

# Index

## A

Abbot Laboratories, 182  
Abramson, Eric, 176  
Accountability, 62, 79–83, 88, 97, 108,  
117, 139, 140, 147, 153, 154, 157,  
159, 169, 233, 234, 243  
Activity-Based Management, 41  
Adaptive behaviors, 93  
Adaptation, 6, 60, 61, 97, 117, 130, 159,  
165–172, 177, 243  
Agility, 5, 45, 62, 114, 165, 167,  
168, 178  
AICPA, 80  
Alignment, 23, 25, 26, 28, 29, 30, 34,  
39, 43, 76, 77, 89, 95, 109, 114,  
118, 167, 181, 184, 190, 193,  
204, 242  
Allen, Thad, 235  
American Red Cross, 227  
Anderson, Dean, and Linda Ackerman  
Anderson, 4, 7, 17, 18, 20, 173, 180  
Army Corps of Engineers, 228

## B

Barrett, Colleen, 50–51  
Benchmarking, 89, 90, 93, 208, 209  
Bennis, Warren, 58  
Blanco, Kathleen, 235  
Brookings Institution, 229, 237  
Brown, Michael, 234  
Budget, 27, 28, 44, 80, 192, 210,  
220, 222  
Burning platform, 42, 57, 68

## C

CAM-I, ix, x, xii, 4, 7, 35, 40, 42, 246,  
249  
Capabilities, organizational, 1, 3, 4, 5, 6,  
22, 23, 28, 32, 33, 49–55, 57,  
62–65, 68, 69, 76, 77, 80, 81, 82,  
89, 90, 92, 94, 96–99, 103, 105,  
109, 112, 114, 118, 119, 121, 122,  
126, 129–132, 138, 139, 141, 144,  
145, 148, 149, 153–162, 166, 167,  
168, 170, 171, 174, 178, 184, 185,

- Capabilities, organizational (*continued*)  
 191, 197, 199, 200, 203, 204, 205,  
 210–216, 219–227, 240, 243–245
- Change:  
 emergent, 43, 44, 84  
 external, 24, 25, 28, 215  
 First-Order, 25–27, 29, 30, 32, 33,  
 35, 202  
 incremental, 28, 31, 40, 42, 43, 44,  
 45, 60, 68, 183, 190, 245, 246  
 internal, 23, 25, 26  
 Second-Order, 29, 30–33, 201  
 transformational, 6, 40–45, 184, 190,  
 235, 245, 246  
 transitional, 6, 40–45, 184, 190, 235,  
 245, 246
- Change, Adaptation, and Learning  
 Group (CAL), x, 35, 41, 51,  
 228, 246
- Change agents, 104, 105, 201
- Change capacity, x, 2, 3, 5, 6, 87, 129,  
 214, 215
- Change Challenge Framework, xii, 16,  
 21–35, 38, 39, 50, 54, 155, 156,  
 196, 201, 202, 228, 242, 247
- Change management, 2, 30, 33, 241
- Change plan, 4, 6, 34, 35, 38, 39, 49, 54,  
 123, 184, 189–201, 239
- Change sponsors, 103, 200, 201
- Change strategy, 18, 43, 52, 145, 201, 202
- Change targets, 104, 201
- Chertoff, Michael, 234
- Collins, Jim, 181
- CNN, 229, 235
- Commitment, 53, 54, 59, 61, 62, 65,  
 67–78, 87, 93, 97, 107, 123–125,  
 127, 130–132, 145, 146, 154,  
 156, 159, 174, 176, 177, 181, 192,  
 199–201, 205, 212, 213, 233, 240,  
 243, 244
- Communication, 3, 31, 34, 42, 49, 75,  
 88, 93, 97, 101–110, 123, 127, 128,  
 130, 139, 141, 146, 147, 155, 156,  
 169, 184, 194–196, 216, 231, 232,  
 234, 243, 246
- Communications program, 103, 108
- Competencies (vs. capabilities), 50
- Competition, 4, 91, 92, 133, 206, 208,  
 216–218
- Compliance, 59, 67–69, 74, 76, 96, 107,  
 113, 123, 125, 144, 160–162, 167
- Consortium for Advanced  
 Management—International  
 (*see* CAM-I)
- Conner, Daryl R., x, 68, 72, 73, 167
- Continuous improvement, 40, 86, 87,  
 93, 105, 130
- Control, 21, 25, 26, 29, 41–43, 53, 61,  
 63, 68, 76, 79, 91, 96, 114, 115,  
 136, 139, 153–157, 167, 178, 244
- Covey, Stephen, P., 71, 79
- Covey, Stephen M. R., 136
- Creative tension, 62, 125, 130, 176
- Csobor, Les, 59
- Cummings, Annette Merritt, 146
- Customer needs, 23–26, 93, 97, 195
- ## D
- Department of Homeland Security  
 (DHS), 42, 231
- Dialogue, 38, 52, 59, 63, 64, 69, 109,  
 124, 126–130, 132, 138, 168, 195,  
 215, 220, 246, 247
- Digitas, 137
- Dimensions of change, 2, 5, 19, 34, 38,  
 41, 43, 46, 50, 70, 71, 185, 196,  
 197, 204, 228, 233, 234, 239, 241,  
 242, 243
- Diversity, 62, 97, 130, 143–150, 238, 243
- Doneson, David, 152
- Drucker, Peter, 57, 60, 122, 135
- Duck, Jeannie, 74
- Dweck, Carol, 16
- Dynamic Stability, xii, 62, 117, 130,  
 173–180, 243

**E**

Empowerment, 62–64, 75, 81, 88, 96,  
117, 130, 139, 140, 147, 150–163,  
169, 174–177, 232, 243

Enrollment, 69, 107, 123, 125, 144

Environment, external, 23–26, 38, 44,  
49, 57, 86, 89, 97, 170, 190, 191,  
193, 203, 208, 215–217, 242

Environment, Internal, 76, 87, 190, 208,  
209, 215–217

Execution, 3, 31, 64, 95, 189, 198,  
201, 202

**F**

Fannie Mae, 182

Federal Emergency Management  
Agency (FEMA), 42, 228, 229,  
231–234

*Fifth Discipline*: 58, 69, 122, 128,  
129, 157

systems thinking, 122, 128–129

personal mastery, 122, 123, 126, 247

mental models, 58, 122, 126, 127

shared vision, 59, 64, 122–124,  
129–132

team learning, 122, 126, 127, 132

Fortune Magazine, 173

Forward Thinking, 62, 85–90, 108, 117,  
130, 140, 159, 177, 219, 232, 243

Foster, Richard, and Kaplan, Sarah, 176

Freddie Mac, 182

Freiberg, Kevin and Jackie, 74

Fritz, Robert, 123

**G**

Galford, Robert, and Drapeau, Anne  
Seibold, 137–138

Gap, Change, 22, 23, 52, 53, 54, 90,  
158, 183, 185, 189, 190, 191, 193,  
195, 196, 197, 203, 205, 206, 211,  
214, 215, 218–226, 244, 245

First-Order, 26, 27, 28, 29, 30, 31, 43,  
44, 45, 193, 204, 242

Second-Order, 29, 30, 31, 32, 33, 34,  
35, 51, 193m, 194, 204, 242, 243

Targeted, 27, 28, 29, 30, 31, 192, 193,  
204, 245

Gardner, Howard, 105

General Electric, 122

Gillette, 182

Gladwell, Malcolm, 72

Guinto, Joseph, 237

**H**

Haeckel, Stephan, 167–168

Hamel and Prahalad, 50

Hammer, Michael, 4, 91, 176

Heraclitus, 242

Hershey, 143–144

Honore, Russel, 235

**I**

IBM Corporation, 15, 42, 167, 250

Inclusion, 19, 62, 97, 130, 144, 145,  
146, 147, 148, 149, 196

Information overload, 15

Innovation, 5, 49, 75, 81, 87, 88,  
91–100, 108, 113, 114, 117, 147,  
159–161, 169, 177, 217–219, 233,  
243

“Inside Innovation” publication, 92

Integration process (*see* Orchestration  
process)

**K**

Kaiser Foundation, 237

Katrina, hurricane, 2, 6, 12, 227–240

Kegan, Robert, and Lisa Laskow Lahey,  
70, 71, 127, 128

Kimberly Clark, 182

Kolbe, Kathy, 69–70

Kotter, John P., 158

Kouzes, James M., and Posner, Barry Z., 59  
Kroger, 182

**L**

Lawler, Edward E., and Christopher G. Worley, 37, 39, 49, 55, 152, 184  
Leadership, 57–65  
Living systems, 93, 129

**M**

Malone, John T., 139  
Mindset:  
  emerging, 17–18  
  fixed, 16  
  growth and development, 17  
  industrial, 17–18  
  organizational, 5, 16, 19, 35, 41, 87, 127, 128, 156, 185, 230, 235, 243  
  personal, 19, 31, 33–35, 39, 41, 50, 105, 124, 126, 127, 156, 157, 185, 204, 228, 234, 235, 237, 239, 243

**N**

Nagin, Ray, 235  
Nokia, 42  
Nucor, 183

**O**

Oakley, Ed and Krug, Doug, 60  
Orchestration Process, 6, 41, 181–185, 243  
Organizational Capability Assessment Tool (*see* Organizational Self-Assessment Master Grid)  
Organizational learning, 5, 6, 62, 75, 81, 97, 117, 121–134, 169, 176, 177, 185, 219, 233, 243  
Organizational Self-Assessment Master Grid, 6, 39, 52–54, 62, 197, 199, 200, 228, 239, 243, 244

Ownership, 93, 151, 153, 156, 157, 208, 214

**P**

Performance management, ix, x, 39, 99, 132, 148  
Pink, Daniel, 4, 183  
PMBOK (Project Management Book of Knowledge), 3  
Porter, Michael, 24  
Price Waterhouse Change Integration Team, 72, 246  
Productivity, 7, 80, 91, 93, 190  
Project Management Institute (PMI), 3  
Project Plan, 3, 30–32, 34, 40, 41, 193–196, 198, 202, 205, 221, 225, 228, 239

**Q**

Quinn, Robert, 152, 153, 158

**R**

Reengineering, 4, 40, 83, 121, 176, 246  
Resilience, 19, 95, 178, 179  
Resistance to change, 32  
Return on investment, 37, 93, 112, 191  
Risk tolerance, 28, 44, 53, 81, 87, 111–119, 192, 216, 219, 243  
Risk premium, 112  
Risk management, 87, 112, 113, 117, 119, 140  
Risk, aggregating across divisional silos, 115  
Rost, Joseph, 58

**S**

Sarbanes–Oxley Act, 25, 113  
Senge, Peter, 58, 60, 65, 67, 69, 121, 122, 123, 125, 126, 127, 129, 152, 157  
Shapiro, Andrea, 72

- Sheinberg, Sheila, Center for Life Sciences, 173–174
- Soft side of change, 33
- Southwest Airlines, 50–51, 74
- Spreitzer, Gretchen M., 152, 155–157, 159
- Stakeholder analysis, 3, 31, 194
- Status quo, 12, 17, 24, 28, 32, 63, 89, 96, 125, 131, 160, 168, 176, 178, 185, 191, 244
- Stauffer, David, 139
- Storytelling, 105, 106
- Strategic intent, 46, 87, 96, 169, 177, 178, 183–185
- Strategic Planning, 2, 6, 43, 45, 89, 90, 171, 191, 200–211, 214–217, 220, 222–226, 244
- SWOT analysis, 86, 209, 245
- T**
- Teaching organization, 122
- Time Warner/AOL, 42
- Toyota, 173
- TQM, 136
- Trust, 59, 60, 64, 69, 71, 75, 76, 81, 88, 96, 108, 115, 117, 124, 126, 128, 130–133, 135–142, 147, 153, 158, 159, 160, 163, 168, 169, 174–177, 182, 215, 232, 234, 243, 247
- U**
- Unisys, 42
- V**
- Vision, 22, 42, 43, 58, 59, 60, 61, 63, 64, 69, 74, 75, 85–86, 87, 88, 90, 101, 108, 122–125, 129, 130, 131, 132, 144, 145, 153, 158, 163, 169, 174, 178, 184, 195, 200, 206, 207, 216, 217, 221
- W**
- Walgreens, 183
- Wells Fargo, 182
- Wheatley, Margaret, 17
- World Bank, 31

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>