



# Leading Continuous Change: Navigating Churn in the Real World

*Bill Pasmore*

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Most change efforts fail because most change methods are built to deal with single challenges in a nice, neat, linear way. But leaders know that today, pressures for change don't come at you one at a time; they come all at once. It's like riding a roller coaster: sudden drops, jarring turns, anxious climbs into the unknown.

Drawing on his years of experience at the Center for Creative Leadership and Columbia University, Bill Pasmore offers a four-part model and four mindsets that allow leaders to deal with multiple changes simultaneously without drowning in the churn.

The first step, Pasmore says, is to **Discover** which external pressures for change are the most necessary to address. The key here is to think fewer—step away from the buffet of possibilities and pinpoint the highest-impact options. Then you need to **Decide** how many change efforts your organization can handle. Here the mindset is to think scarcer—you have only so many people and so many resources, so how do you best use them? Once you've figured that out, it's time to **Do**—and here you want to think faster. Streamline processes and engage in rapid prototyping so you can learn quickly and cost-effectively. The last step is to **Discern** what worked and what didn't, so think smarter—develop metrics, identify trends, and make sure learnings are disseminated throughout the organization.

For each stage of the process, Pasmore offers detailed advice, practical tools, and real-world examples. This book is a comprehensive guide to navigating change the way it happens now.

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