel of majestic portraiture. *Melting Away* collects seventy-five of Seaman's most captivating photographs, lifeaffirming images that reveal not only what we have already lost, but more importantly what we still have that is worth fighting to save.

Change Leadership: The Kotter Collection (5 Books)

Harvard Business Review Press

This impressive collection features the best works by John P. Kotter, known worldwide as the authority on leadership and change. Curated by Harvard Business Review, the longtime publisher of some of Kotter's most important ideas, the Change Leadership set features full digital editions of the author's classic books, including bestsellers *Leading Change*, *The Heart of Change*, and *A Sense of Urgency*, as well as "What Leaders Really Do" and his newly published book *Accelerate*, which is based on the award-winning article of the same name that appeared in Harvard Business Review in late 2013. Kotter's books and ideas have guided and inspired leaders at all levels. He is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School, an award-winning business and management thought leader, a successful entrepreneur, and an inspirational speaker. His ideas have helped to mobilize people around the world to better lead organizations, and their own lives, in an era of increasingly rapid change. This specially priced collection offers Kotter's best practical advice, management insights, and useful tools to help you successfully lead and implement change in your organization—and master the art of change leadership.

Who Killed Change?

Solving the Mystery of Leading People Through Change

Harper Collins

Who Killed Change? Solving the Mystery of Leading People Through Change Every day organizations around the world launch change initiatives—often big, expensive ones—designed to improve the status quo. Yet 50 to 70 percent of these change efforts fail. A few perish suddenly, but many die painful, protracted deaths that drain the organization's resources, energy and morale. Who or What Is Killing Change? That's what you'll find out in this witty whodunit. The story features a Columbo-style detective, Agent Mike McNally, who's investigating the murder of yet another change. One by one, Agent McNally interviews thirteen prime suspects, including a myopic leader named Victoria Vision; a chronically tardy manager named Ernest Urgency; an executive named Clair Communication, whose laryngitis makes communication all but impossible; and several other dubious characters. The suspects are sure to sound familiar and you're bound to relate them to your own workplace. In the end, Agent McNally solves the case in a way that will inspire you to become an effective Change Agent in your own organization.

step-by-step guide at the back of the book shows you how to apply the story's lessons to the real world. Key questions help you evaluate the health of your organization's change initiatives, and you'll learn best practices for enabling and sustaining the desired change.

Storytelling in Organizations *Routledge*

This book is the story of how four busy executives, from different backgrounds and different perspectives, were surprised to find themselves converging on the idea of narrative as an extraordinarily valuable lens for understanding and managing organizations in the twenty-first century. The idea that narrative and storytelling could be so powerful a tool in the world of organizations was initially counter-intuitive. But in their own words, John Seely Brown, Steve Denning, Katalina Groh, and Larry Prusak describe how they came to see the power of narrative and storytelling in their own experience working on knowledge management, change management, and innovation strategies in organizations such as Xerox, the World Bank, and IBM. *Storytelling in Organizations* lays out for the first time why narrative and storytelling should be part of the mainstream of organizational and management thinking. This case has not been made before. The tone of the book is also unique. The engagingly personal and idiosyncratic tone comes from a set of presentations made at a Smithsonian symposium on storytelling in April 2001. Reading it is as stimulating as spending an evening with Larry Prusak or John Seely Brown. The prose is probing, playful, provocative, insightful and sometime profound. It combines the liveliness and freshness of spoken English with the legibility of a ready-friendly text. Interviews with all the authors done in 2004 add a new dimension to the material, allowing the authors to reflect on their ideas and clarify points or highlight ideas that may have changed or deepened over time.

John P. Kotter on what Leaders Really Do *Harvard Business Press*

Describes the hallmarks of effective leadership, and covers power, influence, vision, and strategies for change

Incarnations

A History of India in 50 Lives *Random House India*

For all of India's myths, stories and moral epics, Indian history remains a curiously unpeopled place. In *Incarnations*, Sunil Khilnani fills that space, recapturing the human dimension of how the world's largest democracy came to be. His trenchant portraits of emperors, warriors, philosophers, film stars and corporate titans—some famous, some unjustly forgotten—bring feeling, wry humour and uncommon insight to dilemmas that extend from ancient times to our own.

Iceberg Utilization

Proceedings of the First International Conference and Workshops on Iceberg Utilization for Fresh Water Production, Weather Modification and Other Applications Held at Iowa State University, Ames, Iowa, USA, October 2-6, 1977 *Elsevier*

Iceberg Utilization covers the proceedings of the First International Conference and Workshops on Iceberg Utilization for Fresh Water Production, Weather Modification and Other Applications, held at Iowa State University, Ames, Iowa, USA on October 2-6, 1977. The book focuses on the efforts to consider the feasibility of using icebergs as alternative water and energy resources relative to the growing concern on global water and

energy shortage. The compilation first offers information on the patterns of cooperation in international science and technology and evaluation of subsidiary effects and concomitant issues and challenges in iceberg utilization. The text also looks at the consideration of icebergs as potential water resource, including arctic drifting stations, remote sensing, and transport of icebergs. The book discusses elements of iceberg technology and remote sensing of thickness of icebergs, as well as sources and properties of tabular icebergs and towing, handling, processing, and selection of icebergs. The text also considers the international law problems in the acquisition and transportation of Antarctic icebergs; ecological considerations of iceberg transport from Antarctic waters; and energy and freshwater production from icebergs. The selection is a dependable reference for readers wanting to explore the potential of icebergs as energy and water resource.

Unsolaced

Along the Way to All that is *Pantheon*

"From one of our most intrepid and eloquent adventurers of the natural world: an account of her search for home--experiences traveling in Greenland, the North Pole, the Channel Islands of California, Japan; of herding animals in Wyoming and Montana, and her embrace of the balance between the ordinary and celestial. In *The Solace of Open Spaces*, Gretel Ehrlich announced her aspiration as a writer to assign the physical qualities of the earth--weather, light and wind--to our contemporary age. In *Unsolaced*, thirty-five years later, Ehrlich shows us how these forces have shaped her experience and her understanding as she recalls the split-end strands of friendships spliced to new loves, houses built and lived in, conversations that shifted outlooks, as she tries to catch a glimpse of herself and the places she has sought as an anchor for her spirit. Ehrlich's quest is not for the comfort of permanence, but for transience, the need to be unsettled--to find stillness in the disquiet of engagement, to find in the landscapes of earth, ice, climate, genetic mayhem, and shifting canvas of memory--the possibility of longing. Ehrlich's voice is a unique amalgam of poetry and science, her attention held fast by the vegetation and animals she cares for, the lyric exaltation of insight that gives both her and her readers an intimation of a greater whole"--

Abolitionists Abroad

American Blacks and the Making of Modern West Africa *Harvard University Press*

In 1792, nearly 1,200 freed American slaves crossed the Atlantic and established themselves in Freetown, West Africa, a community dedicated to anti-slavery and opposed to the African chieftain hierarchy that was tied to slavery. Thus began an unprecedented movement with critical long-term effects on the evolution of social, religious, and political institutions in modern Africa. Lamin Sanneh's engrossing book narrates the story of freed slaves who led efforts to abolish the slave trade by attacking its base operation: the capture and sale of people by African chiefs. Sanneh's protagonists set out to establish in West Africa colonies founded on equal rights and opportunity for personal enterprise, communities that would be havens for ex-slaves and an example to the rest of Africa. Among the most striking of these leaders is the Nigerian Samuel Ajayi Crowther, a recaptured slave who joined a colony in Sierra Leone and subsequently established satellite communities in Nigeria. The ex-slave repatriates brought with them an evangelical Christianity that encouraged individual spirituality--a

revolutionary vision in a land where European missionaries had long assumed they could Christianize the whole society by converting chiefs and rulers. Tracking this potent African American anti-slavery and democratizing movement through the nineteenth century, Lamin Sanneh draws a clear picture of the religious grounding of its conflict with the traditional chieftain authorities. His study recounts a crucial development in the history of West Africa.

The Effective Change Manager's Handbook

Essential Guidance to the Change Management Body of Knowledge *Kogan Page Publishers*

The change management profession is no longer in its infancy. Readily identifiable in organizations and in business literature it is no longer reliant on parent disciplines such as organizational development or project management. Change management is itself in a state of change and growth - the number of jobs is increasing and organizations are actively seeking to build their change management capability. The Effective Change Manager's Handbook, the official guide to the CMI Body of Knowledge, is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization. A single-volume learning resource covering the range of underpinning knowledge required, it includes chapters from esteemed and established thought leaders on topics ranging from benefits management, stakeholder strategy, facilitation, change readiness, project management and education and learning support. Covering the whole process from planning to implementation, it offers practical tools, techniques and models to effectively support any change initiative.

The Tip of the Iceberg

Managing the Hidden Forces that Can Make Or Break Your Organization *Leverage Networks, Inc*

A group of enterprising penguins with a yen for juicy clams teams up with some walrus colleagues to harvest a seemingly endless supply for all. The good news attracts penguins and walruses from icebergs far and wide who join in the work and the delectation. But on the way to establishing a clam lovers' paradise; territorial skirmishes arise; clumsy walruses flatten penguins; and confusion reigns. Can the penguins discover the hidden connections that have turned spiraling success into frustration and social upheaval? Only when they learn to see what is invisible are they able to stop their paradise from unraveling and take steps to create sustainable prosperity. The Tip of the Iceberg vividly illustrates how organizations can be trapped by systems when they fail to understand them. The story and discussion guide will help managers sort through the complexity of surface-level events and discover how to take effective actions that create the results they desire.

False Alarm

How Climate Change Panic Costs Us Trillions, Hurts the Poor, and Fails to Fix the Planet

The New York Times-bestselling "skeptical environmentalist" argues that panic over climate change is causing more harm than good. Hurricanes batter our coasts. Wildfires rage across the American West. Glaciers collapse in the Arctic. Politicians, activists, and the media espouse a common message: climate change is destroying the planet, and we must take drastic action immediately to stop it. Children panic about their future, and

adults wonder if it is even ethical to bring new life into the world. Enough, argues bestselling author Bjorn Lomborg. Climate change is real, but it's not the apocalyptic threat that we've been told it is. Projections of Earth's imminent demise are based on bad science and even worse economics. In panic, world leaders have committed to wildly expensive but largely ineffective policies that hamper growth and crowd out more pressing investments in human capital, from immunization to education. False Alarm will convince you that everything you think about climate change is wrong -- and points the way toward making the world a vastly better, if slightly warmer, place for us all.

HBR's 10 Must Reads on Change Management, Vol. 2 (with bonus article "Accelerate!" by John P. Kotter) *Harvard Business Press*

Lead change amid constant turbulence and disruption. Get more of the ideas you want, from the authors you trust, with HBR's 10 Must Reads on Change Management (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you successfully transform your organization. With insights from leading experts including John Kotter, Tim Brown, and Roger Martin, this book will inspire you to: Master the eight accelerators of strategic change Turn your culture into a catalyst for transformation Use your network ties to win over resisters Apply design thinking to secure buy-in Scale agile practices across your organization Get reorgs right Avoid pursuing the wrong changes This collection of articles includes "What Everyone Gets Wrong About Change Management," by N. Anand and Jean-Louis Barsoux; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily McTague; "The Network Secrets of Great Change Agents," by Julie Battilana and Tiziana Casciaro; "Design for Action," by Tim Brown and Roger L. Martin; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "The Merger Dividend," by Ron Ashkenas, Suzanne Francis, and Rick Heinick; "Getting Reorgs Right," by Stephen Heidari-Robinson and Suzanne Heywood; and "Your Workforce Is More Adaptable Than You Think," by Joseph B. Fuller, Judith K. Wallenstein, Manjari Raman, and Alice de Chalendar. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Stakeholder Capitalism

A Global Economy that Works for Progress, People and Planet *John Wiley & Sons*

Reimagining our global economy so it becomes more sustainable and prosperous for all Our global economic system is broken. But we can replace the current picture of global upheaval, unsustainability, and uncertainty with one of an economy that works for all people, and the planet. First, we must eliminate rising income inequality within societies where productivity and wage growth has slowed. Second, we must reduce the dampening effect of monopoly market power wielded by large corporations on innovation and productivity gains. And finally, the

short-sighted exploitation of natural resources that is corroding the environment and affecting the lives of many for the worse must end. The debate over the causes of the broken economy—laissez-faire government, poorly managed globalization, the rise of technology in favor of the few, or yet another reason—is wide open. *Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet* argues convincingly that if we don't start with recognizing the true shape of our problems, our current system will continue to fail us. To help us see our challenges more clearly, Schwab—the Founder and Executive Chairman of the World Economic Forum—looks for the real causes of our system's shortcomings, and for solutions in best practices from around the world in places as diverse as China, Denmark, Ethiopia, Germany, Indonesia, New Zealand, and Singapore. And in doing so, Schwab finds emerging examples of new ways of doing things that provide grounds for hope, including: Individual agency: how countries and policies can make a difference against large external forces A clearly defined social contract: agreement on shared values and goals allows government, business, and individuals to produce the most optimal outcomes Planning for future generations: short-sighted presentism harms our shared future, and that of those yet to be born Better measures of economic success: move beyond a myopic focus on GDP to more complete, human-scaled measures of societal flourishing By accurately describing our real situation, *Stakeholder Capitalism* is able to pinpoint achievable ways to deal with our problems. Chapter by chapter, Professor Schwab shows us that there are ways for everyone at all levels of society to reshape the broken pieces of the global economy and—country by country, company by company, and citizen by citizen—glue them back together in a way that benefits us all.

HBR's 10 Must Reads on Change *Harvard Business Press*
Business.

Organization

Text, Cases, and Readings on the Management of Organizational Design and Change *Richard d Irwin*

The Theory and Practice of Change Management

Power and Influence *Simon and Schuster*

In today's complex work world, things no longer get done simply because someone issues an order and someone else follows it. Most of us work in socially intricate organizations where we need the help not only of subordinates but of colleagues, superiors, and outsiders to accomplish our goals. This often leaves us in a "power gap" because we must depend on people over whom we have little or no explicit control. This is a book about how to bridge that gap: how to exercise the power and influence you need to get things done through others when your responsibilities exceed your formal authority. Full of original ideas and expert insights about how organizations—and the people in them—function, *Power and Influence* goes further, demonstrating that lower-level personnel also need strong leadership skills and interpersonal know-how to perform well. Kotter shows how you can develop sufficient resources of "unofficial" power and influence to achieve goals, steer clear of conflicts, foster creative team behavior, and gain the cooperation and support you need from subordinates, coworkers, superiors—even people outside your department or organization. He also shows how you can avoid the twin traps of naivete and cynicism when dealing with power relationships, and how to use your power without abusing it. *Power and Influence* is essential for top managers who need to

overcome the infighting, foot-dragging, and politicking that can destroy both morale and profits; for middle managers who don't want their careers sidetracked by unproductive power struggles; for professionals hindered by bureaucratic obstacles and deadline delays; and for staff workers who have to "manage the boss." This is not a book for those who want to "grab" power for their own ends. But if you'd like to create smooth, responsive working relationships and increase your personal effectiveness on the job, Kotter can show you how—and make the dynamics of power work for you instead of against you.

Good to Great

Why Some Companies Make the Leap...And Others Don't *Harper Collins*

The *Challenge Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Matsushita Leadership *Simon and Schuster*

He was one of the most inspirational role models of all time. Thrown into poverty at age four, Konosuke Matsushita (Mat-SOSH-ta) struggled with the early deaths of family members, an

apprenticeship which demanded sixteen-hour days at age nine, all the problems associated with starting a business with neither money nor connections, the death of his only son, the Great Depression, the horror of World War II in Japan, and more. Yet John P. Kotter shows in this fascinating and instructive book how, instead of being ground down by these hardships, Matsushita grew to be a fabulously successful entrepreneur and business leader, the founder of Japan's General Electric: the \$65 billion a year Matsushita Electric Corporation. His accomplishments as a leader, author, educator, philanthropist, and management innovator are astonishing, and outshine even Soichiro Honda, J.C. Penney, Sam Walton, and Henry Ford. In this immensely readable book, Kotter relates how Matsushita created a large business, invented management practices that are increasingly being used

today, helped lead his country's economic miracle after World War II wrote dozens of books in his latter years, founded a graduate school of leadership, created Japan's version of a Nobel Prize, and gave away hundreds of millions to good causes. The Matsushita story expands our notion of the possible, even for a sickly youngster who did not have the benefit of a privileged background, education, good looks, or a charismatic presence. It tells us much about leadership, entrepreneurship, a drive for lifelong learning, and their roots. It demonstrates the power of a longterm outlook, idealistic goals, and humility in the face of great success. Matsushita Leadership is both a biography and a set of lessons for careers and corporations in the 21st century. An inspirational story and a business primer, the implications are powerful, for organizations and for living a meaningful life.