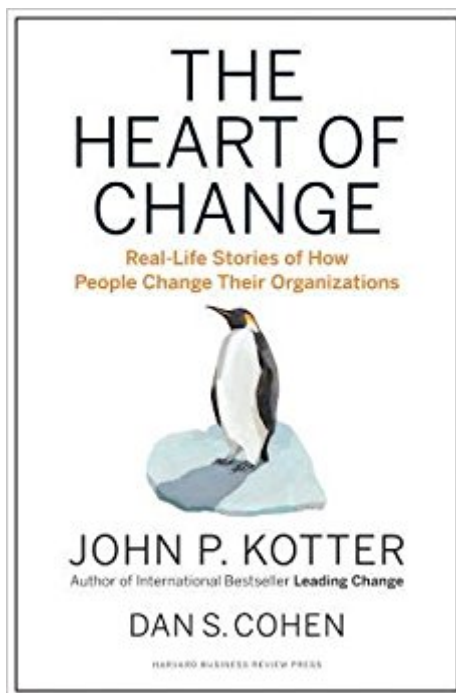




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# The Heart Of Change: Real-Life Stories Of How People Change Their Organizations



## Synopsis

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.

## Book Information

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## Customer Reviews

The Heart of Change is the follow-up to John Kotter's enormously popular book *Leading Change*, in which he outlines a framework for implementing change that sidesteps many of the pitfalls common to organizations looking to turn themselves around. The essence of Kotter's message is this: the reason so many change initiatives fail is that they rely too much on "data gathering, analysis, report writing, and presentations" instead of a more creative approach aimed at grabbing the "feelings that motivate useful action." In *The Heart of Change*, Kotter, with the help of Dan Cohen, a partner at Deloitte Consulting, shows how his eight-step approach has worked at over 100 organizations. In just about every case, change happened because the players were led to "see" and "feel" the change. In one example, a sales representative underscores a sense of urgency to change a manufacturing process by showing a videotaped interview with an unhappy customer; in another, a purchasing manager makes his point to senior management about corporate waste by displaying on the company's boardroom table the 424 different kinds of gloves that the company had procured through different vendors at vastly different prices. Well written and loaded with real-life examples and practical advice, *The Heart of Change* towers over other change-management titles. Managers and employees at organizations both big and small will find much to draw from. Highly recommended. --Harry C. Edwards --This text refers to an out of print or unavailable edition of this title.

"Never underestimate the power of a good story," Kotter and Cohen testify in this highly readable sequel to Kotter's groundbreaking *Leading Change*. Practicing what they preach, they have culled, from hundreds of interviews conducted by Deloitte Consulting, the 34 most instructive and vivid accounts of companies undergoing large-scale change. With chapters organized by each of the eight stages of change Kotter identified in his 1996 bestseller, the authors deftly contrast success stories with fumbles, then utilize the compare-and-contrast format for lively "how-to/how-not-to" discussion. Throughout, they pepper their discussion with arresting (and quotable) aphorisms, such as "Dying will not help" and "Honesty always trumps propaganda," to ensure that readers remain on task, engaged and awake. Viewed in stages with concrete examples and convenient end-of-chapter summaries, the challenges and opportunities of the change process emerge in sharp relief. Kotter and Cohen demonstrate the critical difference that focus, faith, leadership, commitment and creativity make in winning employees' hearts, offering good stories that truly apply to each topic. "The single biggest challenge in the process is changing people's behavior," they insist, while providing convincing evidence (as well as examples of the effectiveness of videos and creative

visual displays) that their method of "see-feel-change" will enable a company to overcome resistance lurking in its midst. Copyright 2002 Cahners Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

I did not read the original but read this for an Master's Organizational Change class. This book is amazing. Very well written with practical stories that reinforce the 8 step change process and why most change initiatives don't work. Service oriented change versus metric driven change is the real prize. If you have anything to do with change management this is a must read. For the price this book has trumped the \$100 textbook on Organizational Change I also had to read. Read it, pass it on, and start changing the right way.

Really good book great real life examples of successful change at organizations and failures in the process.

I read this at the same time as *Switch: How to Change Things When Change Is Hard*. Sadly, it suffers in comparison. On its own, "Heart of Change" is not a bad book. There are 8 steps to making successful change, with a main theme that people need to make an emotional connection in order for change to be successful ("See -> Feel -> Change"). However, Kotter doesn't really connect the theme specifically to his 8 steps. That specificity is where "Switch" shines. Switch uses a similar theme - that you need to appeal both to the logical and emotional sides, and you need to make it easier for change to happen by changing the environment. The difference is that Switch focuses on BEHAVIOR. I think this is a significant part of any change effort. While Kotter talks about appealing to the emotional side, he's still strongly in the camp of business cases and bringing employees around. The Heaths have an approach that's more easily broken down and replicable. I had a few takeaways from this book - for example, that quick wins have to be both meaningful and visible - which is why I gave it 3 stars. Sadly, that's not enough to make this a "must have" for a business leadership library. Switch, on the other hand, is staying on my shelf.

Taking the time to think through real examples of each stage for yourself and your organization through the related exercises makes a tangible difference to internalizing the message.

The authors' professed thesis is the following: "The core of [change] is always about changing the behavior of people." [Found in the book's Preface] After reading this all-encompassing dissertation

however, the seasoned scholar may glean a slightly different message. Perhaps the authors say it best in Chapter 8 when they proclaim that: "To use all of the ideas in this chapter, and to avoid the mistakes, it is essential to understand... In a change effort, culture comes last, not first." In any event, the authors set forth a multitude of stories to support the crux of their argument. This tact falls in line with their firm belief in a "see-feel-change" process. It is clearly evident that they intended to "practice what they preached" in the book's overall design. Readers who are thoroughly invested in the creation of change for their organization will probably find this book somewhat "eye-opening." The authors' use of stories is exceptional in their dissemination of an eight-step process. Some may also find this book a bit scholarly in its mission to thoroughly pound each point home. It's probably fair to say that this book is meant to be either read in its entirety or not at all. Each of the eight steps build off of each other. Despite some seemingly lengthy segments however, the authors' larger message is worth taking in.

I like this product because it is very applicable into today workplace. I work in an organization that went through some major transformations and all the steps listed in this book were made in order for those changes to happen "successfully". The books make painfully clear that positive change takes time, and gives a step by step process on how to make those changes happen. I would recommend this book to working professionals. I recommend this book to college students as well; however, college students "may" not be able to relate to the material without experience.

This is a great book with many fine examples to help one in the business world. This version still seems to be the 2002 one and not a 2012 edition. My new copy has no 2012 copyright and looks identical to pages shown here including ISBN number. So I am thinking these are reprints of the 2002 copyright and so not a true reprint date of 2012. Buyer beware.

Great tutorial for anyone leading in any capacity - even families!

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