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The Game. The  
Culture,  
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Change For  
Energizing Your  
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Breakthrou  
Accountability For  
Results  
Strategy  
For**

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**ization**

**And**

**Creating A**

**ccountabil**

**ity For**

**Results**

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Building a Culture of  
The Game: The  
Distinction is an  
Breakthrough  
organizational change  
Strategy For  
management program.  
Empowering Your  
This Facilitator Guide  
Organizational And  
is designed for those  
Accountability For  
individuals who will  
Results  
be leading the  
program. This book  
provides a  
comprehensive, step-  
by-step process to  
define and shape your

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organizational culture  
and manage  
organizational change.  
This program  
addresses many of the  
challenges an  
organization faces that  
can threaten its  
success and its bottom  
line. For example:  
Have you lost key  
talent? Do your  
employees seem

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Emerging Your  
Organization And  
Accountability For  
Results

stressed and unhappy  
at work? Are  
employees neither  
united by values nor  
vision? Is the  
organization growing  
fast but losing focus?  
Does your  
organization need a  
new direction? Is your  
organization  
experiencing a merger  
or acquisition? Is your

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strategic planning  
The Game: The  
disconnected from the  
Breakthrough  
culture that must  
Strategy For  
support it? Is change  
Empowering Your  
needed but no one has  
Organization And  
a process to make it  
Creating  
stick? This Facilitator  
Accountability For  
Guide provides  
Results  
activities and tools to  
build a culture of  
distinction. The  
process has a four-  
phased cycle. In Phase

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1, you will facilitate a  
Core Culture

Assessment where all  
employees participate  
in defining the

organization's Core  
Culture. In Phase 2,

you will facilitate a  
Core Culture

Alignment Audit

where employees will  
identity the degree of  
alignment of the

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Practices and  
Projections with the  
Core Culture, and they  
will make  
recommendations to  
increase alignment. In  
Phase 3, you will  
guide the development  
of a Core Culture  
Alignment Plan and  
set measures to  
monitor change.  
Finally, in Phase 4,



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employees will  
The Game: The  
execute and monitor  
Breakthrough  
the plan, tracking  
Strategy For  
measures to ensure  
Energizing Your  
progress in  
implementing change.  
Creating  
This Facilitator Guide  
Accountability For  
is divided into two  
Results  
sections. Section A:  
Planning the Program  
includes materials to  
guide the facilitator in  
planning the

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Definitions,  
Suggestions on when  
to use this program, an  
explanation of the  
program cycle, a  
review of the  
implementation steps,

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And  
Program has the same  
content as the  
companion workbook  
Building a Culture of  
Distinction:  
Participant Workbook  
for Defining

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Organizational  
The Game: The  
Culture and Managing  
Breakthrough  
Change. The only  
Strategy For  
difference is the  
Empowering Your  
inclusion of Facilitator  
Organization And  
Notes inserted in the  
Creating  
side margins to guide  
Accountability For  
you in implementing  
Results  
the program. Section  
B provides  
information, activities,  
tools and techniques  
to define and shape

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your organizational  
The Game: The  
culture, audit it for  
Breakthrough  
alignment with your  
Strategy For  
workplace Practices  
Empowering Your  
and Projections, and  
Organization And  
create and implement  
Accountability For  
a plan to live the Core  
Results  
Culture principles that  
will generate success.  
Some activities work  
best in a group setting.  
Others can be  
completed

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individually. Adapt  
The Game: The  
the program to fit your  
Breakthrough  
needs. To support  
Strategy For  
program  
Engrizing Your  
implementation, there  
Organizational And  
is the Building a  
Culture of Distinction:  
Participant Workbook  
for Defining  
Organizational  
Culture and Managing  
Change. This  
workbook is for

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Strategy For  
Program. An

employees who take  
part in the Building a  
Culture of Distinction

additional resource is  
the book There Is No

Place Like Work, an  
ideal reading

assignment for

employees to

jumpstart the learning  
process. Begin

Building a Culture of

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Distinction in your  
organization. Lead the  
process to craft your  
organization's culture  
and facilitate change.

Use culture to drive  
your organization's  
success.

A New York Times  
Notable Book of 2020  
A Bloomberg Best  
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2020 A Behavioral



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Human Behavior &  
Strategy For  
Evolution Society  
Energizing Your  
Must-Read Popular  
Evolution Book of  
And  
2020 A bold, epic  
Accountability For  
evolution of  
Results  
psychology and  
culture created the  
peculiar Western mind  
that has profoundly

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shaped the modern  
The Game: The  
world. Perhaps you  
Breakthrough  
are WEIRD: raised in  
Strategy For  
a society that is  
Energizing Your  
Western, Educated,  
Organizational And  
Industrialized, Rich,  
Creating  
and Democratic. If so,  
Accountability For  
you're rather  
Results  
psychologically  
peculiar. Unlike much  
of the world today,  
and most people who  
have ever lived,

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WEIRD people are highly individualistic, self-obsessed, control-oriented, nonconformist, and analytical. They focus on themselves—their attributes, accomplishments, and aspirations—over their relationships and social roles. How did WEIRD populations

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become so  
The Game: The  
psychologically  
Breakthrough  
distinct? What role did  
Strategy For  
these psychological  
Emergizing Your  
differences play in the  
Organization  
industrial revolution  
Creating  
and the global  
Accountability For  
expansion of Europe  
Results  
during the last few  
centuries? In The  
WEIRDest People in  
the World, Joseph  
Henrich draws on

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cutting-edge research  
The Game: The  
in anthropology,  
Breakthrough  
psychology,  
Strategy For  
economics, and  
Empowering Your  
evolutionary biology  
Organization And  
to explore these  
Creating  
questions and more.  
Accountability For  
He illuminates the  
Results  
origins and evolution  
of family structures,  
marriage, and religion,  
and the profound  
impact these cultural

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transformations had  
The Game: The  
on human psychology.  
Breakthrough  
Mapping these shifts  
Strategy For  
through ancient  
Energizing Your  
history and late  
Organization And  
antiquity, Henrich  
Accountability For  
reveals that the most  
Results  
fundamental  
institutions of kinship  
and marriage changed  
dramatically under  
pressure from the  
Roman Catholic

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Energizing Your

Organization And

Occupational

Specialization, and

Free

Results

competition—laying

the foundation for the

modern world.

Provocative and

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Culture, Change  
engaging in both its  
The Game: The  
broad scope and its  
Breakthrough  
surprising details, The  
Strategy For  
WEIRDest People in  
Emerging Your  
the World explores  
Organization And  
how culture,  
Accountability For  
institutions, and  
Results  
psychology shape one  
another, and explains  
what this means for  
both our most  
personal sense of who  
we are as individuals



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Culture, Change

and also the large-  
scale social, political,  
and economic forces

that drive human

history. Includes black-  
and-white

illustrations.

How is cultural

change perceived and  
performed by

members of the Bena  
Bena language group,

who live in the

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Culture Change  
Eastern Highlands of  
Papua New Guinea?  
Breakthrough  
Strategy For  
Emergizing Your  
Organization And  
Accountability For  
Results  
In her analysis, Knapp  
draws upon existing  
bodies of work on  
'culture change', And  
'exchange' and  
'person' in Melanesia  
but brings them  
together in a new way  
by conjoining  
traditional models  
with theoretical

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approaches of the new  
Melanesian  
ethnography and with  
collaborative,  
reflexive and reverse  
anthropology.

This book explores the  
origin and future of  
"upgrade culture," a  
collection of cultural  
habits and orientations  
based on the  
assumption that new

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technologies will  
The Game: The  
rapidly, perpetually,  
Breakthrough  
and inevitably emerge.  
Strategy For  
By analyzing  
Energizing Your  
discourses of  
Organizational And  
technological change  
Creating  
and the practices of  
Accountability For  
marketing workers  
Results  
inside the consumer  
technology industry  
between the early  
1980s and the late  
2010s, the book

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Organization And  
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describes the genesis, maintenance, and future of upgrade culture. Based on archival and popular sources, first-hand interviews with a range of industry professionals, and participant observations at industry-only events, the book attends to

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issues both intimate to  
The Game: The  
the culture of  
Breakthrough  
marketing work and  
Strategy For  
structural to the  
Energizing Your  
organization of the  
Consumer Technology  
industry. This book  
Accountability For  
will have a broad  
Results  
appeal to  
social/cultural  
theorists of  
technology,  
marketing, and

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consumerism, as well  
as to scholars in  
business history,  
communication,  
cultural studies, media  
studies, sociology, and  
anthropology.

What Every CEO  
Needs to Know  
The Breakthrough  
Strategy for  
Energizing Your  
Organization and

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bility for Results  
Fix It  
The WEIRDest  
People in the World  
Call Sign Chaos And  
The Lottery  
Going Horizontal For  
Creating a Non-  
Hierarchical  
Organization, One  
Practice at a Time  
*In a global survey*



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*by the Katzenbach  
Center, 80 percent  
of respondents  
believed that their  
organization must  
evolve to succeed.*

*But a full quarter of  
them reported that a  
change effort at  
their organization  
had resulted in no  
visible results. Why?*

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The Game: The  
Breakthrough  
Strategy For  
Energizing Your  
Organization And  
Creating  
Accountability For  
Results

*The fate of any  
change effort  
depends on whether  
and how leaders  
engage their  
culture: the self-  
sustaining patterns  
of behaving, feeling,  
thinking, and  
believing that  
determine how  
things are done in*

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Culture, Change  
*an organization.*  
Culture is implicit  
rather than explicit,  
emotional rather  
than rational—that's  
what makes it so  
hard to work with,  
but that's also what  
makes it so  
powerful. For the  
first time, this book  
lays out the

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***Katzenbach***  
***Center's proven***  
***methodology for***  
***identifying your***  
***culture's three most***  
***critical elements:***  
***traits,***  
***characteristics that***  
***are at the heart of***  
***people's emotional***  
***connection to what***  
***they do; keystone***

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*behaviors, actions*

*that would lead your*

*company to succeed*

*if they were*

*replicated at a*

*greater scale; and*

*authentic informal*

*leaders, people who*

*have a high degree*

*of “emotional*

*intuition” or social*

*connectedness. By*

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*leveraging these  
critical few  
elements, you can  
tap into a source of  
catalytic change  
within your  
organization.*  
People will make an  
*emotional, not just a  
rational,  
commitment to new  
initiatives. You will*

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*elicit enthusiasm  
and creativity and  
build the kind of  
powerful company  
that people  
recognize for its  
innate value and  
effectiveness.*

*A seemingly  
ordinary village  
participates in a  
yearly lottery to*

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*determine a  
sacrificial victim.*  
This book  
introduces an  
innovative new  
digital approach to  
speed up cultural  
change in  
organisations and  
reduce failure rates  
through use of the  
Culture



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***Acceleration Tool  
and Methodology  
(CATM). Including  
real life case  
studies, the book  
demonstrates the  
possibility of a  
higher success rate  
with organisational  
culture change  
management.***

***Lessons to Lead By:***

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The Game: The  
Breakthrough  
Strategy For  
Energizing Your  
Organization And  
Creating  
Accountability For  
Results

*The journey to  
organizational  
culture change  
starts with you, the  
leader. Have the  
courage to take the  
road less traveled  
when you identify  
that change is  
necessary. Inspire  
personnel to solve  
problems while*

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Culture, Change  
*continuously*  
The Game: The  
*improving*  
Breakthrough  
*processes. Learn*  
Strategy For  
*from your failures*  
Energizing Your  
*and become more*  
Organization, And  
*innovative and*  
Creating  
*creative with each*  
Accountability For  
*iteration. Know that*  
Results  
*life is full of*  
*adversity, but*  
*prepare to forge*  
*ahead and celebrate*

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*success along the  
way. Remember, if  
you lead with  
determination,  
resilience and  
persistence (GRIT),  
as well as empathy  
and compassion  
(GRACE), you can  
accomplish goals  
you once thought  
were unattainable.*

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*In all that you do,  
remember to make  
things better.*

*Benchmarks and  
Strategies for  
Management and  
Practice*

*The Breakthrough  
Strategy for*

*Energizing Your  
Organization and  
Creating*

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***Accountability for  
Results***  
The Game: The  
***Breakthrough  
Change Your Space,  
Strategy For  
Change Your  
Energizing Your  
Culture***  
Organization And  
***A Navy SEAL's 10  
Creating  
Fail Safe Principles  
Accountability For  
for Leading  
Results  
Through Change***  
***The Open  
Organization  
The Critical Few***

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***Accelerating  
Change by Getting  
Accountability  
Right  
Achieve a  
Competitive Edge by  
Creating a Culture  
of Accountability  
Decorated Navy  
SEAL, successful  
businessman and  
world-renowned***

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**speaker Brent  
Gleeson shares  
his revolutionary  
approach to  
navigating and  
leading change in  
the  
workplace—with a  
foreword by #1  
New York Times  
bestselling  
author Mark  
Owen. Inspired by**



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**his time as a  
Navy SEAL and  
building award-  
winning  
organizations in  
the business And  
world, Brent  
Gleeson has  
created a  
powerful  
roadmap for  
today's existing  
and emerging**

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**business leaders  
and managers to  
improve their  
ability to  
successfully  
navigate  
organizational  
change. Over the  
past ten years  
since leaving the  
SEAL Teams,  
Gleeson has  
become a well-**

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**respected  
thought leader  
and expert in  
business  
transformation.  
He has spoken to  
and consulted  
with hundreds of  
organizations  
across the globe  
and inspired  
thousands of  
business leaders**

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**through his  
highly insightful  
philosophies on  
leadership,  
culture and  
building high-  
performance  
teams that  
achieve winning  
results. In  
TakingPoint,  
Gleeson shares  
his ten-step**

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**program that he  
has implemented  
in his own  
companies and  
for his high-  
profile  
clients—giving  
leaders and  
managers  
actionable  
insights and a  
framework for  
successful**

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**execution.**  
**TakingPoint**  
**brilliantly**  
**captures the**  
**structures,**  
**behaviors and**  
**mindsets**  
**required to build**  
**successful twenty-**  
**first century**  
**organizations.**  
**With a strong**  
**emphasis on**

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**communication,**  
**culture,**  
**engagement,**  
**accountability,**  
**trust, and**  
**resiliency,**  
**Gleeson's**  
**methods have**  
**helped hundreds**  
**of companies**  
**around the world**  
**transform the**  
**way they think**

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**about change,  
and can help  
yours do the  
same. For the last  
five years,  
Gleeson has  
shared his  
philosophies  
through his  
weekly columns  
on Forbes and  
Inc. And now, for  
the first time**



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**ever, they are  
captured in this  
entertaining and  
highly  
prescriptive book.  
Steps include:  
-Culture: The  
Single Most  
Important  
Enabler -Trust:  
Fueling the  
Change Engine  
-Accountability:**

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**Ownership at All  
Levels -Mindset:  
Belief in the  
Mission**

**-Preparation:  
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Intelligence and  
Planning the  
Mission**

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Communicating  
the Vision**

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and Staying  
Energized***  
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and Follow-  
Through***  
***-Resiliency: The  
Path of Lasting  
Change Never has***

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**change been  
more consistent  
and disruptive as  
it is now.**

**Business leaders  
and managers at  
all levels can't  
just react to  
change. They  
have to lead  
change. They  
have to take  
point.**

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***Drawing on the  
social critical  
thinking of***

***Lesslie Newbigin,***

***Richard Hays,***

***Walter***

***Brueggemann,***

***Richard Mouw,***

***Richard John***

***Neuhaus, Charles***

***Taylor and James***

***Davison Hunter,***

***Philip W. Eaton***

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***proposes an  
alternative idea  
of the Christian  
university that  
aims to equip  
students for  
responsible  
engagement in  
our post-  
Christian context.  
Going against the  
mainstream of  
Christian higher***

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**education, Eaton  
envisioning a place  
that considers  
engagement and  
interaction with  
culture to be a  
positive priority.  
Going against the  
mainstream of  
secular higher  
education, Eaton  
envisioning a place  
where the grand**

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***narrative of the  
Christian gospel  
is affirmed as a  
life-giving  
response to the  
critical issues of  
our day. We need  
not resign  
ourselves to exile  
on the margins of  
society nor blend  
in with the  
pervasive secular***



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**society. Engaging  
the Culture,  
Changing the  
World foresees a  
third way: the  
Christian  
university that  
stands in  
distinction and  
compassion, a  
community that  
models human  
flourishing to the**

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**world.**  
**"At the very time  
the need for  
effective  
leadership is  
reaching critical  
proportions,  
Michael Fullan's  
Leading in a  
Culture of  
Change provides  
powerful insights  
for moving**

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Culture Change  
*forward. We look  
forward to  
sharing it with  
our grantees."*  
--Tom Vander  
Ark, executive  
director,  
Education, Bill  
and Melinda  
Gates Foundation  
"Fullan  
articulates clearly  
the core values

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**and practices of  
leadership  
required at all  
levels of the  
organization.  
Using specific  
examples, he  
convinces us that  
the key change  
principles are  
equally critical  
for leadership in  
business and**

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**education  
organizations."**  
--**John Evans,**  
**chairman, Torstar  
Corporation** "In  
**Leading in a And  
Culture of  
Change, Michael  
Fullan** deftly  
**combines his  
expertise in  
school reform  
with the latest**

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**insights in  
organizational  
change and  
leadership. The  
result is a  
compelling and  
insightful  
exposition on how  
leaders in any  
setting can bring  
about lasting,  
positive, systemic  
change in their**

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**organizations."**

**--John Alexander,  
president, Center  
for Creative  
Leadership**

**"Michael Fullan's  
work is**

**remarkable. He  
masterfully  
captures how  
leaders can  
significantly  
improve their**

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**learning and  
performance,  
even in the  
uncontrollable,  
chaotic  
circumstances in  
which they  
practice. A tour  
de force."**

**--Anthony  
Alvarado,  
chancellor of  
instruction, San**



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**Diego City  
Schools "Too  
often schools and  
businesses are  
seen as separate  
and foreign  
places. Michael  
Fullan blends the  
best of knowledge  
from each into an  
exemplary  
template for  
improving**

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**leadership in  
both." --Terrence  
E. Deal, coauthor  
of Leading with  
Soul Business,  
nonprofit, and  
public sector  
leaders are facing  
new and daunting  
challenges--rapid-  
paced  
developments in  
technology,**

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**sudden shifts in  
the marketplace,  
and crisis and  
contention in the  
public arena. If  
they are to  
survive in this  
chaotic  
environment,  
leaders must  
develop the skills  
they need to lead  
effectively no**

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***matter how fast  
the world around  
them is changing.  
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Culture of  
Change offers  
new and seasoned  
leaders' insights  
into the dynamics  
of change and  
presents a unique  
and imaginative  
approach for***

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*navigating the  
intricacies of the  
change process.*  
Michael  
Fullan--an  
internationally  
acclaimed expert  
in organizational  
change--shows  
how leaders in all  
types of  
organizations can  
accomplish their

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**goals and become  
exceptional  
leaders. He draws  
on the most  
current ideas and  
theories on the  
topic of effective  
leadership,  
incorporates case  
examples of large  
scale  
transformation,  
and reveals a**

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**remarkable  
convergence of  
powerful themes  
or, as he calls  
them, the five  
core  
competencies. By  
integrating the  
five core compete  
ncies--attending  
to a broader  
moral purpose,  
keeping on top of**

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***the change  
process,  
cultivating  
relationships,  
sharing  
knowledge, and  
setting a vision  
and context for  
creating  
coherence in orga  
nizations--leaders  
will be  
empowered to***



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***deal with complex  
change. They will  
be transformed  
into exceptional  
leaders who  
consistently And  
mobilize their  
compatriots to do  
important and  
difficult work  
under conditions  
of constant  
change.***

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re invention. Jim***

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***president and***

***CEO of one of the***

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***revolutionary For***

***software***

***companies, tells***

***first-hand his***

***journey from***

***traditional***

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Consulting  
Group) and  
"chief" problem  
solver to CEO of  
one of the most  
open  
organizational  
environments  
he'd ever  
encountered. This  
challenging**

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what Whitehurst  
learned in the  
interim, has  
paved the way for  
a new way of  
managing—one  
this modern  
leader sees as the  
only way  
companies will  
successfully  
function in the**

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**future.**  
**Whitehurst says**  
**beyond**  
**embracing the**  
**technology that**  
**has so far**  
**disrupted entire**  
**industries,**  
**companies must**  
**now adapt their**  
**management and**  
**organizational**  
**design to better**

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*Hat—has become*  
*the*  
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**conversation to**  
**date, among** And  
**them: how to**  
**scale** Accountability For  
**engagement; how** Ready  
**to have healthy**  
**debates that net**  
**progress; and**  
**how to attract**

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**and keep the**  
**“Social**  
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**workers. Through**  
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**lessons, and**  
**tested processes,**  
**Whitehurst shows**  
**how Red Hat has**  
**blown the**  
**traditional**  
**operating model**

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**to pieces by**  
**emerging out of a**  
**pure bottom up**  
**culture and**  
**learning how to**  
**execute it at** And  
**scale. And he**  
**explains what** For  
**other companies**  
**are, and need to**  
**be doing to bring**  
**this open style**  
**into all facets of**

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***the organization.***  
***By showing how***  
***to apply open***  
***source methods***  
***to everything***  
***from structure,***  
***management, and***  
***strategy to a***  
***firm's customer***  
***and partner***  
***relationships,***  
***leaders and***  
***teams will now***

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**have the tools  
needed to reach a  
new level of work.  
And with that  
new level of work  
comes  
unparalleled  
success. The  
Open  
Organization is  
your new  
resource for  
doing business**

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McHale defines  
culture simply: "It's  
how things work  
around here." The  
secret to the  
success or failure  
of any business



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*boils down to its  
culture. From  
disengaged  
employees to  
underserved  
customers,  
business failures  
invariably stem  
from a culture  
problem. In The  
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acclaimed culture  
transformation*

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transformation and  
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path to positive  
change. Many  
leaders and  
managers struggle  
to get a handle on

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exactly what  
culture is and how  
pervasive its  
impact is  
throughout an  
organization. Some  
try to change the  
culture by  
publishing a  
statement of core  
values but soon  
find that no  
meaningful change  
happens. Others

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*try to unify the  
culture around a  
set of shared goals  
that satisfy  
shareholders but  
find their efforts  
backfire as  
stressed  
employees throw  
their hands up  
because  
"leadership just  
doesn't get it."  
Others implement*

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*expensive new IT  
systems to try to  
bring about  
change, only to  
find that  
employees find  
“workarounds” and  
soon go back to  
their old ways. The  
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walks readers  
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to culture  
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transformation,  
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Understand what  
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aspect of the way  
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operates Analyze  
where your culture  
is broken or not  
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value Unlock the

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company to  
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proven methods  
and tools to break  
through deeply  
embedded patterns  
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by consolidating  
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power, the brains,  
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the heart, and the  
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courage to make  
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our own dreams  
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come true. So what  
Organization And  
are your dreams?  
Creating  
What do you want?  
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power of personal  
accountability it  
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ability to think, to  
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withstand  
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adversity, to  
Creating  
generate  
Accountability For  
confidence, and to  
Results  
increase your own  
natural emotional,  
mental, and  
intellectual  
strength. Roger  
Connors and Tom

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New York Times  
bestseller *The Oz  
Principle*. Since  
then, millions have  
come to know  
them as “The Oz  
Guys” and they  
have gone on to  
help leaders all  
over the world  
teach and apply  
the principles  
you’re about to  
learn. *Principles*

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*that have*  
*generated billions*  
*of dollars of*  
*wealth—along with*  
*a host of even*  
*more important*  
*results. Devotees*  
*of The Oz Principle*  
*have brought*  
*lifesaving*  
*medications to*  
*market, created*  
*better education in*  
*community*

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colleges, greatly  
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surpassed charity  
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in battlefield  
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hospitals. In The  
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Break  
present the  
practical and  
powerful principles  
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*simple, down-to-  
earth terms that  
you can apply in  
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schools,  
communities,  
churches, and  
volunteer groups.  
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you strengthen  
family  
relationships,  
improve  
friendships,*

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increase value on  
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is you most desire.  
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engaging stories  
about those who  
have overcome  
great  
odds—including  
South African*

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*president Nelson  
Mandela, Polish  
WWII hero Irena  
Sendler, and  
everyday men and  
women—Connors  
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demonstrate that  
by taking personal  
ownership of your  
goals and  
accepting  
responsibility for  
your performance,*

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you also take  
control of your  
success. You will  
read stories about  
people just like you  
who learned to  
beat their  
struggles, like the  
New York area  
fisherman who fell  
off his lobster boat  
and was adrift at  
sea for twelve  
hours in the chilly

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Atlantic . . . but  
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*survived. You will learn the traits that allowed a college senior who landed flat on her face in a 600-meter race to jump up and win. Or a thirteen-year-old soccer player who moved from the bench to the starting lineup. You will discover that*

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*while no one will  
ever wave a  
wizard's wand and  
magically solve all  
your problems,  
there is a way to  
experience the  
near magical  
impact of personal  
accountability.*

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cognitive science  
over the last 30  
years shows much  
of what we know  
about culture in the  
business world is  
based on myth,

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*wishful thinking,  
outdated science,  
or is just plain  
wrong. This is why  
culture-shaping  
and change  
programs in  
organizations often  
amount to little  
more than  
sloganeering with  
minimal impact on  
the lived  
experience of*



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providing a  
valuable guide for  
change leaders,  
CEOs, and  
practitioners on  
how to sustainably  
work with and  
change this

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*important*  
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*resource. It*  
Breakthrough  
*answers many of*  
Strategy For  
*the major*  
Energizing Your  
*questions that*  
Organization And  
*have plagued*  
Creating  
*culture work, such*  
Accountability For  
*as: Why so many*  
Results  
*CEOs and*  
*management*  
*consultants preach*  
*culture change*  
*when so few*  
*culture*

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*in believing*  
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*"culture starts at*  
Organization And  
*the top" when*  
Creating  
*virtually no*  
Accountability For  
*research in*  
Results  
*anthropology*  
Why most culture  
*supports that claim*  
shaping  
*approaches have*  
*no answer for how*

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to affect culture in  
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global companies  
Why culture  
doesn't cause us to  
Strategy For  
do anything, yet  
Energizing Your  
we persist in  
Organization And  
believing that  
Creating  
somehow it does  
Accountability For  
Why so many  
Results  
culture-shaping  
projects focus on  
corporate values  
despite the fact  
modern science

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changing personal  
values is  
exceedingly  
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culture from the  
last 30 years of  
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gives us the  
foundation for far  
more impactful and  
sustainable  
interventions than*

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to date. This book  
explains why,  
showing how  
everyday business  
practices well  
beyond HR are key  
to culture change.  
Why? Because the  
brain's synaptic  
plasticity can only  
be altered through  
new sustained and  
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organizational  
culture  
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major**

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**engagement and**  
**loyalty**  
**translate into**  
**higher growth**  
**and profits.**  
**Many business**  
**leaders know**  
**this, yet few**

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**are doing much  
to improve  
their  
organizations'  
cultures. They  
are discouraged  
by misguided  
beliefs that an  
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tenure and an  
organization's  
attention span  
are too short**

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change of all  
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competitive  
edge that can't  
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organization  
and considers  
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an  
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significant  
changes in a  
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**speed with**  
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**authority;**

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which emphasize  
economic  
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focus on social  
interactions.  
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Basáñez, these  
cultures  
evolved chronol***

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**societies. He**  
**argues that a**  
**country's**  
**developmental**  
**path is**  
**profoundly**  
**influenced by**

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***its people's  
values and  
culture, as  
crystallized  
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formal and  
informal  
governing  
institutions.  
Culture is  
passed down  
over  
generations***



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Although  
**culture and**  
**values are in a**  
**permanent state**  
**of evolution,**

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**leaders and  
policymakers  
can also push  
cultural change  
in order to  
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desirable goals  
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growth, democra  
tization, and  
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**blends rubrics**  
**such as health,**  
**education,**  
**income, gender**  
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**their values).**  
Strategy For  
**Why is it that**  
Energizing Your  
**the best**  
Creating A  
**strategic plans**  
Creating  
**and good**  
Accountability For  
**Leadership**  
Results  
**often are not**  
**able to move**  
**organizations**  
**in the desired**  
**direction? Sam**

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**Chand contends**  
**that toxic**  
**culture is to**  
**blame. Quite**  
**often, leaders**  
**don't sense the**  
**toxicity, but**  
**it poisons**  
**their**  
**relationships**  
**and derails**  
**their vision.**  
**In this**

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*insightful and  
practical  
guide, Sam  
Chand describes  
seven easily  
identifiable  
categories of  
organizational  
culture and  
directs readers  
toward  
identifying  
strengths and*

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*needs of their  
organization's  
culture, and  
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Along the way,  
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why America  
must return to  
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*not to continue  
winning battles  
but fighting  
inconclusive  
wars. Mattis  
divides his  
book into three  
parts: Direct  
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Executive  
Leadership, and  
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Leadership. In*

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*the first part,*

*Mattis recalls*

*his early*

*experiences*

*leading Marines*

*into battle, And*

*when he knew*

*his troops as*

*well as his own*

*brothers. In*

*the second*

*part, he*

*explores what*

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**it means to**  
**command**  
**thousands of**  
**troops and how**  
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**your intent is**  
**understood by**  
**your most**  
**junior troops**  
**so that they**  
**can own their**



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*mission. In the*  
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Culture provides a  
Breakthrough  
framework, a sense-  
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making tool, a set of  
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systematic steps,  
Organization And  
and a methodology  
Genius  
for helping  
Accountability For  
managers and their  
Results  
organizations  
carefully analyze  
and alter their  
fundamental culture.

Authors, Cameron

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and Quinn focus on  
The Game: The  
the methods and  
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mechanisms that  
Strategy For  
are available to help  
Energizing Your  
managers and  
Organization And  
change agents And  
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transform the most  
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fundamental  
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elements of their  
organizations. The  
authors also provide  
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change process at  
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the most basic  
Breakthrough  
level—culture.

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Culture offers a  
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systematic strategy  
for internal or  
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agents to facilitate  
foundational change  
that in turn makes it

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culture—but almost  
every effort to  
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to “transform” a new  
culture from the  
ground up, leaders  
need to instead  
spearhead a culture

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renovation. It's all  
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about keeping what  
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works, changing  
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what needs to be  
Energizing Your  
changed, and  
Organization And  
ensuring proper  
Creating  
care and  
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maintenance—much  
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h like refurbishing  
and living in a  
beautiful historic  
home and improving  
its overall value. In

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insights and  
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Companies And  
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traits of a healthy  
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identify influencers  
and blockers; ferret  
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measure, monitor,  
and report progress;  
and implement “next  
practices” in talent  
strategies to sustain  
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carried out in  
modern  
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what kind of*

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challenges, tasks  
and other  
difficulties are  
normally  
encountered as a  
part of it? In a And  
turbulent and  
changing world,  
organizational  
culture is often  
seen as central for  
sustained  
competitiveness.



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faced with  
increased demands  
for change but  
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Culture encourages  
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future requires a  
shift to new  
responses. It's time  
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peer groups of 10  
coworkers they  
develop a change  
plan for their teams

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*that is also personal  
and focused on  
specific behaviors.  
These Change  
Circles of 10 use  
the mechanism of  
"Copy, Coach and  
Correct" within  
groups to help  
organization  
members to  
implement the  
change and develop*

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*presents a roadmap  
for culture change  
from the first and  
critical steps of  
getting leaders  
prepared and on  
board, providing a  
realistic view of  
change, and  
communicating to  
the final stage in  
which an  
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*employees live the new culture. Along the way you will also learn some creative ways to communicate about the change and how to identify action plans and projects that will support culture change.*

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that when people  
take personal  
ownership of their  
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**at a higher level to**  
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**ensure not only**  
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helps the reader see

that the workspace

is, in fact, a crucial

driver of

productivity and

morale. Change

Your Space,

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Culture was born

out of recent

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truly outrageous

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realities: More  
than 70 percent of  
the workforce  
either hates their  
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regarded as  
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clearly  
communicate the  
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design. Poor  
workforce  
engagement is**



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culture. This book  
provides guidance  
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culture and  
workflow – if it's  
not properly  
designed, no  
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