

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.

Of 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 Business 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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Table of Contents Make Your Own Change

1. Understanding the eBook Make Your Own Change
 - The Rise of Digital Reading Make Your Own Change
 - Advantages of eBooks Over Traditional Books
2. Identifying Make Your Own Change
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Make Your Own Change
 - User-Friendly Interface
4. Exploring eBook Recommendations from Make Your Own Change
 - Personalized Recommendations
 - Make Your Own Change User Reviews and Ratings

- Make Your Own Change and Bestseller Lists
- 5. Accessing Make Your Own Change Free and Paid eBooks
 - Make Your Own Change Public Domain eBooks
 - Make Your Own Change eBook Subscription Services
 - Make Your Own Change Budget-Friendly Options
- 6. Navigating Make Your Own Change eBook Formats
 - ePub, PDF, MOBI, and More
 - Make Your Own Change Compatibility with Devices
 - Make Your Own Change Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Make Your Own Change
 - Highlighting and Note-Taking Make Your Own Change
 - Interactive Elements Make Your Own Change
- 8. Staying Engaged with Make Your Own Change
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Make Your Own Change
- 9. Balancing eBooks and Physical Books Make Your Own Change
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Make Your Own Change
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Make Your Own Change
 - Setting Reading Goals Make Your Own Change
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Make Your Own Change
 - Fact-Checking eBook Content of Make Your Own Change
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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