



# CHAPTER 1

## CQ: An Idea Whose Time Has Come!

A reading list that will help you further explore the topics mentioned in chapter 1, including change management theory and models, change management assessments and tools, relevant neuroscience research, and the concept of multiple intelligences.

### ***Change Management Theories and Models***

Peggy Holman and Tom Devane's *The Change Handbook* (San Francisco: Berrett-Koehler Publishers, 1999) - This wonderful reference contains eighteen chapters each devoted to describing a powerful change methodology such as Future Search, Kaizen, and Appreciative Inquiry, with a helpful comparative matrix to guide application.

John Kotter's *Leading Change* (Boston: Harvard Business School Press, 1996) and *The Heart of Change* (Boston: Harvard Business School Press, 2002) - In *Leading Change* Kotter shows us the eight stages that successful transformations progress through, from establishing a sense of urgency through institutionalizing new approaches. *The Heart of Change* offers a multitude of compelling case studies demonstrating the power of the see-feel-change (as opposed to the typical - and usually unsuccessful - analysis-think-change) model.

William Bridges *Transitions* (Boston: De Capo Press, 2004) and *Managing Transitions* (Boston: De Capo Lifelong Books, 2009) - Bridges helped us understand that the internal, psychological process of transition is different than the external process of change, and offered sage guidance on what works and what does not in helping people transition from endings through the neutral zone to new beginnings.

Rick Maurer, *Beyond the Wall of Resistance* (Austin, TX: Bard Press, 2010) - A very accessible guidebook chock-full of practical tools, down-to-earth advice, and humor.



### **Change Management Assessments and Tools**

Kate Nelson and Stacy Aaron, *The Change Management Pocket Guide* (Cincinnati, OH: Change Guides, 2005) - A 3x5" treasure trove of twenty-seven customizable change management tools to help structure the planning, doing, and sustaining phases of change.

Prosci's *Change Management Toolkit* ([www.Prosci.com](http://www.Prosci.com)) includes tools such as Readiness Assessments and templates such as Communications Plans, in addition to providing a wealth of information to help plan, manage, and reinforce change.

### **Neuroscience Research**

David Rock *Your Brain at Work* (NY: HarperBusiness, 2009) and *Quiet Leadership* (NY: HarperBusiness, 2007) - Rock and his colleagues at the NeuroLeadership Institute and research centers around the world are quite active in continually expanding our understanding into how the brain reacts to change and how leaders can use this knowledge to manage the human side of change.

### **Multiple Intelligences**

Howard Gardner's *Multiple Intelligences* (NY: Basic Books, 1993) and his more recent *Intelligence Reframed: Multiple Intelligences for the 21st Century* (NY: Basic Books, 2000) - Broadened our understanding of intelligence beyond IQ showing us how to embrace the full range of human potential.

Daniel Goleman's *Emotional Intelligence* (NY: Bantam, 2006) and *Primal Leadership* (Boston: Harvard Business Review Press, 2004), which focuses on leading with EQ in the workplace, are detailed commentaries into this competency that is so critical in life and work.