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# The Heart of Change: Real-Life Stories of How People Change Their Organizations

By John P. Kotter, Dan S. Cohen



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### Moving beyond the process of change

Why is change so hard? Because in order to make any transformation successful, you must change more than just the structure and operations of an organization—you need to change people's *behavior*. And that is never easy.

*The Heart of Change* is your guide to helping people think and *feel* differently in order to meet your shared goals. According to bestselling author and renowned leadership expert John Kotter and coauthor Dan Cohen, this focus on connecting with people's emotions is what will spark the behavior change and actions that lead to success. Now freshly designed, *The Heart of Change* is the engaging and essential complement to Kotter's worldwide bestseller *Leading Change*.

Building off of Kotter's revolutionary eight-step process, this book vividly illustrates how large-scale change can work. With real-life stories of people in organizations, the authors show how teams and individuals get motivated and activated to overcome obstacles to change—and produce spectacular results. Kotter and Cohen argue that change initiatives often fail because leaders rely too exclusively on data and analysis to get buy-in from their teams instead of creatively showing or doing something that appeals to their emotions and inspires them to spring into action. They call this the see-feel-change dynamic, and it is crucial for the success of any true organizational transformation.

Refreshingly clear and eminently practical, *The Heart of Change* is required reading for anyone facing the challenges inherent in leading change.



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### Editorial Review

#### Amazon.com Review

*The Heart of Change* is the follow-up to John Kotter's enormously popular book *Leading Change*, in which he outlines a framework for implementing change that sidesteps many of the pitfalls common to organizations looking to turn themselves around. The essence of Kotter's message is this: the reason so many change initiatives fail is that they rely too much on "data gathering, analysis, report writing, and presentations" instead of a more creative approach aimed at grabbing the "feelings that motivate useful action." In *The Heart of Change*, Kotter, with the help of Dan Cohen, a partner at Deloitte Consulting, shows how his eight-step approach has worked at over 100 organizations. In just about every case, change happened because the players were led to "see" and "feel" the change. In one example, a sales representative underscores a sense of urgency to change a manufacturing process by showing a videotaped interview with an unhappy customer; in another, a purchasing manager makes his point to senior management about corporate waste by displaying on the company's boardroom table the 424 different kinds of gloves that the company had procured through different vendors at vastly different prices. Well written and loaded with real-life examples and practical advice, *The Heart of Change* towers over other change-management titles. Managers and employees at organizations both big and small will find much to draw from. Highly recommended. --Harry C. Edwards

#### From Publishers Weekly

"Never underestimate the power of a good story," Kotter and Cohen testify in this highly readable sequel to Kotter's groundbreaking *Leading Change*. Practicing what they preach, they have culled, from hundreds of interviews conducted by Deloitte Consulting, the 34 most instructive and vivid accounts of companies undergoing large-scale change. With chapters organized by each of the eight stages of change Kotter identified in his 1996 bestseller, the authors deftly contrast success stories with fumbles, then utilize the compare-and-contrast format for lively "how-to/how-not-to" discussion. Throughout, they pepper their discussion with arresting (and quotable) aphorisms, such as "Dying will not help" and "Honesty always trumps propaganda," to ensure that readers remain on task, engaged and awake. Viewed in stages with concrete examples and convenient end-of-chapter summaries, the challenges and opportunities of the change process emerge in sharp relief. Kotter and Cohen demonstrate the critical difference that focus, faith, leadership, commitment and creativity make in winning employees' hearts, offering good stories that truly apply to each topic. "The single biggest challenge in the process is changing people's behavior," they insist, while providing convincing evidence (as well as examples of the effectiveness of videos and creative visual displays) that their method of "see-feel-change" will enable a company to overcome resistance lurking in its midst.

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#### From Library Journal

Prolific author and change management expert Kotter (emeritus, Harvard Business Sch.) and consultant Cohen join forces in this timely update to Kotter's successful *Leading Change* (1996), which set the standard for books on the subject. This earlier work revealed why efforts at change so often end in failure and outlined the eight critical steps needed to turn things around. Having researched more than 100 organizations in the midst of major changes, Kotter and Cohen now reveal the core problems people face at each of these eight stages and provide straightforward solutions. Their main finding is that the central issue concerns not structure or systems but changing the behavior of people. An overview of how people see and meet change is followed by chapters on the steps to successful, large-scale change, including increasing urgency, building a

guiding team, getting the vision right, communicating for buy-in, empowering action, creating short-term wins, and persistence. The inclusion of many firsthand, personal stories from people involved in change efforts makes this a useful book for any organization. Highly recommended for all academic libraries supporting business curricula. Dale Farris, Groves, TX  
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## **Users Review**

### **From reader reviews:**

#### **Noemi Burns:**

This The Heart of Change: Real-Life Stories of How People Change Their Organizations book is not really ordinary book, you have after that it the world is in your hands. The benefit you have by reading this book will be information inside this publication incredible fresh, you will get info which is getting deeper a person read a lot of information you will get. This specific The Heart of Change: Real-Life Stories of How People Change Their Organizations without we know teach the one who looking at it become critical in contemplating and analyzing. Don't end up being worry The Heart of Change: Real-Life Stories of How People Change Their Organizations can bring when you are and not make your bag space or bookshelves' grow to be full because you can have it with your lovely laptop even cell phone. This The Heart of Change: Real-Life Stories of How People Change Their Organizations having good arrangement in word as well as layout, so you will not truly feel uninterested in reading.

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This book untitled The Heart of Change: Real-Life Stories of How People Change Their Organizations to be one of several books that best seller in this year, that is because when you read this reserve you can get a lot of benefit in it. You will easily to buy that book in the book retail outlet or you can order it by way of online. The publisher on this book sells the e-book too. It makes you more easily to read this book, because you can read this book in your Smart phone. So there is no reason for your requirements to past this reserve from your list.

#### **Kara Hogan:**

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#### **Wanda Holmes:**

Is it you actually who having spare time subsequently spend it whole day by watching television programs or just lying on the bed? Do you need something totally new? This The Heart of Change: Real-Life Stories of How People Change Their Organizations can be the response, oh how comes? A book you know. You are consequently out of date, spending your extra time by reading in this fresh era is common not a geek activity.

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