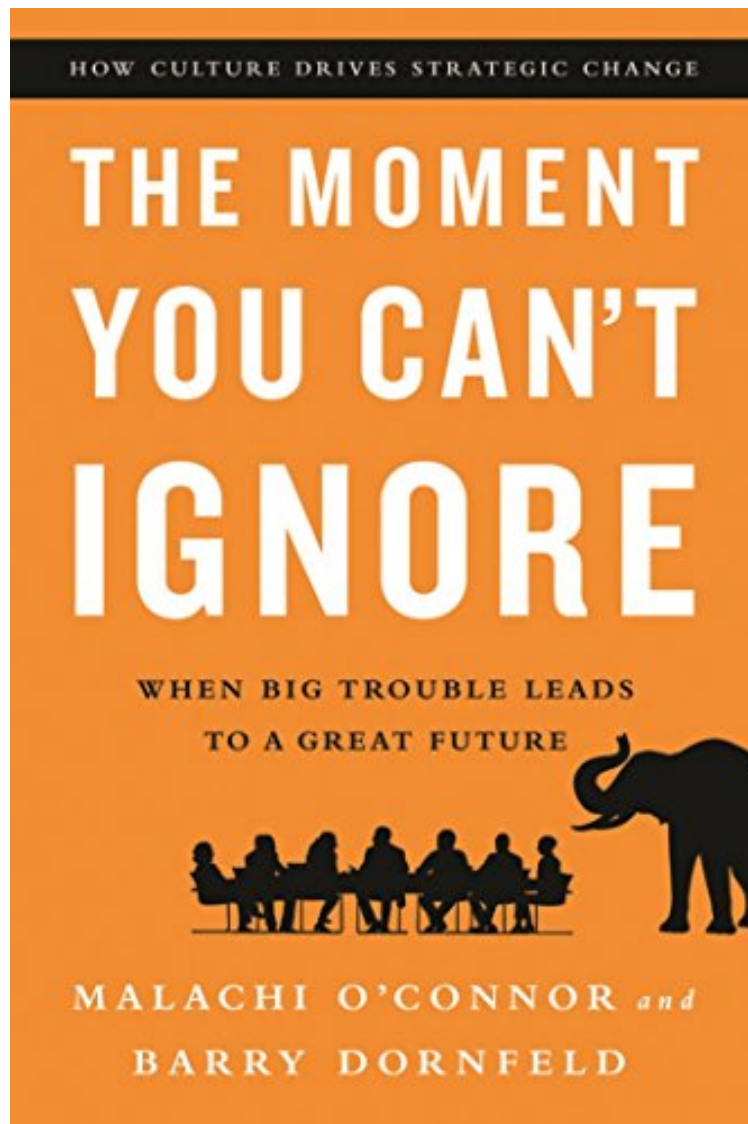


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The Moment You Can't Ignore: When Big Trouble Leads to a Great Future

Malachi O'Connor, Barry Dornfeld
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Malachi O'Connor, Barry Dornfeld : The Moment You Can't Ignore: When Big Trouble Leads to a Great Future before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Moment You Can't Ignore: When Big Trouble Leads to a Great Future:

3 of 3 people found the following review helpful. A how-to handbook of culture change for business and institutional leaders
By Eric Buehrens
I have spent most of my career in two industries - higher education and healthcare - that are replete with cultural conflicts that are working their way towards resolution or disaster: in healthcare, the clash

between value and volume, between hospitals and physicians, between specialists and primary care; in higher education, the clash between teaching and research, between reputation and value, between career preparation and liberal arts. These conflicts have profound sociological and cultural symptomology and impact these organizations in ways that are poorly appreciated and understood. They will not be resolved at the content or technical level - they need to be understood and addressed as the change management and cultural transitions that they actually are. *The Moment You Can't Ignore* is a great guide to how to recognize and resolve these conflicts before they derail the process of institutional change that these institutions - and most companies - desperately need to make in a rapidly evolving world. A very readable translation of theory to real-world examples and practice.

2 of 2 people found the following review helpful. Community organizing in your own business
By Vincent Keenan
If you have always wondered how you could apply that undergraduate degree in liberal arts or education in a business setting, please read this great tome. Excellent "case studies" elucidate ways for organizational culture to lead change. There are real take-away gems that you can use tomorrow (see chapter 4, Finding the Future Inside) and also some interesting conceptual challenges that may shape your approach to creating the future in your organization (chapter 5, Sweeping People In). I am fortunate to be working with Mal and reading "his" chapters is like hearing him speak. What a joy to find inklings and seeds of ideas I have had from a 30+ year career in non-profits so well-described. Cheers to Mal and Barry for this cutting-edge business breakthrough!

1 of 1 people found the following review helpful. Great resource for organizational development
By John Westfall
Great resource for organizational development. The authors describe the way organizational culture is created, and how to build the culture you want. Both big picture and detailed. It is sitting on my desk to share with my colleagues. However, it is well worth the price to own your own copy. Thanks

Not just another day at the office or is it? The surgical technician ducks as a stapler flies past his head during the concluding moments of a lengthy and difficult operation. The high-powered, internationally known finance guru seeks to turn fortunes around at the university of which he is now president and finds himself a leader without followers. The powerful satraps silently sabotage the CEO's desperately needed growth initiative. These are moments that cannot be ignored - events, actions, comments that stop people in their tracks and, in one fell swoop, make it blindingly clear that an organization is stuck and unable to move forward. And they have become regular occurrences in today's corporations, non-profits, and educational institutions as new forms of work, communication, and technology expose the ways in which an organization's culture or the way we do things around here - conflicts with new competitive demands. The result: telling incidents - all too visible elephants in the room that reveal underlying conflicts as well as hidden assets.

In *The Moment You Can't Ignore*, Malachi O'Connor and Barry Dornfeld tell fascinating stories of people and organizations as they encounter and then navigate through and beyond these unignorable moments, and show what we can learn from them. They outline the big questions organizations need to ask themselves about identity, leadership, and the capacity to innovate that an understanding of culture can help answer, and deliver powerful insights into recognizing and harnessing hidden assets that point in the direction of a new future. In our age of porous organizations and constant change, *The Moment You Can't Ignore* demonstrates that the adage, culture eats strategy for lunch, is more relevant now than ever.

The authors bring to life the importance of culture: how very different it is from other elements of change management and how critical it is to take advantage of unignorable moments. Their stories are compelling and memorable.

Jon Katzenbach, Senior Executive Advisor, the Katzenbach Center, coauthor of *The Wisdom of Team*, and coauthor (with Zia Khan) of *Leading Outside the Lines*

The Moment You Can't Ignore brings us something we have not seen in a long time: a new set of ideas for leaders managing complex and continually changing organizations. This book provides vivid examples of how leaders can create superconducting organizations - capable of successfully managing the rip tides of change that threaten organizational identity, clarity about who is in charge, and confidence that they can both adapt to and shape their future. Doing so requires the ability to know and leverage the moments in your organization you can't ignore. This book is a roadmap to being able to identify and leverage those moments.

David Thomas, Dean and William R. Berkley Chair of Georgetown University's McDonough School of Business, and coauthor of *Breaking Through: The Making of Minority Executives in Corporate America*