

# Creating Contagious Commitment: Applying the Tipping Point To Organizational Change

By **Andrea Shapiro, Ph.D.**, Foreword by **Patricia Zigarmi, Ed.D**

Too often, necessary and technically appropriate change initiatives fall short of expected gains because leaders fail to involve employees and leverage their perspectives. This not only deprives the implementers of valuable input but also causes the very people who are expected to modify the way they work to feel discounted and disconnected.

*Creating Contagious Commitment: Applying the Tipping Point to Organizational Change* demonstrates

why many of the traditional approaches to change implementation (such as focusing on the easily measurable technical aspects or relying on mass awareness campaigns) don't work very well—especially on their own. It explains the dynamics that contribute to successful change initiatives and how to use them, right now, in your own initiatives. The accessibility of the concepts and the practical strategies they provide make *Creating Contagious Commitment* a unique and powerful guide for change agents in any organization.

Andrea Shapiro's clear and skillful blending of theory with useful examples brings these concepts to life in a way that appeals to anyone who is involved in change. Solidly grounded in organizational theory, systems thinking and real-world experience, *Creating Contagious Commitment* can be used as a stand-alone resource or in combination with the companion *Change, Dialogue, and Action* workshop and its Tipping Point computer simulation. It has been

applied by hundreds of change leaders around the world in a wide range of organizations, from banks and hospitals to high-tech corporations, to make organizational change both contagious and sustainable. It is packed with diagrams, illustrations, and stories from the field—many of them first-person accounts of applying its lessons.

## What Others Are Saying

*"It is very easy to have good intentions, and even easier to get advice from someone who has good intentions. What is hard is to recognize the landmines on the path to successful change. Creating Contagious Commitment helps identify and think about such obstacles before we encounter them, making the path to change more thoughtful and ultimately more successful."*

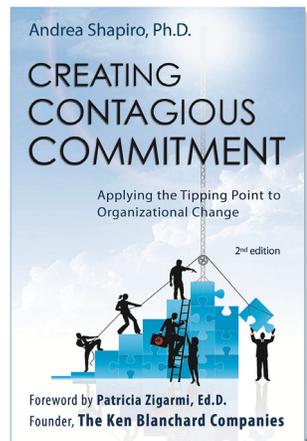
—**Dan Ariely, Ph.D.**, James B. Duke Professor of Behavioral Economics, author *Predictably Irrational*

*"It is only by effectively influencing people's beliefs, values and changing social norms that we can change behaviors that get us all to "yes." Andrea understands this and clearly maps out how new cultural norms can be systematically embedded into any organization. This book is a must-have in any change agent's toolbox."*

—**Peter Fail, M.Sc.**, Corporate Procurement Manager, Durham County Council, UK

*"Andrea Shapiro sets the 'change table' and doesn't forget a thing. Linking and integrating change levers, she creates a complete blueprint for rebuilding an organization's culture."*

—**Kathleen Ponder, Ph.D.**, Global Director, Duke Corporate Education



**CreatingContagiousCommitment.com**