



Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail

Daryl R. Conner

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This classic, newly updated, is an indispensable source for anyone—from mid-level managers to CEOs—who must execute key business initiatives quickly and effectively. Once groundbreaking and now time-honored, *Managing at the Speed of Change* has helped countless business leaders learn how to orchestrate transitions vital to their organizations' success. Rather than focusing on what to change, this book's aim is far more valuable: It shows readers how to change.

Daryl R. Conner, founder and chairman of the consulting firm Conner Partners, is a leading expert on change management. He has served as "change doctor" for clients that include non-profit enterprises, government agencies and administrations, and Fortune 500 companies in an array of industries such as Abbott Laboratories, PepsiCo, American Express, Catholic Healthcare West, JPMorgan Chase, and the U.S. Navy. Based on Conner's long-term research and his decades of consulting experience, *Managing at the Speed of Change* uses simple, easy-to-understand language and elegant visuals to explore the dynamics of change, and in doing so, teaches readers

- why major change is difficult to assimilate
- what distinguishes resilient individuals from those who suffer future shock
- how and why resistance forms
- how people become committed to change
- why organizational culture is so important to the success of change
- the roles most central to change in organizational settings
- why powerful teamwork is at the heart of achieving change objectives, and how to foster it

In this pioneering book, updated for the twenty-first century, Conner demonstrates how both individuals and organizations can develop the capacity not only to endure change but to thrive on it.

Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail Details

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Author : Daryl R. Conner

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ACRL says

Read by ACRL Member of the Week Jeanne Davidson. Learn more about Jeanne on the ACRL Insider blog.

Fred says

This is a book that hung around in my Kindle FOREVER. IT was not a great book. It was one that I picked up on a whim because it was either free or something like \$0.99. If it was \$0.99 I would say that I overpaid. Do not pay for this book. There is really nothing worth paying for in it. Get it for free somehow or just don't read it and move onto some other better books on the topic.

Laura says

This book is something of a classic - Conner originated the concept of the "burning platform" as motivation for change and this is where it happened. The book is well-organized, makes sense, and does a good job of supporting its contentions. It's not a dynamic read - but it covers its subject matter competently and thoroughly.

Mitesh Patel says

Amazingly simple and brilliantly effective. Must read.

David Shechtman says

Great material. A little choppy to read.

Kelly H says

A bit dated (what he talks about happening has happened. Too slow to get to the point. Difficult to digest.

Erin says

Review to come.

Jeff Vankooten says

Early book on resilience. The speed of change on the outside must match our internal ability to keep up with it if we are to manage effectively.

Sujata Sahni says

Because you cannot see the sun, you assume it won't hurt you. But like the sun, change can burn you even when you do not see it.

Our lives are most effective and efficient when we are moving at a speed that allows us to appropriately assimilate the changes we face. If the rate is optimum, we can easily assimilate the transition in our lives however if we get overwhelmed whether the life change is negative or positive, then there is an opportunity to be gripped by the beast. That is when one starts depicting dysfunctional behaviour. The high cost of assimilation includes reduced intellectual energy, increased psychological stress and diminished physical stamina.

The head and heart have to work in synergy during change and naive arrogance increases the impact when you get slammed by change. The beast is the fear and anxiety within us as we encounter the significant, unanticipated changes that shatter our expectations. Major change minimizes our ability to dominate events. The ultimate nightmare is an inability to assimilate change in a world transforming itself faster by the minute.

It is not so much the surprises in life that are so debilitating. The truly crushing force is being surprised that you are surprised. Future shock is the shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time. It occurs when people are asked to absorb more disruption than they have the capacity to take in. It may not only result from dangers but also from missed opportunities.

In order to overcome the beast one has to be ready, willing and able to manage assimilation of change at the optimum speed. Willingness and ability depict two links of a chain and as the saying goes, a chain is only as strong as its weakest link.

Shamsha says

Great read about how to manage change at large institutions. Even though the book was written a while back, all the lessons still apply. Good for managers/leaders.

Mills College Library says

658.406 C75277 1993

Scot says

Both a general introduction to the concept and a very practical "how-to" guide for the practice of organizational change. Highly recommended if organizational change is an interest or a requirement for your work.
