JOHN P. KOTTER

Critical Evaluations in Business and Management

Edited by John C. Wood and Michael C. Wood

٩.

Volume I

ç. 📲



*		
• ; •	·	
` ₹	Acknowledgements Chronological table of reprinted articles and chapters	xi xiv
	Introduction John C. wood and Michael C. wood	1
VC	DLUME I	
	v. 3	
1	What leaders really do John P. Kotter	8
2	Leading change: why transformation efforts fail JOHN P. KOTTER	17
3	Leadership: a personal journey FREDERICK W. HILL	28
4	Making inspired leaders: new approaches to Jewish leadership development ERICA BROWN	35
5	Review of <i>On Becoming a Leader, The Art of the Leader</i> and <i>The Leadership Factor</i> TOBA SCHWABER KERSON	49
6	The irrational side of change management CAROLYN AIKEN AND SCOTT KELLER	53
7	The nature of management? A problem in management education T. ROSEMARY STEWART	62

8	Review of <i>Real Managers</i> MORGAN W. MCCALL JR.	71
9	Toward an economic theory of leadership: leading by example BENJAMIN E. HERMALIN	74
10	Leadership and organizational structure MARSHALL W. MEYER	102
	The problem of leadership: an interdisciplinary approach RICHARD T. MORRIS AND MELVIN SLEEMAN	130
12 _.	The origins of leadership EBEN MUMFORD	140
13	What makes a leader? DANIEL GOLEMAN	160
14	John Kotter on leading system transformation AMELIA NEWCOMB	174
15	Leading change of a school district reorganization KEITH A. NITTA, SHARON L. WROBEL, JOSEPH Y. HOWARD AND ELLEN JIMMERSON-EDDINGS	183
16	The challenges of educational reform in modern-day Peru JANE MCDONALD AND JILL LAMMERT	209
17	Effective change management in higher education GEOFF SCOTT	227
18	Facilitating academic institutional change: redefining scholarship DONA L. HARRIS, DEBRA A. DAROSA, PHILIP L. LIU AND ROBERT B. HASH	241
19	Making change work PEGGY HINKLEY	254
20	Reflections on educational reform in Cuba RONALD A. LINDAHL	258
21	Implementing clinical governance: turning vision into reality AIDAN HALLIGAN AND LIAM DONALDSON	274
22	Kaiser Permanente: a healthy approach to change NIELSEN BUSINESS MEDIA	285
23	Urban political leadership ROBERT K. WHELAN	288

•

24	Review of <i>Mayors in Action: Five Approaches to</i> <i>Urban Governance</i> THEODORE L. REED	297
25	Reflections on mayoral leadership: the impact of changing issues and changing times GEORGIA A. PARSONS	300
26 *	Implementing a new curriculum in surgery: what is going well and lessons learned ·R. J. CANTER	315
27	How to make the rhetoric of joined-up government really work 'JIM HYDE	317
28	An analysis of features of respiratory therapy departments that are avid for change JAMES K. STOLLER, LUCY KESTER, VINCENT T. ROBERTS, DOUGLAS K. ORENS, MARK D. BABIC, MARTHA E. LEMIN, EDWARD R. HOISINGTON, COLLEEN M. DOLGAN,	331
	HARLOW B. COHEN AND ROBERT L. CHATBURN	

۱. .**:**

VOLUME II

	Acknowledgements	ix
29	Change management: the secret sauce of successful program building vyjeyanthi s. periyakoil	1
30	The invariance of leadership styles across four countries CRISTINA B. GIBSON AND GEORGE A. MACROALIDES	5
31	The lack of skills: an obstacle in teamwork LIISA HUUSKO	23
32	Looking for leadership: another search party's report LEE G. BOLMAN AND TERRENCE E. DEAL	38
33	High hurdles: the challenge of executive self-development ROBERT E. KAPLAN, WILFRED H. DRATH AND JOAN R. KOFODIMOS	61
34	Stop improvising change management! HANS HENRIK JØRGENSEN, LAWRENCE OWEN AND ANDREAS NEUS	79

35	Mapping out a game plan for change JOHN AUSTIN	88
36 ,	Using a change management approach to implement IT programs HENRY HORNSTEIN	94
37	Managing the cycle of change KEVIN CRAINE	103
	Employee commitment and support for organizational change: test of the three-component model in two cultures JOHN P. MEYER, E. S. SRINIVAS, JAYDEEP B. LAL AND LARYSSA TOPOLNYTSKY	111
39	Leading change MARY K. PRATT	143
40	Should leaders want to be managers and give up all that freedom? HERBERT S. WHITE	148
41	Every step you change: a process of change and ongoing management GINA D. MATESIC	152
42	Organizational development, leadership, change, and the future of libraries DENISE STEPHENS AND KEITH RUSSELL	167
43	Managing change in a world of excessive change: counterbalancing creative destruction and creative recombination ERIC ABRAHAMSON	189
44	The social psychology of organizations and inequality JAMES N. BARON AND JEFFREY PFEFFER	203
45	The effect of leadership style on performance improvement on a manufacturing task CHRISTINE M. SHEA	236
46	To be a better leader, give up authority A. D. AMAR, CARSTEN HENTRICH AND VLATKA HLUPIC	253
47	What your leader expects of you and what you should expect in return LARRY BOSSIDY	256
48	Narcissistic leaders: the incredible pros, the inevitable cons	265

49	Leadership that gets results DANIEL GOLEMAN	280
50	Organisational change management: a critical review RUNE TODNEM BY	300
51	Clinical governance in primary care: organisational development for clinical governance JUNE HUNTINGTON, STEPHEN GILLAM AND REBECCA ROSEN	313
*52 (Developing a blueprint for cultural competence education at Penn ROSALYN J. WATTS, NORMA G. CUELLAR AND	320
53	Using change management theory to implement the International Classification of Functioning, Disability and Health (ICF) in clinical practice HEATHER APPLEBY AND STEPHANIE TEMPEST	33 4
54	Change management in health care ROBERT JAMES CAMPBELL	342
55	Does leadership make a difference to organizational performance? ALAN BERKELEY THOMAS	366
56	Managing successful organizational change in the public sector sergio fernandez and hal g. Rainey	381
57	Managing change in Vietnamese state-owned enterprises: what is the best strategy? THANG V. NGYUYEN	397