



Leading Strategic Change: Breaking Through the Brain Barrier

By J. Stewart Black, Hal Gregersen



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Of organizations that seek strategic change, 70% fail. In *Leading Strategic Change*, now in paperback, leading consultants J. Stewart Black and Hal B. Gregersen examine the core problem: organizations fail to change because individuals fail to change. Black and Gregersen identify the "brain barriers" that keep strategic change from success--failure to see, failure to move, and failure to finish--and offer a start-to-finish strategy for helping others change how they view their goals and the steps they must take to achieve them. This book systematically shows you how to implement the single change that makes all the others possible: redirecting individuals' ideas and expectations to be aligned with the new direction of the company.

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Bibliography

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Editorial Review

Review

"Every executive in search of strategic change should examine Black and Gregersen's innovative approach to... achieve breakthrough strategic change." -- *Stephen R. Covey, author of*

"Few things add greater value than effectively leading strategic change. Few books show you how to do it better..." -- *Dave Ulrich, author of*

"For any executive this is an excellent roadmap for leading strategic change!" -- *J.W. Marriott, Jr., Chairman and CEO, Marriott International, Inc.*

From the Foreword to the book: "Leading Strategic Change delivers essential methods that managers can employ..." -- *Clayton M. Christensen, Robert & Jane Cizik Professor of Business Administration, Harvard Business School*

From the Back Cover

Today, virtually every organization faces massive change. Unfortunately, change is extraordinarily difficult and most attempts to initiate and implement change fail. In *Leading Strategic Change*, J. Stewart Black and Hal B. Gregersen identify the core problem: changing the "mental maps" inside each of our heads.

Just as actual maps guide people's footsteps, mental maps guide daily behavior. Successful strategic change for the organization is all about changing individuals first, because they are the organization.

To change organizations, you must break through the brain barrier. Perhaps Yogi Berra described it best when he claimed, "Ninety percent of baseball is mental. The other fifty percent is physical." So, too, in business.

Leading Strategic Change systematically shows how to make the most important change of all: "redrawing" individuals' mental maps with new destinations and paths. Black and Gregersen identify the brain barriers that keep strategic change from success: failure to see, failure to move, and failure to finish.

- * Overcoming the failure to see

- Why organizations miss obvious market transformations—and what to do about it

- * Breaking through the failure to move

- Why people fail to change even when they see the need and how to break through this barrier

- * Conquering the failure to finish

- Why change "stalls out" and how to maintain the momentum

- * Anticipating change

- Creating the capability to anticipate change, move when needed, and finish in the future without "being told"

To change the organization, first change the individual.

"Every executive in search of strategic change should examine Black and Gregersen's

innovative approach to busting through the brainbarriers to achieve breakthrough strategic change."

—Stephen R. Covey
author of *The 7 Habits of Highly Effective People*

"For any executive this is an excellent roadmap for leading strategic change!"

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Chairman and CEO, Marriott International, Inc.

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—Dave Ulrich
author of *The HR Scorecard* and named *BusinessWeek's* #1 Business Guru

Seventy percent of organizations that seek strategic change fail.

Lesson #1: Organizations fail to change because individuals fail to change.

Lesson #2: Individuals fail to change because powerful mental maps prevent them from seeing the need to change, from starting to change even when they realize that they must, and from finishing the change long after it has begun.

Lesson #3: Leading Strategic Change draws on extensive consulting experience and real-world case studies to offer executives a profound new start-to-finish strategy for helping others redraw their mental maps—unleashing their power to deliver superior, sustained strategic change.

About the Author

J. STEWART BLACK, Ph.D. is a professor of business administration at the University of Michigan. An internationally recognized scholar on change and transformation, he is a frequent keynote speaker at conferences around the world and company functions and is regularly sought out to help leading companies globally with strategic change initiatives and the development of their senior leaders and high-potential managers. Dr. Black has served on the faculties of the Amos Tuck School of Business Administration at Dartmouth College and the University of California, Irvine. He is the author of eight other books and nearly 100 articles and case studies that have been widely used in both university classrooms and corporate boardrooms.

HAL B. GREGERSEN, Ph.D. is the Donald L. Staheli Professor of Global Leadership in the Marriott School at Brigham Young University. Previously he taught at Dartmouth College, Pennsylvania State University, and the Turku School of Economics in Finland as a Fulbright Fellow. Dr. Gregersen is a frequent keynote conference speaker on leading strategic change and an executive education contributor in companies (Cemex, IBM, Intel, LG Group, Lockheed Martin, Marriott, and Nokia) and universities (University of Michigan, Helsinki School of Economics, Tufts University, Thunderbird, and University of Western Ontario) around the world. As author of seven books and over 60 articles in publications like the *Harvard Business Review* and *Sloan Management Review*, Dr. Gregersen is a globally respected scholar on how firms find and build executive leaders capable of conceiving and achieving worldwide change. He has appeared on

programs such as CNN*fn*. His cutting-edge research on global leadership has been cited in numerous publications such as *BusinessWeek*, *Fortune*, and *The Wall Street Journal*.

Black and Gregersen are co-authors of *Global Explorers: The Next Generation of Leaders; So You're Going Overseas: A Handbook for Personal and Professional Success*; and *So You're Coming Home*.

Foreword by Clayton M. Christensen

Author of *The Innovator's Dilemma*

The *New York Times* and *BusinessWeek* Bestseller

Users Review

From reader reviews:

Robert Henderson:

Book is actually written, printed, or illustrated for everything. You can understand everything you want by a guide. Book has a different type. As you may know that book is important point to bring us around the world. Next to that you can your reading skill was fluently. A book *Leading Strategic Change: Breaking Through the Brain Barrier* will make you to possibly be smarter. You can feel more confidence if you can know about almost everything. But some of you think in which open or reading a book make you bored. It isn't make you fun. Why they can be thought like that? Have you looking for best book or ideal book with you?

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Tara Reynolds:

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Jerry Bell:

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