

Chapter 1 : NextMapping | Leadership Books

Synopsis Leadership and the Art of Change is a conversational book that approaches the concept of leadership with a specific researched view. That view is, at the heart of.

Clark As the story goes, it was on June 4, 1783, at the market square of a French village of Annonay, not far from Paris, that a smoky bonfire on a raised platform was fed by wet straw and old wool rags. Tethered above, straining its lines was a huge taffeta bag 33 feet in diameter. Six thousand feet in the air it went—the first public ascent of a balloon, the first step in the history of human flight. It came to earth several miles away in a field, where it was promptly attacked by pitchfork-waving peasants and torn to pieces as an instrument of evil. From the earliest days of man, change has been a difficult proposition. We are creatures of comfort and creatures of habit. Shake up the apple cart and you will have a fight on your hands; especially if you are a leader. Take the workplace for example. In other words, change is always in the air — yes, even at your office. Here are three insights about change that will challenge the way you think about it and how it can help you as a leader. The change we want — looks outward. In leadership when we think about the changes we want it usually has something to do with someone else. Our grumblings often center on what someone at the office is doing; or not doing, that frustrates us. People are not performing at the level you want, there is too much in-fighting or office politics, performance goals are not being met, etc. The change you want is the frustration of your leadership. It is frustrating because it has you focused on things at the margins that steal quality time in terms of productivity. All you know is that you are frustrated and something has to change. And unfortunately, creating change out of frustration tends to lead to unhealthy choices regarding change and does not help you in the long term. The change we need — looks inward. One of the hardest things for a leader to do is to look inward with a critical eye. The change you need is the necessity of your leadership. It is when you honestly evaluate your strengths and weaknesses; your blind spots and attitudes that inward change begins. Improvement will only happen when you look honestly in the mirror and make the changes you need to make before expecting them from others. The change we celebrate — looks upward. We should constantly be striving to become what we need by embracing that which we must. Change is a constant and we must welcome it and be open to it if we are to grow. The change you celebrate is the blessing of your leadership. It is a blessing when you forget about trying to change other people and change yourself. It is a blessing when you embrace your calling and purpose as a leader and fulfill your destiny not because you resisted change but because you dared to welcome it.

Chapter 2 : The art of asking - Leadership & Change Magazine

Leadership, Change, And The Art Of Adaptation Mark McClain CommunityVoice Forbes Technology Council CommunityVoice Opinions expressed by Forbes Contributors are their own.

Posted on December 10, by dougdickerson Credit: Google Images Life is a long process of getting used to things you started out to change. Clark As the story goes, it was on June 4, , at the market square of a French village of Annonay, not far from Paris, that a smoky bonfire on a raised platform was fed by wet straw and old wool rages. Tethered above, straining its lines was a huge taffeta bag 33 feet in diameter. Six thousand feet in the air it wentâ€”the first public ascent of a balloon, the first step in the history of human flight. It came to earth several miles away in a field, where it was promptly attacked by pitchfork-waving peasants and torn to pieces as an instrument of evil. From the earliest days of man, change has been a difficult proposition. We are creatures of comfort and creatures of habit. Shake up the apple cart and you will have a fight on your hands; especially if you are a leader. Take the workplace for example. In other words, change is always in the air â€” yes, even at your office. Here are three insights about change that will challenge the way you think about it and how it can help you as a leader. The change we want â€” looks outward. In leadership when we think about the changes we want it usually has something to do with someone else. Our grumblings often center on what someone at the office is doing; or not doing, that frustrates us. People are not performing at the level you want, there is too much in-fighting or office politics, performance goals are not being met, etc. The change you want is the frustration of your leadership. It is frustrating because it has you focused on things at the margins that steal quality time in terms of productivity. All you know is that you are frustrated and something has to change. And unfortunately, creating change out of frustration tends to lead to unhealthy choices regarding change and does not help you in the long term. The change we need â€” looks inward. One of the hardest things for a leader to do is to look inward with a critical eye. The change you need is the necessity of your leadership. It is when you honestly evaluate your strengths and weaknesses; your blind spots and attitudes that inward change begins. Improvement will only happen when you look honestly in the mirror and make the changes you need to make before expecting them from others. The change we celebrate â€” looks upward. We should constantly be striving to become what we need by embracing that which we must. Change is a constant and we must welcome it and be open to it if we are to grow. The change you celebrate is the blessing of your leadership. It is a blessing when you forget about trying to change other people and change yourself. It is a blessing when you embrace your calling and purpose as a leader and fulfill your destiny not because you resisted change but because you dared to welcome it.

Chapter 3 : Leadership And The Art of Change | Doug Dickerson on Leadership

Leadership and the Art of Change is a unique book in that it focuses on a leader's central and most daunting taskâ€”achieving organizational change that successfully addresses external and internal threats and opportunities. Author Lee R. Beach uses six prime responsibilities as the framework for discussing change leadership: external and.

Positive Power Leave a Comment Humble Inquiry is the art of asking questions to which you do not already know the answer. It is building a relationship based on curiosity and interest in the other person, says Edgar Schein in his book Humble Inquiry. Our culture is biased toward telling. When in telling mode, we hope to educate, impress, or to entertain. Western, egalitarian and individualistic cultures appreciate high achievers and task-accomplishment, but the awareness of interdependency and relationships is often missing: How does asking build relationships? Telling puts the other person down, in a way. But asking empowers the other â€” it implies they know something I want to know â€” and it makes me vulnerable. I need something from them. At the same time, trust builds on their end because I show an interest and pay attention. How can you help yourself to listen instead of talk? [Click To Tweet](#) It is essential to not assume that you know what the other wants or needs. Clear your mind and maximize your listening: That might take some practice. What would people not like to tell you? How can you practice sharing and transparency before you need it in a crisis? By the way, if you want to contribute to a positive workplace culture, my next open workshop on Positive Culture Change Leadership is scheduled for May ! More information and registration is available at a first come first serve basis. Leaders, employees, consultants, citizens â€” everyone can make a positive difference from any position, without needing permission or resources from others. This blog will help you see positive possibilities and re claim your positive agency. Unstuck yourself and engage others via your interaction and actions. Transform into a positive organization where people and performance thrive. You can help me by liking, sharing, and commenting.

Chapter 4 : The Art of Change Leadership: Driving Transformation In a Fast-Paced World by Cheryl Cran

Leadership and the Art of Change is a unique book in that it focuses on a leader's central and most daunting task - achieving organizational change that successfully addresses external and internal threats and opportunities. Author Lee Roy Beach uses six prime responsibilities as the framework for discussing change leadership: external and

Acknowledgments [Page vii] Portions of this book are adapted from L. Beach , Making the Right Decision: Appendix A is adapted from L. The saga of the Steller Art Frame Company, recounted throughout this book, is based on a real company. However, as the details were altered for illustrative purposes, Steller became so thoroughly fictionalized that it bears no resemblance to any specific company with which I am familiar. The framework for the book is provided by a list of six prime responsibilities that leaders must meet in order to bring about successful change. To aid in mastery of the material, the summary of each chapter is left as an exercise for the reader, using an outline of the chapter as a guide. To the same end, each chapter is followed by a new segment of an ongoing exercise that helps the reader form his or her own understanding of the issues. This is followed by a list of sources and materials for further study. I would like to thank the countless executives who have educated me about the practical aspects of leadership and who have shared with me their knowledge about promoting organizational change. Some of these people have been clients with whom I worked as the change process [Page x]unfolded. Others have been participants in executive education courses from whom I learned far more than they learned from me. I hope that this book repays in some measure their generosity in sharing their experiences with me. Championing Change Looking around his office at all the boxes waiting for the moving crew, Wayne felt angry and his stomach ached. He wished he knew which box contained his stomach pills. Oddly enough, at the lowest point in his career his prospects never looked better. He was going to a new job at a higher-profile company, in a bigger city, and at higher pay. His record looked better on paper than it actually was. He had brought in some high-profile customers, invested in some cutting-edge technology, and made a very visible if short-lived partnership with a big name manufacturer, but in fact he had failed. This had been his big opportunity to test his leadership abilities. Before he came, the company had been in a slow decline. The board of directors wanted to reverse this, prepare for changes in the industry, and achieve more visibility. They wanted someone to shake things up, infuse a sense of direction, build bridges, and generally prepare the company for the future. Wayne had honestly thought he was the right person. He had held jobs at almost every level, moving from one company to another in his upward climb. In his last job, he had spent 3 years as the right-hand man to the CEO, which he felt gave him the experience he needed to take the top spot somewhere. When an executive search agency approached him about this job, he jumped at it. He flew in for an interview, which went well, if only because of his obvious enthusiasm. A few days later he received word that he had been selected. He arrived to a warm reception. It turned out that the previous CEO had not been well liked. Wayne, and his enthusiasm, seemed like a [Page xii]breath of fresh air. It was clear that people were hungry for energetic, imaginative leadership, and that was what he intended to supply. His first 2 weeks on the job were spent in his office, usually alone, planning the changes he intended to make in the company. The important thing was to know how to save it. And, he was sure he knew how. He began by comparing this company with the others at which he had worked and, where it differed, thinking of ways he could make it more like the others. When the meeting opened, everyone was friendly and the mood was upbeat. He began by presenting his list of goals for the company. Without pause, he described the set of initiatives that he had designed to move the company toward the goals. He tried to be analytic and logical, and he thought he might even have been a little eloquent. But when he asked for questions, there was only silence. Finally, a hand went up near the back of the room. It also seemed to her that some of the initiatives were at cross-purposes with each other. Sure, somewhere he had read that leaders ought to have a big picture, a guiding [Page xiii]vision, but he had never been clear about what that meant and suspected it was merely touchy-feely jargon. Opportunism meant that as the leader, it was his responsibility to spot opportunities for the company and to pursue them. Problem solving meant that it was his responsibility to identify problems with the company and to formulate solutions to them. By the time he finished his lecture, the room had

become even quieter. It was accompanied by a request that they identify those parts for which their units would take the lead and that they submit a written proposal describing what this entailed. The proposal was due by the end of the week, no exceptions or extensions! Two months later, all the proposals had finally trickled in and were given to a secretary to collate. After this rough beginning, Wayne was convinced that things could only get better. Three managers, including Ms. Smarty Pants, quit and had to be replaced with less-experienced people. Turnover also increased on the shop floor as some of his most experienced workers sought jobs elsewhere. Even worse, meetings to discuss progress with his managers began with their excuses and ended with his ill-tempered monologues. He was shocked to see employees saying that the very integrity of the company was at stake, that the things they were being asked to do flew in the face of everything the company had always stood for, that they had worked hard for years only to be ordered to undermine all that they had helped build. What were these people talking about? They seemed to believe that what he was trying to do was threatening the company instead of making things better. Clearly, his managers would have to work harder to counteract this stuff. Everywhere he looked he saw resistance to even the slightest change. At first he put this down to simple distrust of anything new, confident that a few successes would win hearts and minds and bring more people on board. Not only were employees resistant, they seemed confused. After months of glacial progress, Wayne decided that it was time to dazzle everyone with some opportunism. He had heard that two major customers were concerned about rising costs, so he offered them discounts for purchasing exclusively from his company. There was little profit in this for the company, but everyone sat up and took notice, and he expected his boldness would change some bad attitudes. Next, he bought exclusive rights to a new technology that he was convinced would revolutionize the industry. He severely cut budgets throughout the company to bring this off, only to see the technology sit unused most of the time. It was so fast that it outran everything else and had to be shut down periodically so everything else could catch up. Again, nobody was impressed. Then he swung a deal to partner with a very high-profile company to comarket a product with both their names on it. The partnership ran at a slight loss, but the visibility it provided seemed to him to be invaluable. Finally, he let it be known that he had been approached about merging with a competitor. This never got far because everybody around him seemed to come unhinged. The board members were furious that he had leaked the news before they had even discussed it. His managers were furious because they saw their jobs in jeopardy. The rank-and-file employees were furious because they felt they were being sold out. Even his secretary stopped being nice to him. He began to see the handwriting on the wall. Lots of places needed experienced executives, and his career looked great on paper. True, he had been in his present job only a short time, but it was easy to argue that the company was too hidebound to make the changes [Page xv]demanded by an innovative leader. But in his heart Wayne knew he had failed. With the best of intentions and an abundance of enthusiasm, he did just what he thought leaders are supposed to do: He identified what he thought were problems and came up with what he thought were solutions. He honestly tried to guide the company toward a brighter future. And all he got for his trouble was resistance, rebellion, and people quitting. It hardly seems fair. Role Playing, Charisma, and Authentic Leadership Like so many people who find themselves in positions of leadership, it appears that Poor Wayne simply failed to understand the difference between playing the role of a leader and actually being a leader. Because leaders are decisive, he single-handedly identified problems, came up with solutions, and then told the managers what he had decided to do. Because leaders are firm, he used anger to intimidate his managers and squelch further opposition without weighing the merits of their arguments. Small wonder he failed; simply posing as a leader does not work because it focuses on the surface features of leadership and is blind to the underlying art of leading an organization toward meaningful change. Sure, they boned up on production, finance, marketing, and the organization chart. But they fail to learn about the environment in which the [Page xvi]organization operated or about the heart of the organization: Indeed, they assume that the only way to lead is to be tough, make massive changes, and force recalcitrant subordinates to do things a new way. They regard even reasonable questions as signs of opposition and obstruction. And, of course, they alienate everyone who could help them do their jobs successfully. True, some of them catch on fast enough to save themselves. But others simply fail and move on. Role-playing is far more difficult than authentic leadership because the player does not know

what he or she is trying to accomplish, except to win.

Chapter 5 : Leadership And The Art Of Change | BIZCATALYST

Leadership and the Art of Change is a unique book in that it focuses on a leader's central and most daunting task—achieving organizational change that successfully addresses external and internal threats and opportunities.

Chapter 6 : SAGE Books - Leadership and the Art of Change: A Practical Guide to Organizational Transform

The change you want is the frustration of your leadership. It is frustrating because it has you focused on things at the margins that steal quality time in terms of productivity. All you know is that you are frustrated and something has to change.