

《变革》

图书基本信息

书名：《变革》

13位ISBN编号：9787300024677

10位ISBN编号：730002467X

出版时间：1998-03-01

出版社：中国人民大学出版社

作者：莉兹·克拉克

页数：202

版权说明：本站所提供下载的PDF图书仅提供预览和简介以及在线试读，请支持正版图书。

更多资源请访问：www.tushu111.com

《变革》

内容概要

企业如何在90年代的竞争中生存和发展？什么是变革的预测周期？面对环境的压力，组织应如何进行变革？个人应对组织的变革持怎样的态度？本书对上述问题及其他有关问题作了清楚而确切的解释。对于那些接受短期培训的管理者、MBA，以及想迅速了解这一问题核心内容的教师和学生来说，都不失为极具价值的参考书。它还可以作为管理人员的藏书，以及那些有抱负的管理人员完善自己知识和技能参考资料。

书籍目录

Contents

Tune in to the external environment

- 1.1 Mapping a new future
- 1.2 The past doesn't help anymore
- 1.3 Predictable cycles of change
- 1.4 Businesses with a buzz
- 1.5 Scanning your business environment
- 1.6 Summary

Diagnose organization capability

- 2.1 The challenge of the 1990s
- 2.2 Organizing for change
- 2.3 The strategy lever
- 2.4 Structure as a lever for change
- 2.5 Systems can be sexy
- 2.6 The people lever and culture change
- 2.7 Managing for the future
- 2.8 Identifying your agenda for change
- 2.9 Summary

Change starts with you

- 3.1 Adjust your mind-set
- 3.2 The change will change you
- 3.3 Believe you can make a difference
- 3.4 The paradox of personal change
- 3.5 Letting go
- 3.6 Managing personal transition
- 3.7 From meddler to strategist: influencing styles
- 3.8 Summary

Understanding the change process

- 4.1 The challenge to management
- 4.2 Change hurts
- 4.3 The predictable process of change
- 4.4 Why individuals resist: translating negatives into positives
- 4.5 Summary

Building a culture for change

- 5.1 No quick fix
- 5.2 Creating an internal market for change
- 5.3 Investing in education
- 5.4 Total immersion in the business
- 5.5 Shared vision
- 5.6 Spelling out the changing requirement
- 5.7 Joint diagnosis of business problems
- 5.8 Reinforcing a 'people matter' style
- 5.9 How ICL created a culture for change
- 5.10 The lessons for sustaining change
- 5.11 Summary

Anticipating and managing resistance

- 6.1 Resistance and the status quo
- 6.2 Organizational and individual inertia
- 6.3 Identifying resistant forces
- 6.4 Resistance as momentum for change
- 6.5 Some techniques for managing resistance
- 6.6 Summary
- Visionary leadership
- 7.1 The vision thing
- 7.2 Building a shared vision
- 7.3 Leading change
- 7.4 Living the vision
- 7.5 The long goodbye
- 7.6 Summary
- Destabilizing the status quo
- 8.1 Speeding up the unfreezing process
- 8.2 Immovable objects and irresistible forces: the dynamics of change
- 8.3 Harbingers of doom
- 8.4 Surfacing dissatisfaction
- 8.5 Recognizing a common enemy
- 8.6 Engineering a crisis
- 8.7 Summary
- Communicate like crazy
- 9.1 Information: the antidote to uncertainty
- 9.2 What to communicate when ambiguity abounds
- 9.3 Glasnost: the open style
- 9.4 The \$64,000 question: how?
- 9.5 Top-down' or bottom-up'?
- 9.6 Ownership and early involvement
- 9.7 Establishing communication channels
- 9.8 Ten commandments for getting it wrong
- 9.9 Summary
- Time, timing and transition
- 10.1 Change takes longer than you think
- 10.2 Evolutionary v. revolutionary change
- 10.3 Lead-times and change tools
- 10.4 Timing is all
- 10.5 Announcementitis: macho v. Zen
- 10.6 Managing transition: creating time and space
- 10.7 Summary
- Making it happen
- 11.1 Are you convinced?
- 11.2 Summary of key messages and challenges
- 11.3 Becoming a change star
- 11.4 A process for leading change
- Further reading
- Index

《变革》

版权说明

本站所提供下载的PDF图书仅提供预览和简介，请支持正版图书。

更多资源请访问：www.tushu111.com