



# The Heart of Change: Real-Life Stories of How People Change Their Organizations

*John P. Kotter, Dan S. Cohen*

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Why is organizational change so hard? Because in order to make any transformation successful, you must change more than just the structure and operations of an organization—you need to change people's *behavior*. And that is never easy.

*The Heart of Change* is your guide to helping people think and *feel* differently in order to meet your shared goals. According to bestselling author and renowned leadership expert John Kotter and coauthor Dan Cohen, this focus on connecting with people's emotions is what will spark the behavior change and actions that lead to success. *The Heart of Change* is the engaging and essential complement to John Kotter's international bestseller *Leading Change*.

Building off of Kotter's revolutionary eight-step process, this book vividly illustrates how large-scale business change can work. With real-life stories of people in organizations, the authors show how teams and individuals get motivated and activated to overcome obstacles to change—and produce spectacular results. Kotter and Cohen argue that change initiatives often fail because leaders rely too exclusively on data and analysis to get buy-in from their teams instead of creatively showing or doing something that appeals to their emotions and inspires them to spring into action. They call this the see-feel-change dynamic, and it is crucial for the success of any true organizational transformation.

Refreshingly clear and eminently practical, *The Heart of Change* is required reading for anyone facing change and looking to build their leadership skills.

Published by Harvard Business Review Press.

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