Build your own change model

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For decades, CEOs have been looking for the holy grail of corporate transformation, asking, "What is the best way to transform my company? Which model should I use?" Management consultants and academics have been working overtime to supply the answer. They haven't succeeded, however, because the search is a futile one. Every organization is unique. Leaders can adopt ideas that have worked elsewhere, but they need to create their own one-of-a-kind change model through experimentation, learning, blueprint creation, and, most of all, a strong focus on results.

f all the CEOs who will toss and turn tonight, you can bet that a large number of them are wondering how to carry out major transformations in their companies: reversing profit deterioration, adapting to radical technological shifts, accelerating slow growth, breaking into new markets, absorbing major acquisitions, and so on. They want to know how to execute these changes in ways that make them winners. An army of consultants and academics have invested major efforts in trying to create the right formula but without success. Each group of gurus has generated its own models, some of which have cut a vast swath through the corporate world. However, none have really proven effective.

One reason for this failure is the fact that even though transformational change is quite complex, change models generally attempt to provide a simplified, one-size fits-all solution. Some formulas consist mainly of lofty principles but with no implementation guidelines. Some specify detailed action steps without regard to the appropriateness for different firms. Because each firm has its own work processes, culture, and competencies, a given change formula may work well in one but fail miserably in the next.

Moreover, almost all of the change formula creators adhere to the classic begin-with-preparations change paradigm: Only after endless preparatory tasks such as strategic planning, new information systems, training, reorganization, and so on can progress be expected. This rigidly logical paradigm is neat on paper but bears no resemblance to how firms really carry out changes.

These are only a few of the vulnerabilities of most change theories. There are many others. So it should not be surprising that, despite the public hoopla that has accompanied the unveiling of a number of such theories, not a one has been validated by repeated success over time.

The weakness of master models was demonstrated in a landmark Harvard Susiness School study in the 1980s by Beer, Eisenstat, and Spector (1990). After examining several attempted major transformations in a variety of corporations, the researchers primarily concluded that com-

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a constant in people s lives and the number and type of changes are going to happen faster it is imperative that people develop the ability to live in this constantly changing world without feeling like victims but rather like partners in the changes they face Change Better is about how to develop the critical skills and tools necessary to cope with change at work and in one s personal life These skills and the tools that go with them help people gain control over the changes in their lives Jeanenne LaMarsh shows the ways in which readers can help themselves to change and the ways in which they will be able to accept deal with and maximize change with the greatest speed and least pain Windows 8.1 David Pogue, 2013 Windows 8.1 continues the evolution of the most radical redesign in Microsoft s history It combines the familiar Windows desktop with a new touchscreen friendly world of tiles and full screen apps Luckily David Pogue is back to help you make sense of it with humor authority and 500 illustrations The important stuff you need to know What s new in 8.1 The update to 8.1 offers new apps a universal Search the return of the Start menu and several zillion other nips and tucks New features Storage Spaces Windows To Go File Histories if Microsoft wrote it this book covers it Security Protect your PC from viruses spyware spam sick hard drives and out of control kids The network HomeGroups connecting from the road mail Web music streaming among PCs this book has your network covered The software Media Center Photo Gallery Internet Explorer speech recognition this one authoritative witty guide makes it all crystal clear It s the book that should have been in the box

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Weight Loss Boss David Kirchhoff, 2013-04-30 Weight Loss Boss is a frank funny and groundbreaking guide to surviving and thriving in an obesogenic world from the CEO of Weight Watchers International We live in a dangerous food world full of

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