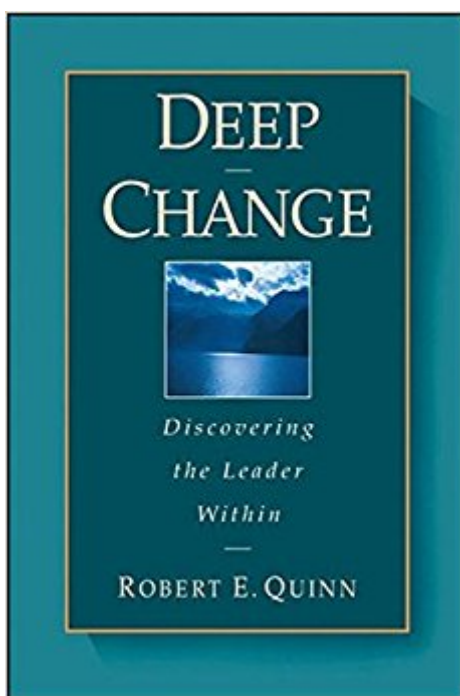


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# Deep Change: Discovering The Leader Within (The Jossey-Bass Business & Management Series)



## Synopsis

Don't let your company kill you! Open this book at your own risk. It contains ideas that may lead to a profound self-awakening. An introspective journey for those in the trenches of today's modern organizations, *Deep Change* is a survival manual for finding our own internal leadership power. By helping us learn new ways of thinking and behaving, it shows how we can transform ourselves from victims to powerful agents of change. And for anyone who yearns to be an internally driven leader, to motivate the people around them, and return to a satisfying work life, *Deep Change* holds the key.

## Book Information

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## Customer Reviews

Business school professor Quinn (Univ. of Michigan; *Master Manager*, John Wiley, 1995), who believes that people can effect great change in large organizations by changing themselves, has written a self-help book similar to but less structured than Stephen R. Covey's *Seven Habits of Highly Effective People* (S. & S., 1989). In four sections, he defines "deep change," discusses the need for personal change, provides insights into the perceptions of an internally driven leader, and challenges the reader to develop a vision that includes the creation of excellence. Each chapter is followed by a set of questions that are to be used as springboards to personal and organizational change. His book reads easily, and the presentation is inspirational. Few self-help books aimed at developing an individual's leadership skills are available, recommending this for general readers where there is demand or interest. S.C. Fair, Ohio Univ., Zanesville Copyright 1996 Reed Business

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"Deep Change should be mandatory reading for every business leader seeking the strength, direction, energy, and inspiration to shape organizational transformation." -Thomas C. Jones, president, CIGNA Individual Insurance.

Robert E. Quinn's book, *Deep Change* (1996), is an easy read, yet thought-provoking. It is replete with fables, personal anecdotes, historical accounts, and real life examples of organizational change - examples of successful change, as well as examples of failed attempts at change. Though written primarily for the business sector, *Deep Change* is much more than a business management book. It is a book about improving lives, re-inventing the workplace, and making a difference in the world. The stories told are profound, timeless and universal. They reach into the heart of every reader, young or old, rich or poor. They are stories about what it means to be human. Consider this excerpt from "The Hero's Journey:" . . . There are many famous heroes. These people tend to appear almost larger than life. In taking the hero's journey, they do the seemingly impossible. Surviving their amazing feats, they gain our respect, and we confer on them near-deity status. I like to think about the hero's journey in other terms. . . . I like to think of the blue-collar laborer who, after an agonizing deliberation, decides to risk the job rather than follow an unethical directive. I like to think about the hero's journey in terms of you and me and our continual search for meaning and direction in our lives.(p. 46.)Quinn confronts the reader with two choices: accept deep change or face a slow death. He describes deep change as the process of personal transformation and empowerment, and slow death as the vicious cycle of stagnation, resignation, and despair. Deep change is a choice; those who do not accept it are "deliberately joining the legions of the walking death (p. 22)," and living " 'lives of quiet desperation' (p. 21)." The underlying message of *Deep Change* is personal responsibility. The book aims to give people the tools and the motivation for personal transformation and steadfast engagement with their organizations. A recurring theme is that organizational change cannot happen without personal change, and that each person has the power to change his/her organization. "...[E]very individual is really the CEO (p. 206)."Quinn warns the reader that deep change is a painful and risk-filled process, something that one must be willing and ready to die for. Given such risks, why would anybody want to change? According to Quinn, those who embrace deep change have been touched by this striking realization: that the pain of deep change is surpassed by none other, but the pain of lost human potential. For many people, a life of lost potential is not worth living.

I really enjoyed professor Quinn's book. Highly recommended.

The book arrived quickly and on the date promised. I bought a book rated as \*used\* with markings. However the book is in better conditions than what I envisioned a four dollar book would be. The markings were only on a few pages at the end of the book. I am quite pleased with the book. As to the contents of the book, the book is easy reading and provides excellent examples of company successes and failures. This book also teaches the different characteristics of a good leader and what deep changes must be wrought in order to succeed.

This is the 3rd time I bought this book. It's my 'go to' book for inspiration, affirmations, advice and well, hope! I look forward toward a future where ethical management and business is the norm and not a 'human interest story! If you have the courage to be a 'game changer' read this book, do it, if not, gather your courage and read it or accept mediocrity for the rest of you life!

You know the boring meetings in which management speaks so earnestly about nothing.. the one in which the boss seems to \*love\* hearing him/herself talk while everyone fights falling asleep? That's this book: full of trite admonitions to "find and define vision" and "lead by example", but without offering any practical advice regarding how to do this. Also, the author just keeps repeating himself. If the repetitive portions were taken out, the book would be a third its size. That said, after digesting this for a few months, I realize that some organizations which do not have any direction whatsoever may benefit from this book. Sometimes you have to state the obvious over and over before it sinks into people's heads. Also, some people are actually inspired by this stuff. This was a required "textbook" for a management degree at a state-accredited university, not a "paper mill". It's definitely not textbook quality. It's anecdotal at best. I think the professor must have known the author, and they have a quid pro quo arrangement.

Very useful

It is interesting that out of the many books that I have read this one does not hit me across the head. However with that said, I re-looked at the book before writing this note and I did mark a lot of text that I found highly useful. I particularly liked the solid recommendations for implementing personal and community change at the end of each chapter. Maybe the fact that the authors do not try wow

you with their brilliance but provide solid and easy to follow recommendations is why this book is so valuable. The structure also lends itself to a study group within your management team helping to drive implementation of the principles introduced. If you are more interested in solid principles to implement rather than the "my way is the best way" often presented, I highly recommend that this book be part of your arsenal to improve personal and community performance. A must for your library.

I've read so many leadership books that I'm starting to lose track of what says what. However, *Deep Change* was profound enough to have an impact. Quinn rightly points out that the vast majority of changes we make to our leadership styles are superficial. Then we wonder why we don't get results. We all think that if we copy this strategy or this program then we'll see incredible results. Quinn argues that we have to have a deep inner change before any shift in strategy will work. Unless the leader is personally transformed, results will not reach their potential no matter how effective the strategy. This is an excellent, thought-provoking book for leaders in any field.

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