

TABLE OF CONTENTS

Preface	xix
Acknowledgments	xxiii
Introduction	1
SECTION ONE A CALL FOR CONSCIOUS CHANGE LEADERS	15
Chapter 1 Achieving Breakthrough Results from Change	16
Chapter 2 The Drivers of Change	31
Chapter 3 Three Types of Organizational Change	51
Chapter 4 Two Leadership Approaches to Transformation	81
Chapter 5 Building Organizational Change Capability	106
SECTION TWO PEOPLE DYNAMICS	131
Chapter 6 Human Dynamics: From Resistance to Commitment	132
Chapter 7 The Role and Impact of Mindset	161
Chapter 8 The Role and Impact of Culture	184

SECTION THREE PROCESS DYNAMICS	207
Chapter 9 Conscious Process Thinking	208
Chapter 10 Change Process Models	228
SECTION FOUR ANSWERING THE CALL TO CONSCIOUS CHANGE LEADERSHIP	253
Chapter 11 Answering the Call	254
Bibliography	263
About the Authors	275
Index	279

<http://www.pbookshop.com>

FIGURES, EXHIBITS, AND TABLES

Figure I.1	The Conscious Change Leader Accountability Model	5
Figure I.2	The Four Quadrants of Conscious Change Leader Accountability	6
Figure 1.1	Breakthrough Results	17
Exhibit 1.1	Common Mistakes in Leading Transformation	20
Figure 1.2	Levels of Success	22
Figure 1.3	Three Critical Focus Areas of Change Leadership	25
Exhibit 1.2	What Level of Success Are You Seeking?	27
Exhibit 1.3	What Common Mistakes Is Your Organization Making?	28
Figure 2.1	The Drivers of Change Model	33
Exhibit 2.1	What Is Driving Your Organization's Change?	42
Figure 3.1	Three Types of Organization Change	53
Table 3.1	Matrix of the Three Types of Organization Change	54
Figure 3.2	The Journey of Transformation	66
Figure 3.3	Relationship of the Types of Change	73
Exhibit 3.1	Determining the Types of Change	75
Figure 4.1	Competency Model	90
Figure 4.2	Wake-Up Calls to Conscious Change Leadership	93
Exhibit 4.1	Change Leadership Development Assessment	102
Figure 5.1	The Impact of Change Capability	107

Exhibit 5.1	Enterprise Change Agenda Needs Assessment	113
Exhibit 6.1	Core Human Needs	141
Exhibit 6.2	How You Might Inadvertently Trigger Core Needs	144
Exhibit 6.3	Assessing Your Change Strategy and Plan	147
Table 6.1	Employee Retention Research	149
Figure 6.1	Resistance to Commitment	151
Figure 6.2	Comparing Transition Models	152
Figure 7.1	The Self Mastery Model	165
Figure 7.2	The Seamless Connection Between Mindset and Reality	166
Figure 7.3	Reticular Activating System	168
Table 7.1	Fundamental Law of Individual Success	171
Exhibit 7.1	Co-Creative Ways of Being	180
Exhibit 7.2	Assessing Your Ways of Being	181
Exhibit 8.1	Typical Indicators of Culture	187
Exhibit 8.2	Indicators of Culture	188
Table 8.1	Fundamental Law of Organizational Success	189
Exhibit 8.3	Commonly Stated Cultural Attributes of High-Performing and Low-Performing Teams	191
Table 8.2	Three Types of Organizational Cultures	193
Exhibit 8.4	Being First's Approach to Transforming Culture	200
Figure 10.1	The Conscious Change Leader Accountability Model	230
Figure 10.2	Fullstream Transformation Model	234
Figure 10.3	The Change Leader's Roadmap	240
Figure 10.4	The Change Leader's Roadmap in Action	242
Figure 10.5	The Change Leader's Roadmap As a Fullstream Process	243
Figure 10.6	The Change Leader's Roadmap—Activity Level	244
Exhibit 10.1	Conscious Change Process Design Requirements	248
Exhibit 10.2	Comparing Other Change Models with The Change Leader's Roadmap	250

PREMIUM CONTENT FOR *BEYOND CHANGE MANAGEMENT*

Available for download at www.pfeiffer.com/go/anderson

- ▶ Ten Most Common Mistakes in Leading Transformation
- ▶ Leadership Breakthrough: Topic Options and Methods
- ▶ Building Change Capability: Leading Change as a Strategic Discipline
- ▶ Upgrade Your Organization Development and Project Management Staff to Strategic Change Consultants
- ▶ How Developing Breath Control Can Make You a Better Leader
- ▶ How Command and Control as a Change Leadership Style Causes Transformational Change Efforts to Fail
- ▶ Identifying Project Briefing Questions
- ▶ Selecting the Best Change Process Leader to Oversee Your Transformation
- ▶ Ten Critical Actions for Leading Successful Transformation
- ▶ A Candid Message to Senior Leaders: Ten Ways to Dramatically Increase the Success of Your Change Efforts
- ▶ How to Use Decision-Making as a Tool for Successful Transformation
- ▶ Six Faulty Assumptions about Change Communications
- ▶ Elements of a Whole System Integration and Mastery Strategy

<http://www.pbookshop.com>