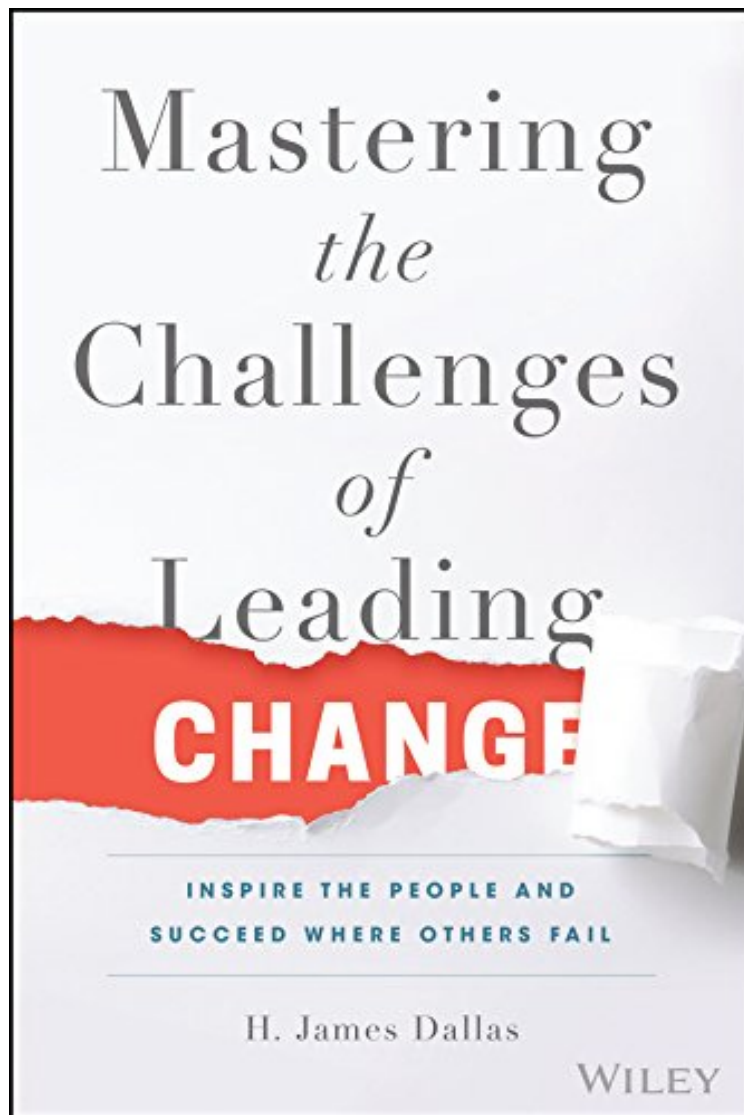


[Read free ebook] Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail

## Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail

*H. James Dallas*

*\*Download PDF | ePub | DOC | audiobook | ebooks*



[Download](#)

[Read Online](#)

#137238 in eBooks 2015-09-04 2015-09-04 File Name: B01907T1N0 | File size: 61.Mb

**H. James Dallas : Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail:

3 of 3 people found the following review helpful. A great book not only for change management but leadership in general By Darrel Untereker First I must disclose that I have both worked with, and know James Dallas. He is not only

an accomplished executive but a wonderful human being. Having said those things, this book is amazing. I read a lot of business and self-help books. Most offer good advice, but most are also kind of dry. Not this one. James has written a concise and relevant book that not only applies to those who want to master change management, but also those who simply want to be better leaders. This book does not present a methodology for managing change, but rather outlines situations that a change leader needs to recognize and deal with in order to be successful. By telling stories and giving anecdotes the book gives advice that can be applied to every business. This book is also a rather quick read; I got through the first 2/3 on a three hour plane ride. I found the book sort of pulled me along as I read. Time after time, when I read a section, the next thought that popped into my mind turned out to be what the next chapter was about. James makes it clear that he has learned as much, or more, from his mistakes as from his successes. In telling these stories, the lessons and takeaways become real and personal, and therefore easy to digest. This book is well worth reading.

2 of 2 people found the following review helpful. A Clear Step by Step Guide to Leading Change At Any Level By DarkStar I had the pleasure of working directly with James Dallas at Medtronic. I am a little biased in that regard. But this book is absolutely fabulous. Here are my thoughts. I am all about story telling and James does a phenomenal job of relating his points in quick stories. I wasn't in the IT organization, but I was in the Corporate group when Mr. Dallas began his tenure. I had the opportunity to work directly with him on our strategic planning process. It's a grueling process made less arduous through his humor, candor and story telling. Many books I have read are good at prescribing what a leader should do but don't always bring forward their experience to illuminate the advice. The stories throughout the book pull you into his world and his mind. Not only are they poignant they make the impossible seem possible and based on common sense. Failure. James doesn't simply toot his own horn in what a magnificent leader he is. He talks about where and why he failed, but more importantly what he did to overcome it. Everyone has missteps but we have to learn from them or otherwise be doomed to repeat them. Additionally, he doesn't hold others' failures against them. He is active in helping people take the learning and move beyond. In one story he shared, he challenged other leaders to do the same when an individual's perceived failure from five years ago was brought up in a meeting. Homework and tweetable moments can be found at the end of every chapter. Rather than sum up the chapter and move on to the next, he summarizes the chapter in tweets. I didn't check to see if each point was 140 characters, but these are seriously tweetable quotes. Additionally, he challenges us to think about our own projects and answer several questions. If our answers aren't where they should be we have homework to do to bring everyone back to center. Let me say it again, I know he practices what he preaches. I also know his process for approaching change leadership gets results. The steps he lays out are simple to understand and are achievable. Anyone at any level of the organization can implement these steps. You will not walk away from this book thinking that he was able to implement his process because he was a chief officer. These are practical steps built on years of wisdom and experience. Frankly, these are the unspoken rules of corporate america that no one shares or teaches in school. Much of the advice in the book mirrors what he imparted to me in our one-on-one discussions. Lastly, as a University of Michigan Stephan M. Ross School of Business alum I must praise his shout of one of our pinnacle leadership gurus Noel Tichy. In the epilogue he credits attending a program based on Tichy's Leadership Engine with seeing how his work has a greater purpose beyond providing for his family. That's where he learned what every Ross MBA learns early on, everyone has a teachable point of view, TPOV. Though the book was first published in 1997, the essential messages for creating leaders at every level remains the same. Though he put it in the epilogue, James carried the concept of TPOV forward in his everyday work. I didn't know this about him until I read the book, but now it seems completely obvious that he is a subscriber to TPOV. After my house was extensively damaged in a flood rendering me somewhat homeless James told me to consider the fact that this experience was preparing me in case something similar happens to someone on a team.

4 of 4 people found the following review helpful. I especially liked the short "tweets" at the end of each chapter ... By STMAN2005 An interesting mix of theory and practical advice for all executives and from someone who has earned his stripes achieving more than most can imagine. James' writing made me reconsider my experiences, provoked thoughts of ways to improve our change initiatives/integration programs and provided many specific actions we can employ to enhance value for employees and customers. His customer oriented perspective, attention to operational details and ways to implement them seem very sound and are not complicated. I especially liked the short "tweets" at the end of each chapter and the 5 or so questions to ponder for implementations you may be involved in achieving. Sounds like he owes much to his grandmothers advice. I liked the book so much I am buying copies for my entire team. Buy this now before you miss the opportunity to use James advice in your current challenges.

Conquer the most daunting change initiative with the right people, tools, and strategies. James Dallas' *Mastering the Challenges of Leading Change* is an informative, insightful guide to effectively leading the transition through change. While most change management books present case studies about what happened at other companies, this book is based on the author's own experiences managing over 10 transformational and turnaround initiatives, 15 acquisition integrations, and 5 operations/quality shared services centers of excellence. By relating personal lessons learned, how

they were subsequently applied, and how you can benefit from them, this book provides a unique first-hand perspective on successful agents of change. You'll learn the qualities and skills required to usher in the new paradigm, and how to break a large initiative into manageable chunks that are more likely to proceed as planned. By crafting your strategy based on proven methods, you're far and away more likely to meet or even exceed your change objectives. The majority of change initiatives fail because people mistakenly think that a change agent is the same as a project leader. They're not. This book shows you why, and how get the tools, strategies, and people you need at the helm of your initiative to come out the other side much stronger as an organization. Learn the critical skills required for effective change management Assess the difficulty and politics of a change initiative Choose the right people to help implement the change See past obstacles and lead effectively in a crisis Change is occurring within and across all industries, countries, and organizations. They begin with the best of intentions, but most fail to meet their objectives. Don't let your organization be one of the failures. Mastering the Challenges of Leading Change shows you how to plan, lead, and manage a successful transition.

From the Inside Flap If you've led projects, you know the three Ts of project management—tasks, timing, and technologies. But, when real change needs to occur to gain a competitive edge, the Ts aren't enough, which is why on average 75 percent of change initiatives fail. You can elevate your status and increase your value as a change leader by becoming an authority on the four Ps of change leadership explained in Mastering the Challenges of Leading Change. Written by a change leader with an extensively triumphant track record that includes more than 10 transformational and turnaround initiatives, 20 acquisition integrations, five operations/quality shared services centers of excellence, and three innovation centers—this game-changing guide is conveniently organized around the four cornerstones of the author's personal approach to managing change: priorities, politics, people, and perseverance. With the casual forthrightness of a trusted mentor, he steps beyond one-dimensional analytics and demonstrates how engaging people, both inside and outside the company, produces the meaningful solutions leading to success. Spearheading change doesn't come from a formula; instead it emerges from relationships developed with honest communication and informed decision making. James Dallas demonstrates this through firsthand accounts of how he made it happen, repeatedly, in the field. A wealth of concrete best practices packaged in handy checklists will let you apply your knowledge easily and begin mastering the art of: Gathering data with an innovative method that leads to greater, more reliable insight Picking the core team and prioritizing tasks to move forward quickly Delivering the best message, including words to avoid at all costs Overcoming resistance to change with proven techniques Building trust among your teams Managing the group dynamics that can poison your best plans Fixing what breaks along the way for continued improvement Change is essential for a business to sustain growth regardless of industry, country, or organizational structure, but it cannot come from external goals. While the most important takeaways include how to identify and enable the people capable of driving change, by the end, you'll see that Mastering the Challenges of Leading Change starts with a change in yourself to discover why you do it. From the Back Cover Conquer every change initiative by inspiring the right people with the best strategies and tools Mastering the Challenges of Leading Change provides managers with an informative, insightful guide to leading a transition through change effectively. This motivating guidebook shows you why change agents aren't the same as project leaders, and how to get the tools, strategies, and people you need at the helm of your initiative to build a much stronger, more effective organization. This practical guide gives you hands-on learning experience by sharing the author's firsthand experiences—some at Fortune 500 companies—formulating and implementing the set of philosophies and practices that became the ultimate approach to leading transitions that gained him broad recognition in the industry. From modeling your own strategy based on his proven methods, to executing an initiative in manageable parts, to ushering in the new paradigm—this complete road map fully prepares you to lead with confidence from start to finish by showing you how to: Internalize the critical skills all accomplished change agents possess Assess and navigate the difficult aspects and politics of a change initiative Identify and manage the productive and challenging types of personalities involved in a change initiative See past obstacles and lead effectively in a crisis Leading from where the action takes place is one of the remarkable traits that make the author and his approach so successful. Keep Mastering the Challenges of Leading Change at your side from your first planning sessions in the boardroom until you roll up your sleeves in the final days of the transition, and you'll never be in doubt. About the Author H. James Dallas is an accomplished senior executive with extensive experience as an agent of change in large domestic and international corporate settings. He has more than 30 years of experience bridging the gap between strategy and execution, using IT for competitive advantage, and developing leadership.