

➤ | *Contents*

<i>Preface</i>	<i>ix</i>
PART I THE CHANGE PROBLEM AND ITS SOLUTION	1
1. Transforming Organizations: Why Firms Fail	3
2. Successful Change and the Force That Drives It	17
PART II THE EIGHT-STAGE PROCESS	33
3. Establishing a Sense of Urgency	35
4. Creating the Guiding Coalition	51
5. Developing a Vision and Strategy	67
6. Communicating the Change Vision	85
7. Empowering Employees for Broad-Based Action	101
8. Generating Short-Term Wins	117
9. Consolidating Gains and Producing More Change	131
10. Anchoring New Approaches in the Culture	145
PART III IMPLICATIONS FOR THE TWENTY-FIRST CENTURY	159
11. The Organization of the Future	161
12. Leadership and Lifelong Learning	175
<i>About the Author</i>	<i>187</i>