

Stacking the Deck: How to Lead Breakthrough Change Against Any Odds

By David S. Pottruck

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Change is a constant, and leaders must do more than keep up—they must innovate and accelerate to succeed. Yet people are often unnerved by change. As a leader during a time of transformation, you may stand up before teams that are indifferent, or even hostile, and need to convince them that change is necessary and urgent. More than money, time, or resources, the ability to lead these people determines your ultimate success or failure. What does it take to be an effective change leader and increase the odds of success?

Stacking the Deck offers a proven, practical approach for inspiring meaningful, lasting change across an organization. *Stacking the Deck* presents a nine-step course of action leaders can follow from the first realization that change is needed through all the steps of implementation, including assembling the right team of close advisors and getting the word out to the wider group.

Based on Dave Pottruck's experiences leading change as CEO of Charles Schwab and later as chairman of CorpU and HighTower Advisors, these steps provide a guide to ensure that your change initiative and your team have the best possible shot at success. In addition, established business leaders who have led extraordinary change initiatives demonstrate the steps in action. These executives include eBay CEO John Donahoe, Wells Fargo former CEO Dick Kovacevich, Starbucks chief executive officer Howard Schultz, San Francisco Giants CEO Larry Baer, JetBlue CEO Dave Barger, Asurion CEO Steve Ellis, Pinkberry CEO Ron Graves, and Intel's President Renee James, among others.

Leading an organization through major change—whether it's the introduction of a new product, an expansion to a new territory, or a difficult downsizing—is not for the faint of heart. While success is never guaranteed, the right leadership, process, and team make all the difference. For all leaders facing major change in their organizations, *Stacking the Deck* is an indispensable resource for putting the odds in your favor.

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Editorial Review

From the Inside Flap

"Seasoned executives well know—often by learning the hard way—that introducing and implementing breakthrough change is an uphill battle. No matter how necessary the change or how seemingly evident the need, this process demands continuous hard work. That's why you need to do everything you can to stack the deck in favor of success." ***—From the Introduction***

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From the Back Cover

PRAISE FOR **STACKING THE DECK**

"*Stacking the Deck* offers a compelling playbook for transforming an enterprise before it's too late. Dave Pottruck lays out a pragmatic nine-step method for breakthrough change. For surmounting inertia, resistance, and risk—and for leading when it really matters—this is *the* driver's manual."
—Michael Useem, professor of management and director, the Center for Leadership and Change, the Wharton School, University of Pennsylvania

"Dave Pottruck provides remarkably specific and practical advice on how to move from your vision of the future to buy-in across the company, including team building, planning, execution, and metrics. He navigates with assurance and ease, showing step by step how to make you an inspired leader who succeeds. *Stacking*

the Deck is the ultimate user's guide to breakthrough change."
—Ambassador Charlene Barshefsky, former United States Trade Representative; senior international partner, WilmerHale

"*Stacking the Deck* is packed with insights about the difficulties of leading change and how to navigate past those difficulties without losing momentum. Dave Pottruck knows change from the inside out, and his detailed, practical guidance will help readers of all stripes anticipate and prepare for opportunities in the future."
—Andy Bryant, chairman of the board, Intel

"While the vast majority of change initiatives fail to find even a semblance of organizational traction, Dave Pottruck's practical and inspiring approach is sure to help readers stack the deck in their favor. It's been the grounding force of his successes, the basis of his popularity as an award-winning professor at Wharton, and the reason he's the chairman of our board of directors and one of our most in-demand teachers."
—Alan Todd, CEO, CorpU

"*Stacking the Deck* guides you through how to embrace change and take full advantage of the opportunities leaders confront in real time. Dave Pottruck writes how he talks: blunt, honest, practical, straightforward, and oozing with the confidence of a world-class winner."
—Ted Leonsis, founder, chairman, and CEO, Monumental Sports & Entertainment; majority owner, the Washington Capitals, Washington Wizards, Washington Mystics, and the Verizon Center

About the Author

DAVID S. POTTRUCK is chairman of HighTower Advisors, a wealth management firm, and CorpU, a leadership development organization. He serves on the board of directors of Intel Corporation, as well as the boards of several early-stage companies. Previously, he was president and CEO of Charles Schwab. With Terry Pearce, Dave is coauthor of the bestselling *Clicks and Mortar*. Dave is a senior fellow and adjunct faculty member at the Wharton School's Center for Leadership and Change Management, where he has received the school's "Outstanding Teaching Award" for his class "Leading Breakthrough Change." Dave received his BA from the University of Pennsylvania and his MBA with honors from Wharton. A native of New York, he now resides in San Francisco.

For more information, please visit www.leadingbreakthroughchange.com.

Users Review

From reader reviews:

William Carroll:

This Stacking the Deck: How to Lead Breakthrough Change Against Any Odds book is not really ordinary book, you have after that it the world is in your hands. The benefit you have by reading this book is information inside this publication incredible fresh, you will get details which is getting deeper an individual read a lot of information you will get. That Stacking the Deck: How to Lead Breakthrough Change Against Any Odds without we recognize teach the one who studying it become critical in considering and analyzing. Don't possibly be worry Stacking the Deck: How to Lead Breakthrough Change Against Any Odds can bring if you are and not make your case space or bookshelves' grow to be full because you can have it in your lovely laptop even cellphone. This Stacking the Deck: How to Lead Breakthrough Change Against Any

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Mark Bock:

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Therese Webb:

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Dennis Carson:

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