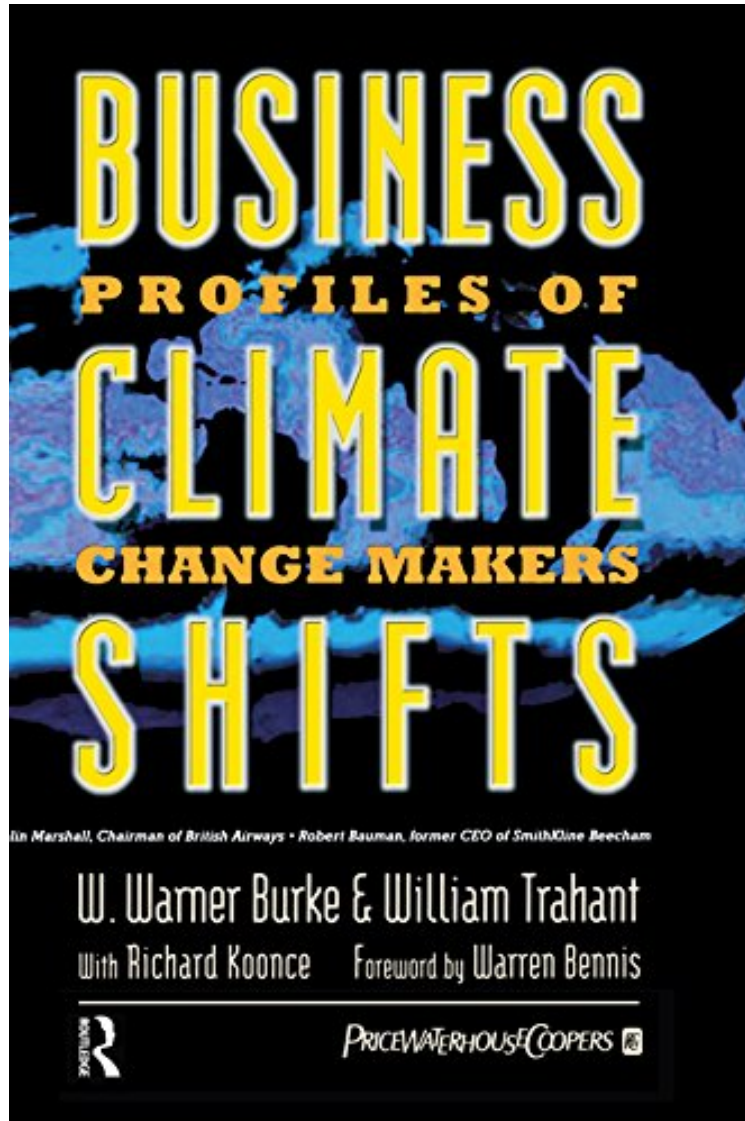


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## Business Climate Shifts

*Warner Burke, William Trahant, Richard Koonce*  
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**Warner Burke, William Trahant, Richard Koonce : Business Climate Shifts** before purchasing it in order to gage whether or not it would be worth my time, and all praised Business Climate Shifts:

5 of 5 people found the following review helpful. A Business-Oriented Book Useful to Not-for-Profit Leaders By Dr. Ryan LaHurd As a college president, I read a lot of books about leadership and about institutional change. I found "Business Climate Shifts" to be extremely enjoyable to read, helpful, and relevant to a CEO of a not-for-profit. Although the idea of fast change seems like an oxymoron when connected to higher education, this book gives a framework in which higher education and other not-for-profits can operate. The helpful use of the living organism as a metaphor feels comfortable for higher education as does the book's use of scenarios -- something we are very

comfortable with but often fail to use. In fact, the use of a metaphorical approach throughout fits with current thinking on the sources of visionary capability in leaders. The Organizational Diagnostic Checklist is worth the price of the book; it allows an organization to begin quickly the process of assessment and can be used throughout an organization. Educational institutions are very familiar with assessment, and this book fits directly into that familiar territory while giving it a business twist. The use of informal case studies and interviews makes the book easily readable and quite interesting. The chapter conclusions help focus the reader's attention on what has been read and demonstrate what has been learned from the case study. I found myself going back to them as a kind of review when I had finished the book. Asking people who have been successful to describe their own skills and approaches adds strong credibility and validity to the book. I feel certain this aspect of the book will make it useful as an educational tool for developing future leaders.

0 of 0 people found the following review helpful. Packed With Knowledge! By Rolf Dobelli Like a ship's captain, a CEO is only as good as the latest weather report. If a chief executive unknowingly steers his or her ship into the path of a hurricane, that ship's in trouble, no matter how skillful a seaman that captain may be. And unfortunately for CEOs, hurricanes - in the form of disruptive changes that remake markets overnight - have become almost an everyday danger. Authors W. Warner Burke, William Trahant and Richard Koonce argue that the most critical function of a corporate leader today is to monitor and respond to these rapid shifts in the external marketplace, or business climate. To illustrate this point, they offer insightful profiles of leaders who successfully guided their companies through the storms of organizational change initiatives. These profiles are especially effective in giving the reader both a sense of the personalities of these dynamic executives and a practical breakdown of the methodologies and strategies that they employed. We [...] strongly recommend this book to senior executives, would-be change agents and anyone curious about how to navigate the turbulent environment of 21st-century business.

5 of 6 people found the following review helpful. Change through Leadership By Charles R. Dillon After reading BUSINESS CLIMATE SHIFTS it was clear to me that this book was as much about leadership as about change. As a thirty year middle manager who has participated in both the planning and implementation of change, I was extremely pleased to read throughout the book that, although the companies were focusing on the customer, they all recognized the importance of the employees. The one common denominator throughout the book was that how management treats the employees is how the employees treat the customers. Although Colin Marshall at British Airways and Roger O. Goldman of National Westminster Bancorp. have distinctively different styles, they both recognized the importance of employees in the change process and demonstrated that leadership is key to effective and efficient change. Starting my career in government late in life, I have noticed a reluctance of federal executives to get the rank and file involved in major change initiatives. I suggest that any government manager or executive contemplating change read BUSINESS CLIMATE SHIFTS. The lessons learned from those who have been there, both government and industry, are invaluable and provide a framework for developing issues and questions that need to be addressed before any major shifts or changes in organizational culture.

First published in 1999. Routledge is an imprint of Taylor Francis, an informa company.

About the Author Warner Burke Ph.D: Professor of Psychology and Education and Chair of the Department of Organization and Leadership at Teachers College, Columbia University Richard Koonce: Author, business columnist, interviewer, and organizational consultant to Fortune 500 companies William Trahant: Senior partner with PricewaterhouseCoopers where he serves as the Director of the firm's International Center of Excellence for Change Management.