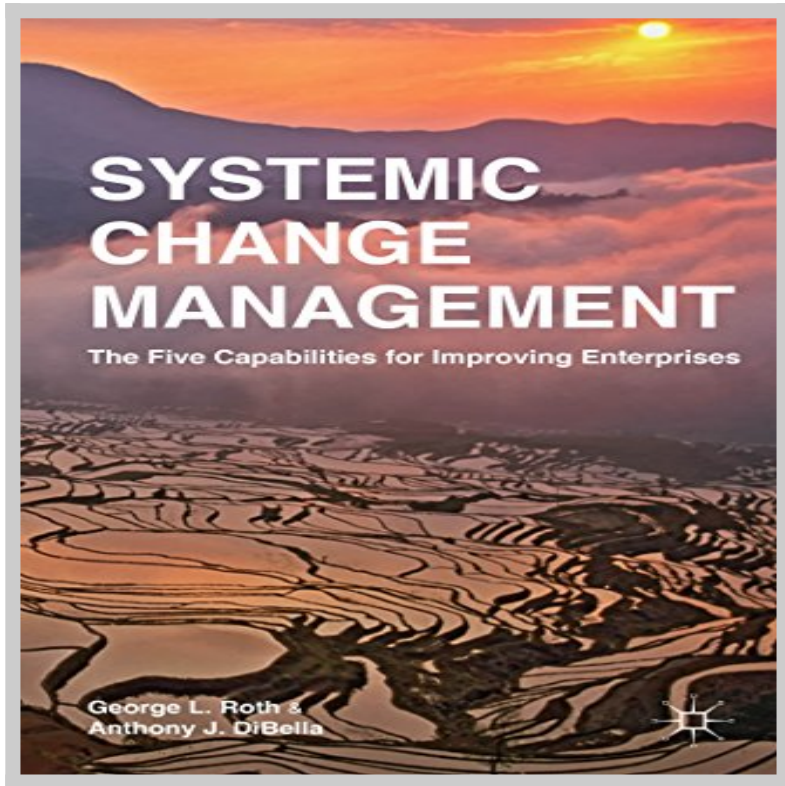


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Systemic Change Management Capabilities Enterprises Book Preview

Achieving and sustaining great business performance requires more than ongoing internal improvements; it demands a capacity to promote changes across organizations that depend on one another. Through a series of cases, Systemic Change Management describes a systems approach to enterprise change. Organizations are more successful individually and collectively when they develop and diffuse five enterprise change capabilities - promoting enterprise awareness, installing innovation sets, balancing push and pull changes, seeking growth, and distributing leadership. Each

capability enhances individual firm performance and when used together create a synergy that magnifies their overall effectiveness and impact.

This book explains how a system of change capabilities can be developed and demonstrates their use at a variety of organizations, including United Technologies, Rockwell Collins, Raytheon, Toyota, Arians, the US Army, and US Air Force. The reader will come to understand that performance improvement requires internal change along with collaboration with suppliers and other organizations to effectively function as an enterprise.