

CREATING CONTAGIOUS COMMITMENT



**Applying the
Tipping Point
to
Organizational
Change**

ANDREA SHAPIRO, PH.D.

Creating Contagious Commitment Applying The Tipping Point To Organizational Change

Victoria Bernhardt



Creating Contagious Commitment Applying The Tipping Point To Organizational Change:

Creating Contagious Commitment, 2nd Edition Andrea Shapiro, 2010-01-11 Too often necessary and technically appropriate change initiatives fall short of expected gains because leaders fail to involve employees and leverage their perspectives This deprives leaders of valuable input and causes the very people who are expected to modify the way they work to feel discounted and disconnected Creating Contagious Commitment Applying the Tipping Point to Organizational Change presents a proven approach to turn this all too common situation around It goes to the heart of effective change implementation and shows how to move employees from being apathetic or resistant to becoming committed advocates of a change Creating Contagious Commitment demonstrates why many of the traditional approaches to change implementation such as focusing on the easily measurable technical aspects or relying on mass awareness campaigns don't work very well especially on their own It explains the dynamics that contribute to successful change initiatives and how to use them right now in your own initiatives The accessibility of the concepts and the practical strategies they provide make Creating Contagious Commitment a unique and powerful guide for change agents in any organization Andrea Shapiro's clear and skillful blending of theory with useful examples brings these concepts to life in a way that appeals to anyone who is involved in change Solidly grounded in organizational theory systems thinking and real world experience Creating Contagious Commitment can be used as a stand alone resource or in combination with the companion Change Dialogue and Action workshop with its interactive computer simulation called the Tipping Point It has been applied by hundreds of change leaders around the world in a wide range of organizations from banks and hospitals to high tech corporations to make organizational change both contagious and sustainable It is packed with diagrams illustrations and stories from the field many of them first person accounts of applying its lessons Visit CreatingContagiousCommitment.com to learn more Praise for Creating Contagious Commitment It is very easy to have good intentions and even easier to get advice from someone who has good intentions What is hard is to recognize the landmines on the path to successful change Creating Contagious Commitment helps identify and think about such obstacles before we encounter them making the path to change more thoughtful and ultimately more successful Dan Ariely Ph D James B Duke Professor of Behavioral Economics author Predictably Irrational It is only by effectively influencing people's beliefs values and changing social norms that we can change behaviors that get us all to yes Andrea understands this and clearly maps out how new cultural norms can be systematically embedded into any organization This book is a must have in any change agent's toolbox Peter Faill M Sc Corporate Procurement Manager Durham County Council UK The Tipping Point is a brilliant computer model of change initiatives as they unfold in large complex organizations Change agents need to be informal keenly aware of the different needs of different types of people and committed to their purpose This book shows what to do and what happens along the way both in the model and in real life Art Kleiner author Who Really Matters and The Age of Heretics *Creating Contagious Commitment* Andrea

Shapiro,2003-04-01 Creating Contagious Commitment Applying the Tipping Point to Organizational change is essential to anyone interested in the process of organizational change It builds on the diverse resources in the Tipping Point computer simulation which builds on lessons from public health systems thinking and organizational theory Creating Contagious Commitment simultaneously provides a solid foundation and helps the reader to think out of the box to create contagious sustainable change Illustrations and examples of change initiatives bring the concepts to life and make it easy for the reader to apply them immediately to his or her own change initiative **Contagious Commitment at Work** Andrea

Shapiro,2016-06-20 Contagious Commitment at Work addresses a serious topic managing organizational change in a refreshing lighthearted way It gives a practical holistic approach that is illustrated with real world stories cartoons and informal diagrams Contagious Commitment at Work provides leaders with a road map for involving employees in any new initiative Illustrations and first person accounts of applying the ideas give readers practical guidance to ensure success With Andrea Shapiro s Tipping Point model I have a suite of materials to effectively guide change Contagious Commitment at Work with its wealth of stories speaks directly to the leaders who ask for detailed examples from those who ve gone before them I ve used Andrea s work to cut months out of change deployments and dramatically improved my change adoption rates April K Mills Change Coach Intel Corporation The ideas in Contagious Commitment at Work have been game changing in our approach in making change happen and delivering great results with our clients This book is an engaging no nonsense and straightforward read that highlights an effective and pragmatic approach to implementing sustainable change in organizations It is full of examples and it works Rob Kelly Director VA Consultants Global Contagious Commitment at Work provides a thoughtful and practical approach to managing organizational change Andrea Shapiro explains how to use the levers of change to achieve the tipping point for change in our organizations Easy to read and apply her examples drive home key points on change management identifying the pitfalls and the must dos for a successful change Pam Weppler Process Improvement Program Leader Rho **Advances in Library Administration and Organization** Delmus E. Williams,Janine

Golden,2012-12-05 The book will examine the challenges that working administrators face and discusses how to enable them to look more closely at their operations and to reconsider how to develop people and the organizations in which they work As in previous volumes of Advances in Library Administration and Organization the studies outlined in the chapters of Vo

Implementing Excellence In Your Health Care Organization: Managing, Leading And Collaborating McSherry, Rob,Warr, Jerry,2010-07-01 This practical book explores the key issues and factors which influence the workings **Leading Change from Within** Brian Strobel,2015-02-04 Change is at the core of human essence The simplest definition of change is to make different Human essence isnt so simple to define Aristotle referred to it as to ti esti the what it is As such change makes different what is Many experts now assert the number one task of leaders is simply to manage change Yet managing change is anything but simple Leading change is even more difficult Maximizing value in this environment requires leadershipand

not yesterdays authoritarian style of leadership but leadership at a higher level that connects with both the heart and the mind

Strategic Diversity Leadership Damon A. Williams, 2023-07-03 In today's world whether viewed through a lens of educational attainment economic development global competitiveness leadership capacity or social justice and equity diversity is not just the right thing to do it is the only thing to do Following the era of civil rights in the 1960s and 70s the 1990s and early 21st century have seen both retrenchment and backlash years but also a growing recognition particularly in business and the military that we have to educate and develop the capacities of our citizens from all levels of society and all demographic and social groups to live fulfilling lives in an inter connected globe For higher education that means not only increasing the numbers of diverse students faculty and staff but simultaneously pursuing excellence in student learning and development as well as through research and scholarship in other words pursuing what this book defines as strategic diversity leadership The aim is to create systems that enable every student faculty and staff member to thrive and achieve to maximum potential within a diversity framework This book is written from the perspective that diversity work is best approached as an intellectual endeavor with a pragmatic focus on achieving results that takes an evidence based approach to operationalizing diversity It offers an overarching conceptual framework for pursuing diversity in a national and international context delineates and describes the competencies knowledge and skills needed to take effective leadership in matters of diversity offers new data about related practices in higher education and presents and evaluates a range of strategies organizational structures and models drawn from institutions of all types and sizes It covers such issues as the reorganization of the existing diversity infrastructure building accountability systems assessing the diversity process and addressing legal threats to implementation Its purpose is to help strategic diversity leaders combine big picture thinking with an on the ground understanding of organizational reality and work strategically with key stakeholders and allies This book is intended for presidents provosts chief diversity officers or diversity professionals and anyone who wants to champion diversity and embed its objectives on his or her campus whether at the level of senior administration as members of campus organizations or committees or as faculty student affairs professionals or students taking a leadership role in making and studying the process of change This title is also available in a set with its companion volume The Chief Diversity Officer Bending the Law of Unintended Consequences Richard M. Adler, 2020-02-10 This title provides managers executives and other professionals with an innovative method for critical decision making The book explains the reasons for decision failures using the Law of Unintended Consequences This account draws on the work of sociologist Robert K Merton psychologists Amos Tversky and Daniel Kahneman and economist Herbert Simon to identify two primary causes cognitive biases and bounded rationality It introduces an innovative method for test driving decisions that addresses both causes by combining scenario planning and what if simulations This method enables professionals to learn safely from virtual mistakes rather than real ones It also provides four sample test drives of realistic critical decisions as well as two instructional videos to illustrate this

new method This book provides leaders and their support teams with important new tools for analyzing and refining complex decisions that are critical to organizational well being and survival **E-Government for Good Governance in Developing Countries** Driss Kettani, Bernard Moulin, 2014-05-01 Drawing lessons from the eFez Project in Morocco this volume offers practical supporting material to decision makers in developing countries on information and communication technologies for development ICT4D specifically e government implementation The book documents the eFez Project experience in all of its aspects presenting the project s findings and the practical methods developed by the authors a roadmap impact assessment framework design issues lessons learned and best practices in their systematic quest to turn eFez s indigenous experimentations and findings into a formal framework for academics practitioners and decision makers The volume also reviews analyzes and synthesizes the findings of other projects to offer a comparative study of the eFez framework and a number of other e government frameworks from the growing literature **Organization Design for International Construction Business** Lu Chang Peh, Sui Pheng Low, 2013-01-04 The book explains how Gravitational Distance and the System of Cities influence transnational construction related firms when they venture overseas The study presented in the book internalizes the characteristics of home and foreign cities and of transnational firms to develop situational business strategies and organization designs in terms of Strategy Structure Systems Leadership Style Firm s Skills Staff s characteristics Shared Values and Supply Chain The book presents the findings of surveys and interviews with managers and professionals in eight different Asian cities stretching from Singapore to China The findings are then used to develop business solutions in the form of a Decision Support System DSS for transnational construction firms helping them to adopt an appropriate organization design strategy when they venture into overseas markets Issues relating to globalization competitiveness risk management communications networks government interference business strategies organization structures and systems in the context of international construction business are discussed together with corresponding recommendations for implementation Although construction related firms were used as the basis for the field studies the lessons learned are equally applicable for organizations in other industries **Performance and Productivity in Public and Nonprofit Organizations** Evan M. Berman, 2015-06-11 The revised edition of this accessible text provides a balanced assessment and overview of state of the art organizational and performance productivity strategies Public and nonprofit organizations face demands for increased productivity and responsiveness and this practical guide offers strategies based on current research and scholarship that respond to these challenges The book s comprehensive coverage includes rationale for productivity and performance improvement evolution of productivity improvement the quality paradigm customer service information technology traditional approaches to productivity improvement re engineering and restructuring partnering and privatization psychological contracts and community based strategies In addition to updating the examples of the first edition this new edition also highlights the growing use of enterprise funds partnership models of privatization and web based

service delivery Each chapter concludes with a useful summary and all new application exercises Charting Corporate Corruption Peter Fleming, Stelios C. Zyglidopoulos, 2009-01-01 In the post Enron era corporate corruption has increasingly featured on the research agenda This informative book provides a novel approach by charting the actual causes of corruption This highly topical volume demonstrates how agency the decisions and choices of individuals and structure the contextual pressures in the business environment can interact to result in the rapid escalation of corporate crime and corruption By analysing and describing the social psychological dimensions of this escalation the book prescribes preventive measures that can be adapted and implemented by business organizations Loaded with case studies and prospective solutions Charting Corporate Corruption will be valuable to post graduates studying business ethics sociology and psychology and to researchers seeking new theories and concepts in this field

Using Data to Improve Student Learning in School Districts Victoria Bernhardt, 2013-10-11 This book helps you make sense of the data your school district collects including state student achievement results as well as other qualitative and quantitative data Easy to use templates tools and examples are available on the accompanying downloadable resources

Handbook of Research on Social and Organizational Liabilities in Information Security Gupta, Manish, Sharman, Raj, 2008-12-31 This book offers insightful articles on the most salient contemporary issues of managing social and human aspects of information security Provided by publisher

The Black Hole of Public Administration Ruth Hubbard, Gilles Paquet, 2010 In *The Black Hole of Public Administration* experienced public servant Ruth Hubbard and public administration iconoclast Gilles Paquet sound a wake up call to the federal public service They lament the lack of serious play going on in Canada's public administration today and map some possible escape plans They look to a more participatory governance model open source governing or small g governance as a way to liberate our public service from antiquated styles and systems of governing

Commercial Project Management Robin Hornby, 2017-05-12 Commercial Project Management fills a void in the project management landscape Project manager and author Robin Hornby considers commercial project management to be a neglected and poorly understood discipline a situation he aims to rectify His new book with a wealth of how to do it advice explanatory illustrations practical techniques and proven checklists will give contracted project managers a confidence boost and a head start in their demanding role The book explains how standard project management practices can be evolved to address the commercial setting and adopted by the professional services firm as a key part of its business operations At the same time their project managers must assume a new accountability to the firm's business manager for revenue must manage the space between sales and the client and deal with other business matters defined by contract This transforms many of the routine tasks and behaviors of the project manager creates several new ones and requires new skills This is a how to book for project and business managers working in a commercial environment looking for practical guidance on conducting their projects and organizing their firm

Performance and Innovation in the Public Sector Evan M. Berman, Imane Hijal-Moghrabi, 2022-12-22

Managing for results is increasingly important for the success of public organizations Performance and Innovation in the Public Sector is a comprehensive textbook that examines a broad range of performance strategies Today s public managers require a broad toolkit and a deep current understanding of the following performance management digital government collaboration strategic planning innovation lean government and managing people for performance This book provides a thorough overview of broad paradigms and their emergence practical strategies along with examples and up to date applications and an appreciation for the diverse contexts of public organizations resulting in varied and tailored improvements Each chapter assists students in applying each tool at work Performance and Innovation in the Public Sector provides a balance of scholarship and practice offers flexibility for instructors and is written in an accessible style that students and professionals appreciate This revised much anticipated third edition includes an increased emphasis on improving governance and innovation as well as up to date examples that demonstrate best practices for performance in diverse public sector settings Winner of the American Society for Public Administration Outstanding Book Award 2024

Fundraising Basics: A Complete Guide Barbara L. Ciconte, Jeanne Jacob, 2008-12-18 As nonprofit organizations face heightened scrutiny by the general public donors regulators and members of Congress the Third Edition of the essential book on the basics of fundraising provides new up to date and valuable information that every fundraiser needs to know With ethics and accountability being the primary theme of the third edition this practical guide will continue to provide an overview of the field and give development staff managers and directors a platform from which to operate their fundraising programs The new expanded edition also provides much needed information on developing a case for support giving trends donor motivations planning setting up a development operation impact of new technologies on fundraising return on investment estimates workflow timetables and the importance of the Internet This primer remains a must have for anyone new staff or volunteer to the fundraising field those wishing to expand their fundraising knowledge those working in supporting foundations or those contemplating taking the CFRE exam New to the Third Edition Thoroughly updated chapters including new information on email and online fundraising Development related policies and procedures and position descriptions A new chapter on Fundraising with Chapters or Affiliates New case studies samples and tools Updated references and citations Updated glossary Click on Additional Resources to View Sample Chapters 2009 602 pages

Scheming Virtuously Gilles Paquet, 2022-08-10 *Scheming Virtuously* The Road to Collaborative Governance is an invitation to subversion but also a somewhat personal account of the displacement of the dominant governing regime Big G centralized government by small g collaborative governance in a world where power resources and information are widely distributed In this new world the citizen s burden of office is clear to be a producer of governance *Scheming virtuously* is the order of the day active engagement imaginative problem reframing astute organizational design and effective action within the bounds of the appreciative systems in good currency and beyond **The Case for Decentralized Federalism** Ruth

Hubbard, Gilles Paquet, 2011-01-17 The Case for Decentralized Federalism and its sister volume The Case for Centralized Federalism are the outcome of the Federalism Redux Project created to stimulate a serious and useful conversation on federalism in Canada They provide the vocabulary and arguments needed to articulate the case for a centralized or a decentralized Canadian federalism The Case for Decentralized Federalism brings together experts who believe decentralized federalism is the optimal arrangement for governing the contextual diversity and cultural pluralism in Canada Using different approaches they argue that by dividing the work of public governance among different levels of government it is easier to address the needs and aspirations of the diverse groups that make up Canada Published in English

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