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Titolo	The multilingual challenge : cross-disciplinary perspectives // edited by Ulrike Jessner, Claire Kramersch
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Nota di contenuto	Front matter -- Table of contents -- Notes on the contributors -- Introduction: The multilingual challenge / Jessner, Ulrike / Kramersch, Claire -- Part I: Familial challenges -- 1. Challenges of multilingualism to the family / Wei, Li / Hua, Zhu -- 2. The promotion of multilingualism in a Catalan-speaking area. Familial challenges in the Valencian Community / Safont-Jordà, Maria Pilar -- Part II: Educational challenges -- 3. Conflict in the second language classroom: a teacher of Spanish facing the complicated dimensions of multilingualism / Heidenfeldt, William -- 4. The legitimacy gap: multilingual language teachers in an era of globalization / Kramersch, Claire / Zhang, Lihua -- 5. « Le multilinguisme en question ? » - The case of minority language education in Brittany (France) / Osterkorn, Patrick K. / Vetter, Eva -- Part III: Institutional challenges -- 6. Challenges to monolingual national literatures / Lennon, Brian -- 7. Multilingual and intercultural competence on the threshold of the Third Reich / Gramling, David -- 8. Linguistic Unheimlichkeit: the Armenian and Arab communities of Cyprus / Baider, Fabienne / Kariolemou, Marilena -- Part IV: Scientific challenges -- 9. Monolingualism and multilingualism in the construction and dissemination of scientific knowledge / Lüdi, Georges

-- 10. Le Précis du plurilinguisme et du pluriculturalisme : une recherche internationale, face aux défis d'une conception plurilingue et d'une traduction en anglais et en chinois / Zarate, Geneviève / Gohard-Radenkovic, Aline / Rong, Fu -- 11. Understanding current multilingualism: what can the butterfly tell us? / Aronin, Larissa / Jessner, Ulrike -- Part V: Professional and geopolitical challenges -- 12. Language policy and planning in international organisations / McEntee-Atalianis, Lisa -- 13. Challenges within the ecology of multilingual interactions in Aboriginal cultural tourism in Central Australia / Ellis, Elizabeth -- Afterword: Challenging multilingualism / Kramsch, Claire -- Index

2. Record Nr.	UNINA9910824403303321
Autore	Coetsee Johan
Titolo	Change lessons from the CEO : real people, real change // Johan Coetsee, Patrick C. Flood
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Nota di contenuto	Cover; About the Authors; Title page; Copyright page; Dedication; Contents; Preface; Acknowledgements; CHAPTER 1: Your Journey to Leading Change Authentically; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction; What is Authentic Leadership and What is it Not?; Becoming Authentic; Understanding and making sense of the past; Being self-aware; Understanding your values; Understanding and accepting who you are; Strategies for becoming more authentic; Leading Change Authentically; Chapter Summary; References; CHAPTER 2: Change Readiness: Are You Ready for Leading

Change?

Chapter at a Glance Beginning Cases: Preparation; Chapter Introduction; Mental Models; The Dark Side of Leadership: Narcissism; Mental Toughness: Don't Give Up; Less Ego, More Humility; Resuscitate Your Passion for Life and Work; Chapter Summary; References; CHAPTER 3: Leading Change: Winning Hearts and Minds; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction; Framing the Change; Sense-making; Setting direction; Strategic reflection; Shaping Behaviour; Leadership in action; Communication and creating a need for change; Creating Capacity for Change  
Get the right people on-board Chapter Summary; References; CHAPTER 4: Getting Employees Ready for Change; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction; Understanding Readiness for Change; Variables Influencing Reactions Towards Change; Individual differences; Context; Change process; Change content; Creating Change Readiness: Leadership Behaviours; Rethinking Resistance to Change; Managing Resistance; Chapter Summary; References; CHAPTER 5: Understanding How People Change; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction  
Understanding Individual Level Change The Nature of Habits; Stages of Change; Endings and New Beginnings; The Experience of Change; Principles of Individual Level Change; The Relationship Between Individual Level and Organizational Level Change; Chapter Summary; References; CHAPTER 6: Coaching for Change Success; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction; What is Coaching and What it is Not; Principles to Keep in Mind When Coaching Adults; Implications of Using Adult Learning Principles for Coaching; Skills Needed to Coach; The Coaching Process  
Critical Success Factors for Using Coaching During a Change Programme Chapter Summary; References; CHAPTER 7: Change Politics and Change Levers; Chapter at a Glance; Beginning Cases: Preparation; Chapter Introduction; Power and Politics; Change Management Practices Revisited: Designing Your Own Change Strategy; Understanding Change Levers; Chapter Summary; References; Conclusions; Index

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## Sommario/riassunto

Real stories from real CEOs on implementing successful change initiatives in any organization Change is difficult. In large organizations with established cultures, managing change can be one of the biggest challenges for business leaders and managers. Using a wealth of real stories from real CEOs on how they managed major change initiatives- and the lessons they learned along the way-Change Lessons from a CEO gives professionals and business students powerful and effective guidance on successfully managing change initiatives in any organization. The book's uniquely flexible app

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