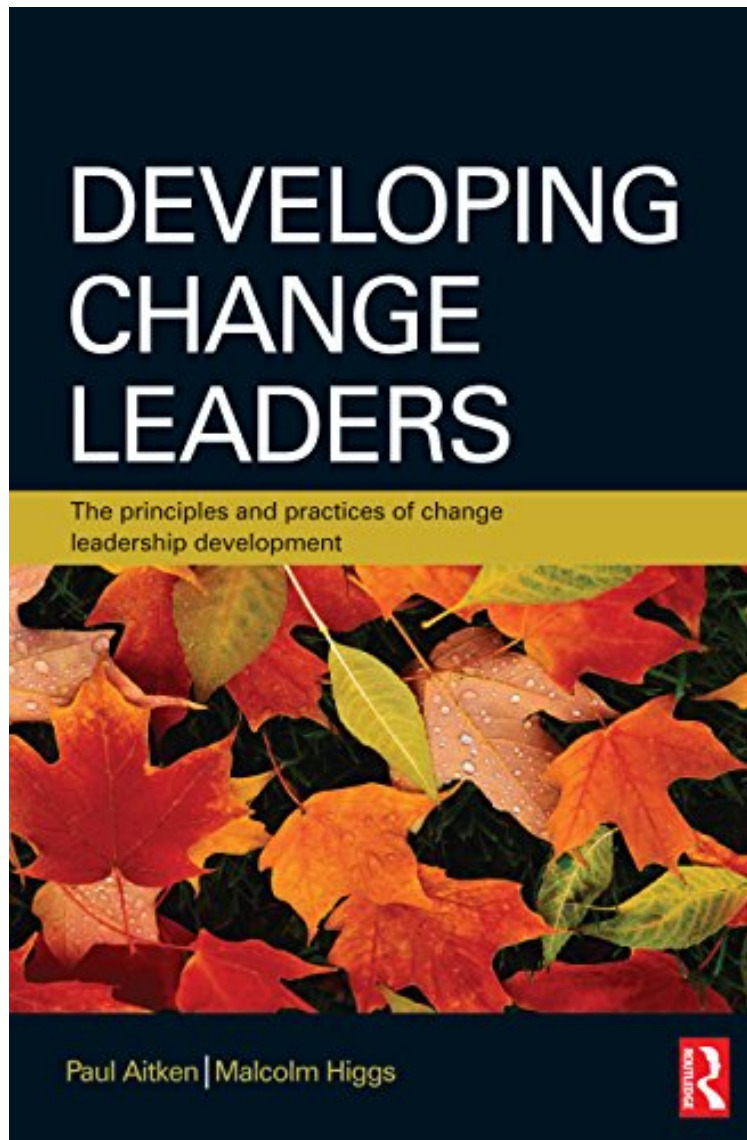


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Developing Change Leaders

Paul Aitken, Malcolm Higgs

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Paul Aitken, Malcolm Higgs : Developing Change Leaders before purchasing it in order to gage whether or not it would be worth my time, and all praised Developing Change Leaders:

0 of 0 people found the following review helpful. A++By Lynette Scottgave it to my friend as a gift she loved it. :)1 of 1 people found the following review helpful. Leadership and change truly integratedBy H. A. AdamsTo my knowledge, no other book has integrated the three topics of leadership, organisational change and change leadership development as Dr. Aitken and Professor Higgs have in this book. It supplies an accessible integration of what leadership is, what change is and how change leadership can be taught and learned. Because our organisations are

continuously changing now, developing change leaders and change leadership ought to be a mainstream organisational capability. Aitken and Higgs provide an excellent and practical route into gaining a strong grasp of the topic which is supported by both academic insight and practical knowledge. The first part of their book explains why change leadership is more than just leadership, the second part, how to develop change leaders, and the third part, what organisational impacts introducing such processes will have. The book has power for me on two ways. As a consultant working with managers and leaders who are trying to continually evolve their organisations, the book supplies a compendium of models, tables and guidance to aid with developing realistic change leadership developmental journeys. For example, the table on pages 165 to 173, 'The 10 change leadership capabilities and related development activity examples' was a great help with an organisation who wanted to uplift their directors change capabilities to a higher level. The leaders had successfully navigated a merger. But, now wanted to evolve the merged organisation into a more sophisticated and efficient level. The merging process though complex was more about structure, boundaries and processes. Evolving to a new performance level was going to be more about motivation, vision, innovation, and leadership. Second, as a researcher the book is a 'bridge'. It has helped me to understand how I might translate the research of leadership into tangible developmental activities. It not only deals with the surface-level behavioural aspects of leadership, comprehensively, but also the deeper-level psychological motivators, such as personal values, which are the influence behind behaviours. Making use of these powerful academic sources is not always an easy task. The book explains how this might be achieved. The steps are explained, not in a superficial simplistic manner, but in a comprehensive way, so that both what to do is provided as well as why the steps are necessary. This book makes visible some very useful leading-edge thinking about the area of leadership, in general, but more particularly leadership of that ever present phenomenon called change. In my opinion it is valuable resource for those who are seriously interested about developing more sophisticated leadership capabilities to help organisations to move into the future. 0 of 0 people found the following review helpful. executive development By Dr. Ken Parry This is a fabulous example of executive development in a book. The contents are based on high quality research, and years of work actually doing change leadership in several countries. Aitken and Higgs are high quality researchers as well as executive development practitioners. This book is invaluable to researchers and students of leadership as well as to managers and OD practitioners in organizations.

Implementing change is a major business challenge. Is your leadership up to the task? With change initiatives failing so frequently despite many books on the market addressing separately the topics of leadership and change management, *Developing Change Leaders* tackles in one concise volume the all-important question of how to develop effective change leaders who make a difference to organizational life. Providing the detailed practical guidance, frameworks and tools that competing titles lack, this how-to book will help you address the challenges of change and develop your own interventions. Based on the authors' real-life experience of designing development programmes and coaching individual change leaders, *Developing Change Leaders* will help you to assess your readiness for leading change and develop the necessary skills to make change successful. Considering the essential background theory, including the contemporary context of change leadership and broader organizational considerations which impact on change leadership capability, the book concludes with an overarching framework for use and adaptation by those responsible for developing change leaders. Combining academic prowess and industry consultancy experience, Paul Aitken and Malcolm Higgs are the ideal experts to translate academic theory into leadership and human resource practice.