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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 ChangeThe 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 ProgrammeChapter 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

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
