

SESSION FOUR - ADDITIONAL RESOURCES

Johnson, Spencer, *Who Moved My Cheese? An A-Mazing Way to Deal with Change in Your Work and in Your Life*. Putnam, 2002. This short book tells a story about four characters that approach change differently, and is “a metaphor for what you want to have in life—whether it is a good job, a loving relationship, money, a possession, health, or spiritual peace of mind.” The story conveys unique insights that can help you deal with change, so that you can enjoy less stress and more success in your work and in your life.

Kotter, John P., *Leading Change*. Harvard Business School Press, 1996. The author examines the efforts of more than 100 companies to remake themselves into better competitors. He identifies the most common mistakes leaders and managers make in attempting to create change and offers an eight-step process to overcome the obstacles and carry out the firm’s agenda.

Kotter, John P., “Leading Change: Why Transformation Efforts Fail.” *Harvard Business Review*, March/April 1995. This article is condensed version of the author’s book listed above.

Luecke, Richard, *Managing Change and Transition*. Harvard Business School Press, 2003. This guide offers authoritative advice on how to recognize the need for organizational change, communicate the vision, prepare for structural change such as M&A, and address emotional responses to downsizing. With tools for managing stress levels and advice on gathering and sharing information during transition, this book is an indispensable guide for managers at any level of the organization.

O’Toole, J., *Leading Change*. Ballantine Books, 1996. True leaders lead by encouraging, not oppressing. And the finest leaders have always shared leadership with their followers. Rather than dictating, they create organizations that welcome change and self-reevaluation, and they foster an atmosphere of open-mindedness and fresh thinking. This book proposes a new vision of leadership, one rooted in moral values and a consistent display of respect for all followers.

Pritchett, Price and Ron Pound, *Business As UnUsual: The Handbook for Managing and Supervising Organizational Change*. Pritchett, LP. A “quick impact” manual for executives, middle managers, and supervisors, with 27 guidelines for successfully managing change. Discover how to become a change agent, protect profits, build corporate momentum, and improve productivity, while avoiding the common organizational traps during times of change and transition.

Pritchett, LC

website:<http://www.pritchett.net/competencies/changemanagement.asp> Information and handbooks on managing organizational change.

Tufts University Human Resources Forms and Administrative Tools available online through http://hr.tufts.edu/1171973088706/Human_Resources-Page-hr2_1177423682848.html Scroll down to “**Forms for Managers & Department Admins,**” where you will find the following:

- ***Performance Development Program Resources***
 - *@WorkGuidebook* – provided as a handout, and available at <http://www.tufts.edu/hr/webcm/docs/handbooks/atWorkGuidebook.pdf>
 - Feedback Planner – helpful tool to plan conversations, available at <http://www.tufts.edu/hr/webcm/docs/odt/forms/FeedbackPlanner.doc>
- Job Description Form – must be used for Staff, may be used as a guide to create job descriptions for faculty, and available at http://www.tufts.edu/hr/webcm/docs/comp/Job_Description_Open.doc

University of Vermont, “Performance Coaching Essentials.” Available at http://webserver.hr.vt.edu/downloads/performance_training/pms_coach_jit.doc This article discusses the role of workplace coaches and which skills are necessary to improve communication, morale, and performance.

