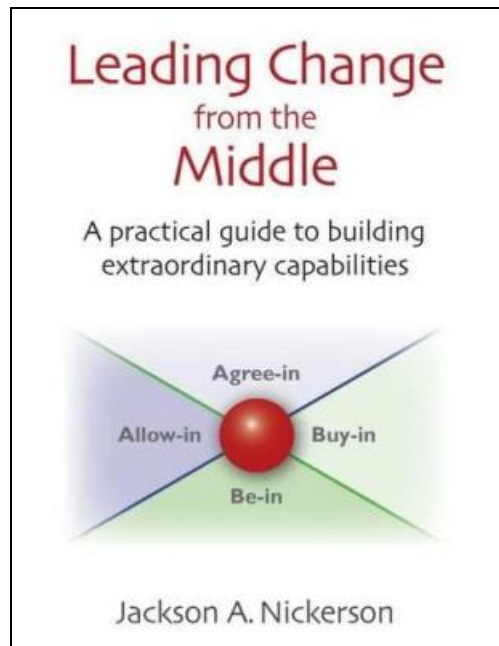


## Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities



Filesize: 1.68 MB

### **Reviews**

*The ebook is great and fantastic. We have read and i also am sure that i am going to likely to go through once again again down the road. Once you begin to read the book, it is extremely difficult to leave it before concluding.*  
*(Erica Turcotte)*

## LEADING CHANGE FROM THE MIDDLE: A PRACTICAL GUIDE TO BUILDING EXTRAORDINARY CAPABILITIES



Brookings Institution Press. Hardcover. Condition: New. 137 pages. Dimensions: 8.6in. x 5.7in. x 0.8in. Bookshelves abound with theoretical analyses, how-to guides, and personal success stories by famous corporate leaders, public officials, even athletic coaches, expounding on how to lead from the top. But what about those in the middle who are increasingly tasked with trying to reshape, reorient, or recreate the capabilities of an organization? *Leading Change from the Middle* takes you on the journeys traveled by Kurt Mayer, an information technology executive in the Department of Defense trying to build a new IT system in record time with limited resources, and Stephen Wang, a mid-level leader in city government trying to build a capability for supporting commercial agriculture. Kurt and Stephen have to navigate complex organizational and stakeholder landscapes in which they often have few decision rights and few resources—a common scenario for mid-level leaders. One succeeds; one does not. While following Kurt and Stephen, the book introduces a new approach for increasing the likelihood of successfully leading change. This new approach breaks down into three core strategies: First, identify all relevant stakeholders and partition them into four categories: superordinates, subordinates, customers, and complementors/blockers (those who control needed resources but over whom the leaders have no authority). Second, for each stakeholder category, identify Communications, Strategies, and Tactics (referred to as CoSTS). Third, don't stimulate negative emotions that make people DEAF: Disrespect, Envy, Anger, and Fear to efforts to produce change. As the book follows the journeys of Kurt and Stephen, it walks through the details of each strategy. In presenting this material in a concise, accessible, and applicable format that translates theory to practice, Nickerson provides an important service for leaders trying to build extraordinary capabilities for their organizations from the middle. This item ships from multiple locations. Your...



[Read \*Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities\* Online](#)



[Download PDF \*Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities\*](#)

## Other eBooks

**Oxford Reading Tree Read with Biff, Chip, and Kipper: Phonics: Level 6: Gran s New Blue Shoes (Hardback)**

Oxford University Press, United Kingdom, 2011. Hardback. Book Condition: New. 172 x 142 mm. Language: English . Brand New Book. Read With Biff, Chip and Kipper is the UK s best-selling home reading series. It...

[Download ePub »](#)

**Oxford Reading Tree Read with Biff, Chip, and Kipper: Phonics: Level 5: Egg Fried Rice (Hardback)**

Oxford University Press, United Kingdom, 2011. Hardback. Book Condition: New. 172 x 142 mm. Language: English . Brand New Book. Read With Biff, Chip and Kipper is the UK s best-selling home reading series. It...

[Download ePub »](#)

**Oxford Reading Tree Read with Biff, Chip, and Kipper: Phonics: Level 5: Seasick (Hardback)**

Oxford University Press, United Kingdom, 2011. Hardback. Book Condition: New. 174 x 142 mm. Language: English . Brand New Book. Read With Biff, Chip and Kipper is the UK s best-selling home reading series. It...

[Download ePub »](#)

**Oxford Reading Tree Read with Biff, Chip, and Kipper: Phonics: Level 5: Craig Saves the Day (Hardback)**

Oxford University Press, United Kingdom, 2011. Hardback. Book Condition: New. 173 x 145 mm. Language: English . Brand New Book. Read With Biff, Chip and Kipper is the UK s best-selling home reading series. It...

[Download ePub »](#)

**Oxford Reading Tree Read with Biff, Chip, and Kipper: Phonics: Level 5: Dolphin Rescue (Hardback)**

Oxford University Press, United Kingdom, 2011. Hardback. Book Condition: New. 172 x 142 mm. Language: English . Brand New Book. Read With Biff, Chip and Kipper is the UK s best-selling home reading series. It...

[Download ePub »](#)