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Peter Block

## **Flawless Consulting Second Edition Peter Block**

This Third Edition to Peter Block's Flawless Consulting addresses business changes and new challenges since the second edition was written ten years ago. It tackles the challenges next-generation consultants face, including more guidance on how to ask better questions, dealing with difficult clients, working in an increasingly virtual world, how to cope with complexities in international consulting, case studies, and

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guidelines on implementation. Also included are illustrative examples and exercises to help you cement the guides offered.

Responding to the momentous demands placed on organizations, coaches need to get substantially smarter about how to help clients shift whole systems—and sustain the change.

Recognizing that new knowledge, skills, and capabilities are needed, *ALIGN, a Coach's Guide* introduces a unified theory of Whole System Intelligence—a coach's systems theory. Sherene Zolno, who has trained and taught coaches for more than thirty years, walks you through the six

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components of ALIGN Coaching. You will also learn how to tell a vision story, establish a LEAD TEAM, generate Statements of Possibility, and help individuals and organizations bring about transformational change. Packed with methods tested in companies around the world, coaching theories, and tools and applications relevant to coaches, this guide is a great source for applied change theory and specific “multiple entry” transformational designs for whole system engagement. It will change your coaching practice. You will be surprised by all the exciting new ways to think about your coaching

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role—including how you can expand services for clients while having a bigger impact on the world.

Museums throughout the world are under increasing pressure in the wake of the 2008/2009 economic recession and the many pressing social and environmental issues that are assuming priority. The major focus of concern in the global museum community is the sustainability of museums in light of these pressures, not to mention falling attendance and the challenges of the digital world. *Museums and the Paradox of Change* provides a detailed account of how a

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major Canadian museum suffered a 40 percent loss in its operating budget and went on to become the most financially self-sufficient of the ten largest museums in Canada. This book is the most detailed case study of its kind and is indispensable for students and practitioners alike. It is also the most incisive published account of organizational change within a museum, in part because it is honest, open and reflexive. Janes is the first to bring perspectives drawn from complexity science into the discussion of organizational change in museums and he introduces the key concepts of

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complexity, uncertainty, nonlinearity, emergence, chaos and paradox. This revised and expanded third edition also includes new writing on strengthening museum management, as well as reflections on new opportunities and hazards for museums. It concludes with six ethical responsibilities for museum leaders and managers to consider. Janes provides pragmatic solutions grounded in a theoretical context, and highlights important issues in the management of museums that cannot be ignored.

Professional organizer Peter Walsh presents this witty and enormously practical guide to getting

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it—and keeping it—all together. With more than 500 easy-to-follow how-to instructions, *How to Organize (Just About) Everything* is packed with shrewd advice and insider tips to make your home, your workplace—indeed, every imaginable aspect of your life—run more smoothly. Step-by-step solutions help even the most organizationally challenged take on: Kids Schedules Storage Photos Lists Politics Education Remodels Meals Weddings Finances Holidays Parties Vacations Emergencies

*Consulting For Dummies, 2nd Edition* includes a reorganization and narrower focus of the topic,

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with new or updated information that delves into the specifics of running your own consulting business. There is greater emphasis on the business of consulting, along with financial and legal issues involved in setting up a consulting business, deepening coverage of consulting proposals, and entirely new chapters on higher-level consulting issues that more-established consultants are demanding.

Many books exist on selling real estate, and many exist on making presentations - but none exist on making real estate presentations!  
Agents' ability to pitch and give impressive



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presentations will become more important to the sale as the real estate market becomes tougher. Author Remley is an active speaker, and very involved in the National Association of Realtors and their real estate school "Realty U." He has his own audio programs, webseminars, and a popular coaching program. He is also being mentored by our very own Ken Edwards, and learning Ken's secrets to promoting his book. Ken knows about making great presentations. Within two years of obtaining his real estate license, he was listed in the top 1 per cent of Realtors nationwide. He has won the Instructor

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of the Year award on Realty U, and has gone on to own a network of 11 real estate offices in the southern region.

Rethink, Redesign, Reboot. Most people associate performance management with the annual review, which is universally dreaded by employees, management, and HR professionals alike. It's a cookie-cutter, fear-based, top-down approach that emphasizes negatives over positives and stifles healthy career conversations. It's never been shown to motivate anyone to do anything but try to avoid it, but nobody feels like they have any alternative.

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Tamra Chandler has one—and it works. Actually, Chandler doesn't offer a single alternative—she offers an infinite number of them. Each organization that uses her Performance Management Reboot is able to develop its own unique version since it doesn't make a lot of sense for organizations with different cultures, in different industries and sectors, to do things exactly the same way. Grounded in the latest scientific findings about motivation, it's a transparent, employee-driven process that values collaboration over competition and rewards people for acquiring new skills and increasing

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their contribution instead of hitting arbitrary benchmarks. Chandler lays out the general principles and then walks you through each step in creating a performance management process that employees will actually embrace rather than avoid and that will help you meet the three objectives of great performance management: developing your people, rewarding them equitably, and driving your organization's performance. It's the first comprehensive, step-by-step guide to creating a performance management solution that's tailored to your organization's needs and goals and that places

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the emphasis squarely on your greatest asset:  
your people.

There has never been so much pressure on nonprofit boards of directors to achieve a level of accountability that meets public and stakeholder expectations. Member-serving association boards maybe especially challenged by their more complex affiliate structures and a greater emphasis on representative governance. But what does the journey to good governance look like? Markedly different from existing board development books, this modern approach focuses less on the behaviors and qualities of

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"high-performing boards" and moreon the stages and processes that directors and their staff used totransform their boards. Based on research funded by the ASAEFoundation, the book fills a gap in the governance literature byemphasizing diagnosis and problem solving, using the actual toolsand activities implemented by 85 transformed associations. Combining the credibility of scholarly research with lively andcompelling stories, tools, and teachable moments, this book isdesigned to help associations and other nonprofit organizationsachieve the entire journey to good

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governance, from first to last steps.

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Whether you're designing consumer electronics, medical devices, enterprise Web apps, or new ways to check out at the supermarket, today's digitally-enabled products and services provide both great opportunities to deliver compelling user experiences and great risks of driving your customers crazy with complicated, confusing technology. Designing successful products



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and services in the digital age requires a multi-disciplinary team with expertise in interaction design, visual design, industrial design, and other disciplines. It also takes the ability to come up with the big ideas that make a desirable product or service, as well as the skill and perseverance to execute on the thousand small ideas that get your design into the hands of users. It requires expertise in project management, user research, and consensus-building. This comprehensive, full-color volume addresses all of these and more with detailed how-to information, real-life examples, and exercises. Topics include assembling a design team, planning and conducting

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user research, analyzing your data and turning it into personas, using scenarios to drive requirements definition and design, collaborating in design meetings, evaluating and iterating your design, and documenting finished design in a way that works for engineers and stakeholders alike.

Creating a Future Distinct from the Past In this new edition of his classic book, Peter Block offers an alternative to the increasing economic, relational, and ideological divides in our culture. To achieve a deeper sense of connection and belonging, we need to change the narrative from one of deficiencies and entitlement to one of possibility and generosity. This is how

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community is created, and Block shows how it's done with examples from neighborhoods, towns, and cities around the United States. To bring transformation into everyday life, *Community* outlines six conversations that create shared accountability and shows how to design systems that foster this sense of belonging. This title is designed to help today's change leaders and change agents efficiently move their organizations through change initiatives. This is not a book of theories, but practical strategies filled with templates, checklists, and on the ground guidance.

The Unbeatable, Updated, Comprehensive Guidebook For First-Time Consultants Getting Started In

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Consulting More people than ever are making the jump from corporate offices to home offices, taking control of their futures, being their own bosses, and starting their own consultancies. Consulting is a bigger business than ever and growing every day. For almost a decade, Alan Weiss's *Getting Started in Consulting* has been an indispensable resource for anyone who wants to strike out on his own and start a new consulting business. It provides a rich source of expert advice and practical guidance, and it shows you how you can combine low overhead and a high degree of organization to add up to a six- or even seven-figure income. You'll learn everything you need to know

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about financing your business, marketing your services, writing winning proposals, meeting legal requirements, setting fees, keeping the books, and much more. This new Third Edition of Getting Started in Consulting is more comprehensive, up to date, and practical than ever. In addition to the nuts-and-bolts basics, you'll also get a wealth of new information and resources: How to leverage new technologies to lower your business costs and increase your profits A budget sampler that shows you how best to maximize an initial start-up investment of \$5,000, \$10,000, or \$20,000 Free downloadable tools and forms to help you design and start your business quickly and easily

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New interviews with consultants who achieved rapid success, including their personal stories and most effective techniques Brand-new references, examples, and appendices If your dream in life is to get out of the office and out on your own, consulting is a great way to make it happen. Make sure you do it right—and do it profitably—with *Getting Started in Consulting, Third Edition*.

You are not in charge and you want to make a difference: that is the dilemma. You may not know who is in charge in today's changing, temporary, and virtual organizations, but you know you are not! You are searching for ways to contribute through the work

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you do and gain some personal satisfaction in the process. This book can help you do just that. In this new edition of his classic book, Geoff Bellman shows readers how to make things happen in any organization regardless of their formal position. The new edition has been written for a wider audience, including people in both the for-profit and not-for-profit sectors, paid and volunteer workers, managers and individual contributors, contract and freelance workers. More than seventy percent of the material is brand new, including new examples, new chapters, new exercises, and much more.

Modern culture's worship of "how-to" pragmatism has

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turned us into instruments of efficiency and commerce—but we're doing more and more about things that mean less and less. We constantly ask "how?" and still struggle to find purpose and act on what matters. Instead of acting on what we know to be of importance, we wait for bosses to change, we seek the latest fad, we invest in one more degree. Asking how keeps us safe—instead of being led by our hearts into uncharted territory, we keep our heads down and stick to the rules. But we are gaining the world and losing our souls. Peter Block puts the "how-to" craze in perspective and presents a guide to the difficult and life-granting journey of bringing what we know is of



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personal value into an indifferent or even hostile corporate and cultural landscape. He raises our awareness of the trade-offs we've made in the name of practicality and expediency, and offers hope for a way of life in which we're motivated not by what "works," but by the things that truly matter in life—idealism, intimacy, depth and engagement.

SAVE on our FLAWLESS SET! The set includes Flawless Consulting: A Guide to Getting Your Expertise Used, Second Edition and The Flawless Consulting Fieldbook and Companion: A Guide Understanding Your Expertise. About Flawless Consulting: For over fifteen years, consultants--both

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internal and external--have relied on Peter Block's landmark bestseller, *Flawless Consulting*, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author, one of the most important and well known in his field, offers his legendary warmth and insight throughout this much-awaited second edition. Anyone who must communicate in a professional context--and who doesn't?--will use the lessons taught in this book for years to come! About *The Flawless Consulting Fieldbook and Companion: Following on the heels of the best-selling *Flawless Consulting, Second Edition* comes *The Flawless**

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Consulting Fieldbook and Companion. Whether you work as a consultant or you work with consultants, this relentlessly practical guide will be your best friend as you discover how consulting influences your business--and real life--decisions and those of others. Included are sample scenarios, case studies, client-consultant dialogues, hands-on tools, action plans, and implementation checklists. These products are also available separately. See [More By This Author](#) for details.

The video enhanced executive edition of *How Performance Management is Killing Performance - and What to Do About It* was created with the busy

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leader in mind. Offering targeted information and insight, and with over 26 minutes of videos and animations throughout, Rethinking Performance Management - A Leader's Guide has been adapted from the original edition to focus on only the points that you, as a leader of an organization, need to know. This means it's much shorter than the original with more of a focus on the big picture theory and less on the step-by-step. Most people associate performance management with the annual review, which is universally dreaded by employees, management, and HR professionals alike. In this short guide, author Tamra Chandler lays out the key points of creating a

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performance management process that is not only tailored to your organization's needs and goals, but that employees will actually embrace. Each of the six condensed chapters include short animations or video featuring Tamra herself to sum up the major takeaways for leaders. For those of us who need to be on the cutting edge of this emerging subject, but don't have as much time as we'd like, *Rethinking Performance Management - A Leader's Guide* offers the perfect framework to provide insight to the benefits of evolving performance management systems, a process which must be led, championed by the leaders in the organization.

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**Consultants are playing an increasingly important role in the challenging world of nonprofits. Yet despite the demand for consulting services, nonprofit professionals often lack the necessary insight into how best to choose and work with a consultant.**

**Nonprofit Consulting Essentials is a vital resource both for nonprofit leaders selecting and working with a consultant to guarantee**

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**the best use of their agency's resources, as well as consultants seeking a clear understanding of the more subtle dynamics that define a successful consulting practice working with social sector organizations. Drawing on Penelope Cagney's years of experience as a top-level nonprofit consultant, Nonprofit Consulting Essentials is filled with keen insights and in-depth interviews with the founders and leaders of influential consulting firms. Throughout the book, Cagney outlines a number of concrete**



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**consulting strategies that can serve as additional tools for managers seeking to resolve complex organizational development issues. Nonprofit Consulting Essentials also offers recommendations to nonprofit leaders and consultants to make their relationship the best it can be. Once a solid alliance is formed, they can tackle complex organizational challenges together, such as fundraising and marketing, governance and management, and organizational development. Cagney explores what it takes to**

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**make the consulting experience a success and covers vital topics such as: the key differences between consulting with nonprofits versus for-profit organizations, the primary areas of nonprofit consultation, making the consulting relationship work, the special ethical considerations of consulting in the sector, and understanding emerging trends in consulting. Nonprofit Consulting Essentials reviews the best practices and thinking in the nonprofit consulting practice, providing leaders and consultants a way to ensure a**

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**robust organization in the future.**

**Goes beyond the spirit of empowerment to discuss the benefits of companies that offer equity and partnership for its employees at all levels, discussing what stewardship means, management accountability, quality control, and human resources. Reprint. 30,000 first printing. \$40,000 ad/promo. IP.**

**Don't venture into the consulting field without this essential Fieldbook & Companion! Following on the heels of the best-selling Flawless Consulting, Second**

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as a consultant or you work with consultants,  
this relentlessly practical guide will be your  
best friend as you discover how consulting  
influences your business- and real life-  
decisions and those of others. The Flawless  
Consulting Fieldbook and Companion is  
packed with: Sample scenarios Case studies  
Client-consultant dialogues Hands-on tools  
Action plans Implementation checklists  
"Wow! A companion a business owner can't be**

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**without! The insights of 30 consultants the caliber of Peter Block is priceless." --Sue Mosby, principal, CDFM2 Architecture Inc. "This book is a companion piece for both the desktop and bedside of those who do consulting full time or in their role as leader. I plan to keep this book close to me to both guide and inspire my work." --Phil Harkins, president, Linkage, Inc.**

**In this book, the authors integrate the three dominant approaches to organizational development-learning, performance, and**

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**change-to create a dynamic lens through which to analyze any HRD program or initiative.**

**All it takes to start a business is a great idea and initial funding. But when it comes to growing and scaling a business - turning it into an enduring success - it becomes much more difficult to manage and sustain the various elements that are involved. You need to set out a clear plan, sustain funding, optimise marketing opportunities and develop an effective team. There are many**

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**opportunities to fail but, with Scale for Success, readers will gain valuable insights and practical advice from a global array of entrepreneurs and business leaders who have paved the way to their own versions of commercial success. Scale for Success features 30 entrepreneurs and CEOs, including Dame Shellie Hunt, Jeremy Harbour, David Meerman Scott and Paris Cutler. These inspiring figures share their stories of successful growth and scaling and, most importantly, the practical and adaptable**

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**advice and guidance that led to their businesses moving effectively on to the next stage of growth. With insights from world-renowned figures in industries such as tech, real estate, marketing and fashion, this book provides an eclectic array of original ideas and approaches that have been proven to be effective. Narrated and curated by writer and former entrepreneur Jan Cavelle, this book provides an engaging and enlightening pathway to scaling success.**

**This book provides a thorough examination of**



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**a variety of specialties within the broad range of management consulting. A book of such scope and depth could only be written by a large number of experts, each from one of the many specialties related to management consulting. Together, all 27 contributors take the reader through an industry that is currently undergoing significant change. While covering all the major practice areas of consulting, the book also offers new insights into change processes and addresses compelling management issues now facing**

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**consulting firms.**

**A New York Times Best Wine Book of 2018  
Flawless is the first book of its kind dedicated to exploring the main causes of faults in wine. From cork taint, to volatile acidity, to off-putting aromas and flavors, all wine connoisseurs have encountered unappealing qualities in a disappointing bottle. But are all faults truly bad? Are some even desirable? Jamie Goode brings his authoritative voice to the table once again to demystify the science behind what causes a good bottle to go bad.**

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**By exposing the root causes of faults in wine, Flawless challenges us to rethink our assumptions about how wine should taste and how we can understand beauty in a glass. Most of our communities are fragmented and at odds within themselves. Businesses, social services, education, and health care each live within their own worlds. The same is true of individual citizens, who long for connection but end up marginalized, their gifts overlooked, their potential contributions lost. What keeps this from changing is that we are**

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**trapped in an old and tired conversation about who we are. If this narrative does not shift, we will never truly create a common future and work toward it together. What Peter Block provides in this inspiring new book is an exploration of the exact way community can emerge from fragmentation. How is community built? How does the transformation occur? What fundamental shifts are involved? What can individuals and formal leaders do to create a place they want to inhabit? We know what healthy**

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**communities look like—there are many success stories out there. The challenge is how to create one in our own place. Block helps us see how we can change the existing context of community from one of deficiencies, interests, and entitlement to one of possibility, generosity, and gifts. Questions are more important than answers in this effort, which means leadership is not a matter of style or vision but is about getting the right people together in the right way: convening is a more critical skill than commanding. As he**

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**explores the nature of community and the dynamics of transformation, Block outlines six kinds of conversation that will create communal accountability and commitment and describes how we can design physical spaces and structures that will themselves foster a sense of belonging. In Community, Peter Block explores a way of thinking about our places that creates an opening for authentic communities to exist and details what each of us can do to make that happen.**

**[Acting on What Matters](#)**

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(Second Edition) and The Flawless Consulting  
Fieldbook**

**Consulting For Dummies  
Scale for Success**

**Consulting in Uncertainty**

**Choosing Service Over Self Interest**

**The author provides a decade-by-decade analysis of every film ever made in Britain about World War II. It provides a comprehensive account of how Britain has portrayed the war through films.**

**This is a book on the art of teacher leadership. Teachers are leaders who influence teaching and learning outcomes in a**



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**school environment. The work of teaching assumes a complex and intricate nature, expanding to cover the art of knowledge and social value transference. In this text the identity of teachers covers the professional approach to teaching within the framework of leadership for learning, hence expatiating the conception of teachership to include meaningfulness and socio-moral domains. Teachership is examined with the lenses of professional citizenship as in corporate belonging to such as a worthwhile group of professionals whose purpose-driven calling is to educate society, meaningfully and morally. This is aside from cognitive development of children. As teachers they are encouraged to show leadership acumen that demands aptness in getting favourable results, and showing the ability to be resourceful, entrepreneurship in solving classroom needs.**

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**Teachership in this case is examined as a spiritual endeavour, with a socio-moral commitment, that culminate a ‘higher’ calling. It is framed in spirituality, integrity, and authenticity. Therefore this text shows how teachership commands spirituality, purposefulness, and the need for high moralization. Teachership calls for moral reasoning behind all decisions that affect educational outlooks in any society. It is a must read for any serious career choice of being a teacher.**

**As distance learning continues to grow, universities are seeking ways to integrate traditional student community service into online courses. Supported by seven years of successful implementation, this book presents an award-winning service-learning model through which online students serve as consultants to organizations nationwide.**

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**The role of human resources is no longer limited to hiring, managing compensation, and ensuring compliance. Since the 1990s, a transformation has occurred. Companies are calling upon a new breed of HR professionals to behave as organization development consultants, helping to determine priorities in running the business, design how work gets done, craft strategy, and shape culture. A compendium of the best thinking on the subject, Handbook for Strategic HR includes 78 articles from the renowned OD Practitioner. It introduces readers to core organization development strategies and skills, giving them creative approaches, practical tips, and proven methods to help them: \* See the big picture, think systemically, and strategically identify where best to foster change in their organization \* Team up with consultants and**

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**senior-level staff in leading a change project \* Put employee engagement to practical use and involve "minds, hearts, and hands" in the important work of the organization \* Operate effectively in cross-cultural and virtual working situations**

**Comprehensive and practical, this forward-thinking book enables readers to become key partners in leading their organizations forward. This book is approved for HRCI Recertification Credit. See the SHRM store website for details. Go from the "IT guy" to trusted business partner**

**If you're in IT, quite a lot is expected of you and your team: be technologically advanced, business-minded, customer-focused, and financially astute, all at once. In the face of unforgiving competition, rampant globalization, and demanding customers, business leaders are discovering that it's absolutely essential to**

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**have a strong, active partner keeping a firm hand on the decisions and strategies surrounding information technology. Unleashing the Power of IT provides tangible, hard-hitting, real-world strategies, techniques, and approaches that will immediately transform your IT workforce and culture, presenting the new mindset, skill set, and tool set necessary for IT leaders to thrive in today's challenging environment. Includes new discussion on social media Offers online access to the IT Skill Builder Competency Assessment Tool Features top ten lists of tips and techniques, proven frameworks, and practical guidance to help you launch and sustain your IT culture change and professional development initiatives Profiling several world-class organizations that have implemented the principles in this book, Unleashing the Power**

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**of IT reveals the best practices to get you on the path to implementation.**

**You were a high-potential individual contributor. Your skills were valued. You received great performance reviews, a few raises, and promotion into management. Then things soured. The road to the top became a glass ceiling. Others passed you by. You worried about your job security. You are not alone. You are a sergeant major, and you are struggling to understand why your good efforts don't lead to equally good outcomes. In *The Sergeant Major Syndrome*, authors Roy Jacques and Mary Hobson seek to help you to understand and deal with these dynamics. Written by a former organizational sergeant major and a manager of sergeant majors, *The Sergeant Major Syndrome* is both a diagnostic tool and an action plan. It helps**

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**you understand what a sergeant major is, and it outlines a plan for strategizing what you can do about being (or not being) a sergeant major. Jacques and Hobson describe what the sergeant major can do to thrive in the tribal organization and how he or she can be valued at the project level. It also provides advice on advancing into the officer corps. Stop pressing your face against the glass ceiling and find the stairs.**

**Defining the various types of IT architecture in the industry, this one-of-a-kind resource highlights the rewards of becoming an architect and explores the details of the deliverables, project structure, and how to approach their creation. --**

**"The Other Kingdom is about reframing how society views its communal identity. The book proposes to identify what has been considered sacred language and use it as an opening into**

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**the experience of community and the commons. It lays out a faith narrative without the negative traces of sectarianism. Readers are dared to imagine the human benefit of an alternative to the market ideology that defines our culture, called the Neighborly Covenant because it enlivens and humanizes the social order. The Other Kingdom proposes language for alternative ways to a covenantal culture, one that is active beyond election years and has different substance in defining society's communal identity"--**

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[A Book for People Who Want to Advance Their Careers](#)

[The Sergeant Major Syndrome](#)

**The second edition of Peter Block's Flawless Consulting gracefully updates what many consider the best resource of its kind. New chapters on implementation, "whole-system" strategies, and ethics are included, but in general it simply fine-tunes Block's proven advice to match the transformations that business and society**

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have undergone since initial publication two decades ago. "The days of long studies and expert-driven answers are passing," the author proclaims in his new preface. "The task of the consultant is increasingly to build the capacity of clients to make their own assessments and answer their own questions." He then subtly modifies his established recommendations accordingly for every step, from the initial client meeting and problem diagnosis through data collection and the execution of solutions. In the section on "Conducting a Group Feedback Meeting," for example, he advises: "Treat the group as a collection of individuals ... Ask each person what he or she wants from the meeting. This will surface differences and force the group to take

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**responsibility for some of the difficulties that may arise."--Howard Rothman.**

**The traditional model of consulting places an emphasis on diagnosing a problem and finding a cure. But in today's business world of globalized organizations, rapid knowledge proliferation, and the intertwining of economies, that approach is becoming less and less viable; problems are quickly redefined, new knowledge (and ownership of that knowledge) is constantly surfacing and being challenged, and no solution is a permanent solution. Consulting in Uncertainty articulates a model of consulting that addresses the uncertainty and interconnectedness of the world in a post-industrial, knowledge era. Emphasizing outcomes**

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