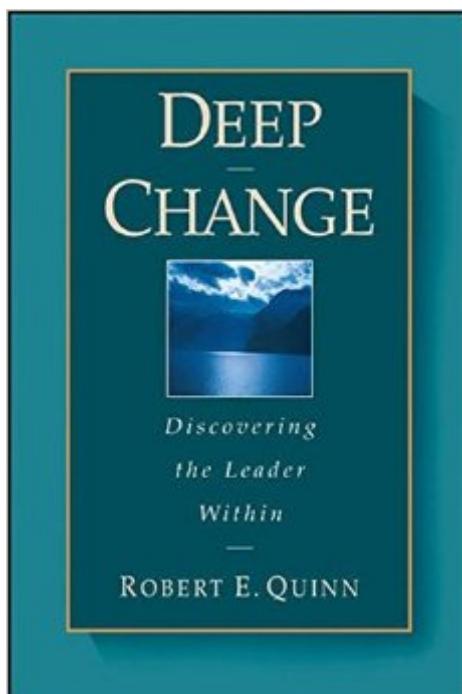


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# Deep Change: Discovering The Leader Within (The Jossey-Bass Business & Management Series)



## **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**

By chance rather than by choice, I read this book before reading others previously or subsequently written by Quinn. Deep Change provides an appropriate introduction to any one of them. I value his books so highly because they make substantial contributions to our understanding of HOW to achieve and then sustain meaningful change, both in our personal lives and in our organizations. According to Quinn, "Incremental change is usually the result of a rational analysis and planning process. There is a desired goal with a specific set of steps for reaching it. Incremental change is usually limited in scope and often reversible. If the change does not work out, we can always return to the old way. Incremental change usually does not disrupt our past patterns -- it is an extension of the past. Most important, during incremental change, we feel we are in control." Does all this sound familiar? Has Quinn described accurately how change occurs within your

organization? Now consider a second brief excerpt: "This book explores a much more difficult change process, the process of deep change. Deep change differs from incremental change in that it requires new ways of thinking and behaving. It is change that is major in scope, discontinuous with the past and generally irreversible. The deep change effort distorts existing patterns of action and involves taking risks. Deep change means surrendering control." Decades ago, David Riesman made the helpful distinction between "inner-directed" and "other-directed" people. The same can also be said of organizations (communities of people) when determining the nature, extent, and location of control. Quinn believes that "one person can change the larger system or organization in which he or she exists.

Ghandi would be proud. This book if for all the bosses that rant and rave about how everyone else needs to change. The author of this book says that organizational change begins with the "man in the mirror," and that time is of the essence. The book is easy to read, lots of white space for you to spit or cry when the author leads you down one more set of reasons why we must all take up profound personal change at some time in our life. If not, he argues, we face a slow psychological death. The author also helps us recognize that we're really laughing at ourselves when we read Dilbert in the morning funnies. The author is a well-respected academic, which makes his message even more impressive (and he gives several examples of leading change in higher education). For those of you still yearning for the joys of graduate school, fear not, he doesn't miss the chance for some self-promotion of his prior research on organizational values. It adds some rigor to his ideas. Generation Xers are not likely to find this book very helpful, it reaches out much more effectively to those 40-somethings still searching for a singular formula for life and leadership. Each chapter ends with 1-2 pages of self-reflective questions. There are 2 or 3 gut grabbers, but by and large you'll still need to keep your therapy appointment to figure out how to use Quinn's ideas in your daily life. A wonderful by-product of reading this book is the chance to steal his wonderful quotes and pick up some new phrases (e.g., "getting lost with confidence").

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