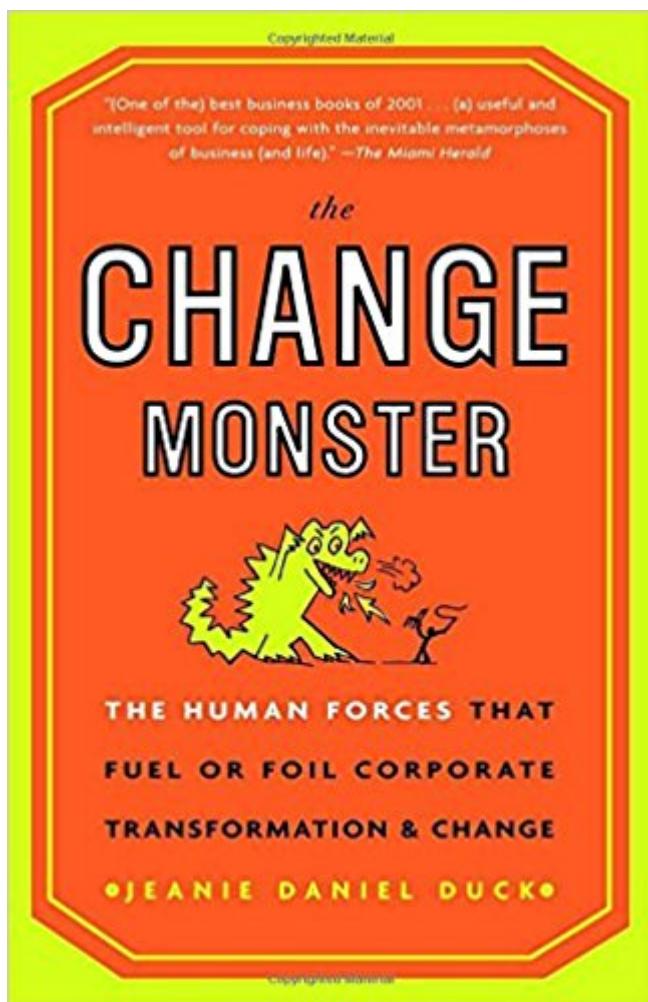


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# The Change Monster: The Human Forces That Fuel Or Foil Corporate Transformation And Change



## Synopsis

A Powerful Look at Corporate Change and Why Mergers, Reorganizations, and Transformations Succeed or Failâ œ[One of the] best business books of 2001 . . . [a] useful and intelligent tool for coping with the inevitable metamorphoses of business (and life).â • â "Miami Heraldâ œProvocative imagery . . . useful questions for managers to ask themselves.â • â "Harvard Business Reviewâ œThe Change Monster not only talks intelligently about the social dynamics and emotions of people [in change efforts], it does so with wisdom, insight, and practicality.â • â "Daniel Leemon, executive vice president and chief strategy officer, Charles Schwab Corporationâ œA practitionerâ™s primer on revitalization that puts you in the shoes of some who have failed and others who have succeeded. In doing so, Jeanie Daniel Duck graphically delivers her main message to management: Learn to master the emotions and obsessions of those who stand in the way of change, including your own, and once you do, you have your hands on a miraculous engine for change.â • â "Michael Useem, professor of management and director of the Center for Leadership and Change at the Wharton School, University of Pennsylvania, and author of *The Leadership Moment* and *Leading Up*â œDuck is an acute and empathetic observer of the changes erupting in the workplace from the convulsive nature of corporate evolution. . . . Jeanie Duckâ™s terrific book is a . . . useful and intelligent tool for coping with the inevitable metamorphoses of business (and life). Sensitive but tough, Duckâ™s compassionate wisdom is street smart without a trace of glibness.â • â "Miami Herald

## Book Information

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## Customer Reviews

Fear, curiosity, exhaustion, loyalty, paranoia, optimism, rage, and revelation--not quite the kind of emotions that are anticipated or discussed when leaders embark on organizational change, but exactly the kind to expect, says Jeanie Daniel Duck in her treatise on the human element of growth. The Change Monster examines how to effectively plan for, address, and manage the least predictable and perhaps the most important aspect of a successful transformation. Duck's experience with change has been widespread and varied. During an early career running her own consulting practice and more recent years spent as a senior vice president with the prestigious Boston Consulting Group (BCG), she has guided companies all over the world through the mountains and minefields of mergers, reengineering ventures, and strategic transformation projects. In the process, she has developed and refined her understanding of the five phases of the Change Curve, her own map of the territory of change. The monster in hibernation is the first of those phases, Stagnation, and it's awoken by forceful impetus from on high, through either internally or externally initiated change. Duck discusses both the signs of stagnation and various methods for recognizing the problem--the questions that need to be asked, the analyses that need to be conducted, and the appetite for change that needs to be generated. During the Preparation stage, there are essential tasks for the leaders (achieving alignment and commitment on vision, strategy, and values) that will provoke behavioral-change requirements of all members of the organization, and Duck introduces a BCG tool used to help assess the change bias of any organization. For the Implementation and Determination stages, Duck shares tips on walking the talk, being on the alert for human dynamics that threaten to derail the initiative, and communicating effectively, and offers advice on testing one's assumptions as a leader and staying involved with the process of change at all levels--strategies designed to lead the organization through to the final stage of Fruition. Throughout, Duck refers to the largely positive change experience of a real company, Honeywell Micro Switch, and the less-effective actions of a fictional merger between two pharmaceutical firms. Duck has also spent time as an artist and teacher, occupations reflected in her understanding of how people cope with both the reality of change and the manner in which it's brought about. Though targeted at the change-management drivers of the business world, The Change Monster is infused with a sense of the effects of change in all areas of life. A sensitive exploration of an often-difficult process. --S. Ketchum --This text refers to an out of print or unavailable edition of this title.

Although the concept of managing the implementation of major changes in business has existed for at least two decades, Duck contends that senior management often overlooks or underestimates

the emotional impact of fundamental changes such as mergers, reengineering and strategic initiatives on employees. While "emotional data" (e.g., fear of job elimination, the sense that senior management doesn't know what it's doing) may not be easy to define, it's as critical to executing strategic change as financial data. In her work as a senior vice-president of the Boston Consulting Group, Duck came to the conclusion that while every company's experience with strategic change is unique, each will go through the same five phases of a model she calls the "change curve" (stagnation, preparation, implementation, determination and fruition). Understanding these components is what makes the difference between success and failure, she contends, offering countless anecdotes to support her claim. She stresses that leaders must help "institutionalize the proclivity for change," which, she maintains, can be "their most important legacy." Eschewing a formal business tone (she assumes her audience knows how to execute strategy), Duck frames her argument well, and even includes elements from her personal life to explain the emotional components of change. While the ultimate responsibility for managing change lies with those with the most authority, her message is pertinent to managers at all levels. Refreshing and to the point, Duck offers corporate leaders uncommon business advice in this evolving age of bricks, clicks and bricks-and-clicks. Copyright 2001 Cahners Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

Note for Kindle owners: the book has several great graphical representations that do not show well in the Kindle version. On my Kindle DX they were illegible. I had to buy a used hard copy to be able to read them. Let me start off simple: I genuinely enjoyed reading *The Change Monster*. Ok, now that we have that out there, please allow me to explain. Jeanie's book is vastly different from the other books on change management I have read so far. *The Change Monster* is not a how-to, step-by-step manual on how to slam home a win for any company undergoing change. It's more of a memoir of the good, bad, and ugly side of change she faced while living as a change consultant for the Boston Consulting Group (BCG). Thankfully, it's a much more than a memoir. The second half of the title tells you exactly what it is about: the human forces that fuel or foil corporate transformation and change. It's about the people side of change, not the Gantt Chart side of change management. If what you seek is a flow chart, put the book down and look elsewhere. In *The Change Monster*, the author shares her five-step process flow with us as both a foundation and roadmap for her methodology. She calls it "The Change Curve" which, coincidentally, is the outline for the book. The phases are: Stagnation, Preparation, Implementation, Determination, and finally Fruition. Anyone who has participated in a major transformation will easily understand and

appreciate her terms. Each phase is clearly described, with multiple examples of people (remember, it's about the people) in companies struggling well, and not so well, move forward, stall, go backwards, survive, or quit altogether and revert to their old systems. I perceived no arrogance on the part of the author and found her to be humble in her storytelling - she shares much about her failures and missteps. I have never met Jeanie Duck, but after reading her book I imagine she's a great person, someone I'd certainly like to know. She seems very personable, professional, and interesting. Not sure if my perception is accurate, but that's how she comes across in the book. In addition, at no point did I perceive this to be a plug for BCG services. In fact, throughout the book I thought she was extremely generous in her ideas, strategies, and tips for how to work with people through the change process. She gives a lot of insight away that anyone could test in their business; the book is jam-packed with great lessons she learned over the years. Regarding change, some make it. Most do not. The consensus is that ERP/CRM change initiatives have a 70-80% failure rate. Even when you hire a BCG, McKinsey, IBM, etc. Insane, right? And yet we still trudge forward in our need to stay ahead (or catch up) to our competition. So if we know we must constantly move forward AND we know that our chances of success are really low, isn't the best strategy to learn from others mistakes and not make the same ones? That's wisdom. This book has a lot of it. Read *The Change Monster* if you want a higher chance of success in your initiative. Couple it with other great resources, including Jeff Hiatt's book *ADKAR* (they map well together), and you will have a strong understanding about the people side of change. Highly recommended!

Jeanie's dissected testimonials provide a straightforward game board map that can be easily identified in one's own environment. Her nuggets of practical advice are useful tools to anticipate and prepare strategies for guiding our teams through the change monster's turbulent waters.

Practical model for planning and leading change. Effectively addresses factors often overlooked in change until resistance is overtaking successful implementation.

This book is great! It is easy to read and understand. It really helps you with the changes you might need to make in your organization and figure out why people act the way they do. This will prepare you for these reactions and how to handle them.

the book came in a timely manner. I have not had time to read any of it yet but will get to it on my next day off.

First, this book lists all the author's successes in great detail, but wants to only provide wooly and rather meaningless references to her failures or those clients who are hopeless. Where is the point in that - how can we learn from faults and her insights on poor strategies that we cannot cross reference to our own experience of these firms. Second, the first 40 or so pages are good - stagnation area is very good - but the rest is her successes without much value being added to the reader looking for wisdom.

Many organizations change. Most try and plan it. Many fail. Many mergers and acquisitions fail to deliver as expected. Why? Author Jeanie Daniel Duck cites the human element-how changing the corporate environment makes people feel. The author presents a five-stage framework for dealing with change called the "change curve." This change curve is designed for understanding and managing the human element of the change process. The five-stage process is as follows:

- Stage 1: Stagnation. This is the time that the organization can be depressed or demoralized. There is a general slowness, difficulty in making decisions, and a general lack of motivation.
- Stage 2: Preparation. Leaders of the change must accomplish the aligning and energizing of management around the corporate strategy and vision; articulating and detailing the plan; and generating a healthy dissatisfaction with the ways things are allowing for a genuine appreciation for change to come from within the workforce.
- Stage 3: Implementation. Here the leader's ability to manage the expectations, experience and energy of the company is critical to the success of the implementation. The author recommends four methods to start this phase: test and deploy, build behavior first, use attraction to convert, and plan replication.
- Stage 4: Determination. This phase, marked with conflicts, clashes, failures, and minor successes, is only as successful as the degree to which top management stays involved and focused.
- Stage 5: Fruition. This stage is when the change is in place. This is a time to reward employees for their hard work. The company needs to move forward to avoid re-entering a period of stagnation.

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