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Twenty-Five
Great
Quotes On
Managing
Change

We are all prisoners of our past. It is hard to think of things except in the way we have always thought of them. But that solves no problems and seldom changes anything.

Charles Handy, British management guru

Not everything that is faced can be changed.
But nothing can be changed until it is faced.

James Baldwin (1924-1987), American novelist

If anything is certain, it is that change is certain. The world we are planning for today will not exist in this form tomorrow.

Philip Crosby, expert on quality

Every new change forces all the companies in an industry to adapt their strategies to that change.

Bill Gates, co-founder of Microsoft

Change is the law of life. And those who look only to the past or the present are certain to miss the future.

John F. Kennedy (1917-63), American President

To exist is to change, to change is to
mature, to mature is to go on creating
oneself endlessly.

Henri Bergson (1859-1941), French philosopher

Change masters are — literally — the right
people in the right place at the right time.

The right people are the ones with the ideas
that move beyond the organization's
established practice, ideas they can form
into visions. The right places are the
integrative environments that support
innovation, encourage the building of
coalitions and teams to support and
implement visions. The right times are
those moments in the flow of organizational
history when it is possible to reconstruct
reality on the basis on accumulated
innovations to shape a more productive and
successful future.

**Rosabeth Moss Kanter, American management
professor and author**

If you want truly to understand something,
try to change it.

**Kurt Lewin (1890-1947), American
psychologist**

Producing major change in an organization is not just about signing up one charismatic leader. You need a group — a team — to be able to drive the change. One person, even a terrific charismatic leader, is never strong enough to make all this happen.

John Kotter, authority on leadership

The art of progress is to preserve order amid change and to preserve change amid order.

Alfred North Whitehead (1861-1947), English mathematician and philosopher

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

Nicolo Machiavelli (1469-1527), Italian diplomat and writer

Where there are changes, there are always business opportunities.

Minoru Makihara, Japanese executive

Change is inevitable — except from a vending machine.

Robert C. Gallagher, humorist

The new always carries with it the sense of violation, of sacrilege. What is dead is sacred; what is new, that is, different, is evil, dangerous, or subversive.

Henry Miller (1891-1980), American writer

The manager, in today's world, doesn't get paid to be a steward of resources, a favored term not so many years ago. He or she gets paid for one and only one thing: to make things better (incrementally and dramatically), to change things, to act — today.

Tom Peters, co-author of *In Search of Excellence*

We cannot become what we need to be, by remaining what we are.

Max De Pree, U.S. executive and leadership guru

Change is scientific, *progress* is ethical; change is indubitable, whereas progress is a matter of controversy.

Bertrand Russell (1872-1970), philosopher and mathematician

If you can't change your fate, change your attitude.

Amy Tan, American novelist

There are companies which are prepared to change the way they work. They realize that nothing can be based on what used to be, that there is a better way. But, 99 percent of companies are not ready, [they are] caught in an industrial Jurassic Park.

Ricardo Semler, Brazilian executive and author

Change Management: The process of paying outsiders to create the pain that will motivate insiders to change, thereby transferring the change from the company's coffers into those of the consultants.

Eileen Shapiro, American management author

If an organization is to meet the challenges of a changing world, it must be prepared to change everything about itself except beliefs.... The only sacred cow in an organization should be its basic philosophy of doing business.

Thomas Watson Jr. (1914-93), U.S. business leader

A change of heart is the essence of all other change and it is brought about by a re-education of the mind.

Emmeline Pethick-Lawrence (1867-1954), English suffragette

Organizations need employees who understand that change is the norm and employees who are prepared to learn continuously.

Beverly Goldberg, American management author and vice president, The Century Foundation

We are living through the most profound changes in the economy since the Industrial Revolution. Technology, globalization, and the accelerating pace of change have yielded chaotic markets, fierce competition, and unpredictable staff requirements.

Bruce Tulgan, authority on Generation X

You can't move so fast that you try to change the [norms] faster than people can accept it. That doesn't mean you do nothing, but it means that you do the things that need to be done according to priority.

Eleanor Roosevelt (1884-1962), U.S. First Lady, lecturer, and author

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