

THE HEART OF CHANGE

Real-Life Stories of How
People Change Their Organizations



JOHN P. KOTTER

Author of International Bestseller **Leading Change**

DAN S. COHEN

HARVARD BUSINESS REVIEW PRESS

Advance praise from the field

The Heart of Change

"A fantastic piece of work."

—Carl Frattini, Business Manager, Electric Systems,
United Illuminating Company, Shelton, CT

"A powerful message, communicated with great effectiveness."

—Ho-il Kim, Vice President and General Counsel,
Cabot Corporation, Boston, MA

"A new message, a rare case where a book offers something that has not been said before."

—Alan Frohman, Founder and Executive Partner,
Lexington Leadership Partners, Lexington, MA

"By and large, there is no lack of analytics, decision trees, financial models, process maps, and other forms of logical intercourse within corporate America. Our days are saturated with rational, left-brain thought patterns. This book does an excellent job of helping us where we need it most—on the emotional or passionate side of the equation for driving change."

—Gjon Nivica Jr., Vice President and General Counsel, Engines & Systems, Honeywell International, Inc., Phoenix, AZ

"A lovely book. The use of stories makes [the authors'] ideas about the change process so real and so tangible."

—Scott Jamieson, President, The Care of Trees, Wheeling, IL

"The presentation is most compelling. The emotional content, the stories with heart, will win over even the most skeptical reader."

—Bo Thomas, Company Leader and Owner,
The Thomas Consulting Group, Little Rock, AR

"The heart-emotions theme blends effectively with the otherwise hard mechanics of some of the eight steps of leading change. The stories provide strong examples of the concepts and best practices. The 'What Works' and 'What Does Not Work' segments throughout the book summarize each section well. The overall results are excellent."

—Robert Bender, Senior Operations Coordinator,
Northrop Grumman, Newport News, VA

"Entertaining, highly readable, and very useful."

—Peter Wood, State Manager, Walter Construction Group Ltd.,
Brisbane, Australia

"The illustrations, metaphors, and analogies provide mental pictures that clarify the concepts. Using the right-brain and left-brain approach, the book assists readers to understand both intellectually and emotionally. I am left feeling that if I become stuck in the change process, I can refer to a specific chapter and reread the conceptual information as well as the illustrative stories. Overall, this strikes me as a sort of right-brain field manual for implementing Kotter's left-brain *Leading Change*."

—Jim Williams, High School Principal, Paxon School for
Advanced Studies, Jacksonville, FL

"A joy to read and to learn from."

—Sidharth Birla, Chairman, Xpro India, Limited, New Delhi,
India

"*The Heart of Change* is extremely well done. It has all of the elements necessary to be a highly useful tool for those who wish to make change happen."

—Paul Daulerio, President, Founder, and CEO, Organization
Plus, Inc., Weston, CT

"It's a great book. I have already successfully used the storytelling approach right in the middle of a major restructuring when people were asking 'Remind me again why we are doing this?'"

—David Bening, VP and General Manager, General Polymers,
Ashland Distribution Co., Dublin, OH

"More pragmatic than other change books. It offers clear advice. I have already made it required reading for my direct reports."

—Dan Sajkowski, Optimization Manager, BP Amoco PLC,
Whiting, NH

"The individual case histories contain many pragmatic suggestions that can be readily applied to a reader's organization. For the action-oriented manager, it's excellent reading."

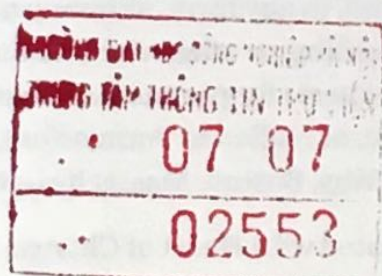
—Doug Reid, Senior Vice President, Human Resources,
PanAm Satellite, Wilton, CT

"The concept is brilliant. I found myself highlighting all kinds of ideas that I can put to use in my job now."

—Mary Thomas, Program Manager, U.S. Army, Alexandria, VA

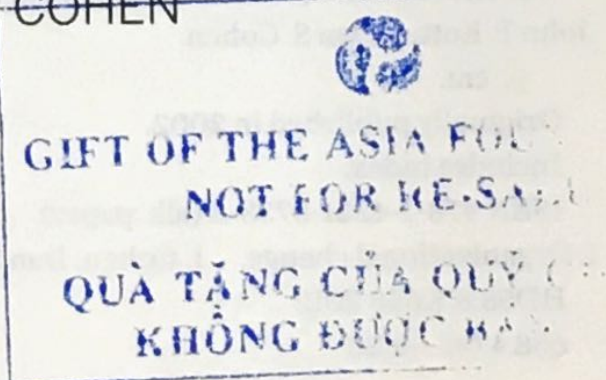
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