The change management profession is no longer in its infancy. Readily identifiable in organizations and in business literature it is no longer reliant on parent disciplines such as organizational development or project management. Change management is itself in a state of change and growth - the number of jobs is increasing and organizations are actively seeking to build their change management capability. The Effective Change Manager's Handbook, the official guide to the CMI Body of Knowledge, is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization. A single-volume learning resource covering the range of underpinning knowledge required, it includes chapters from esteemed and established thought leaders on topics ranging from benefits management, stakeholder strategy, facilitation, change readiness, project management and education and learning support. Covering the whole process from planning to implementation, it offers practical tools, techniques and models to effectively support any change initiative.

How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a turbulent and changing world, organizational culture is often seen as central for sustained competitiveness. Organizations are faced with increased demands for change but these are often so challenging that they meet heavy resistance and fizzle out. Changing Organizational Culture encourages the development of a reflexive approach to organizational change, providing insights as to why it may be difficult to maintain momentum in change processes. Based around an illuminating case study of a cultural change programme, the book provides 15 lessons on the entire change journey; from analysis and design, to implementation and how organizational members should approach change projects. This enhanced edition considers the most recent studies on organizational change practice, with new examples from businesses and the public sector, and includes one empirical study which uses the authors’ own framework, enriching their practical recommendations. It also draws on the latest theoretical developments, including ideas of power and storytelling. Accompanying the text is an online pedagogic and research ideas guide available for course instructors and lecturers at Routledge.com. Changing Organizational Culture will be vital reading for students, researchers and practitioners working in organizational studies, change management and HRM.
undergraduate medical examinations and degrees in health sciences. All clinicians have to acquire skills in this area. This book aims to provide a brief overview of basic medical statistics and the numerical aspects of evidence-based medicine to give realistic worked examples to illustrate the interpretation of studies relevant to clinical practice and to allow examination practice. It aims to cover all major topics covered in the undergraduate and postgraduate examinations. Each chapter begins with an overview and summary of the main points followed by worked examples and exercises with full answers. It will be ideal for all postgraduate medical examination candidates. Other clinicians and undergraduate students in medicine and health sciences will also find it useful.

Directed at managers and employees in today's corporations, where change is necessary to revitalize and improve corporate performance, this guide addresses the fact that it is people that have to carry out the change.

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change. After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization. The ADKAR perspective can help you develop a new lens through which to observe and influence change. You may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

Dealing with organizational change is about getting through the emotion and commotion with minimal damage to your blood pressure, career, relationships, and confidence. In The Change Cycle, Ann Salerno and Lillie Brock help readers cope by explaining the six predictable and sequential stages of change—loss, doubt, discomfort, discovery, understanding, and integration—and offer examples, tools, and success strategies so you can move resourcefully through each stage. Each chapter focuses on a single stage of the Change Cycle, described in a lively, informal style peppered with frequent humor. Utilizing stories and essays about the ways people, departments, and teams have successfully dealt with challenges, Salerno and Brock offer examples, tools, and success strategies so individuals at all levels will know what to expect from themselves and others and will be able to resourcefully move through each stage. Based on the authors’ fifteen years of experience in hundreds of companies and government agencies worldwide and firmly grounded in recent discoveries in social psychology and cognitive neuroscience, The Change Cycle will help readers at all levels take responsibility for how they react and respond in a changing work environment.

This book offers a new understanding of innovation in the built environment. The ways meaning of innovation is constructed has important implications for policymakers, project managers, academics and students. Through a longitudinal research study into innovation in firms and projects, the book addresses some key themes, challenges and concerns that practitioners face when managing innovation in
the built environment. It examines the key drivers for innovation in the construction, engineering and infrastructure firms and projects. In particular, the questions of how and why innovation becomes recognised and sustained over time are explored. Different theoretical perspectives are considered to explain different aspects of innovation. This includes sensemaking, organisational and individual identity, storytelling and narration. The book has practical implications for how organisational activities become labelled as ‘innovation’ and for what purpose. It shares some lived stories of innovation as mobilised by practising managers. The connectivity between the formal narratives of innovation at the policy level and the lived narratives of innovation articulated by practitioners is explored. Combining the theory with practice, this book presents an insightful view on the implications of innovation in the business world today.

Originally published in 1993. Organizations have become larger, more professionalized, more differentiated, and wealthier. At the same time, they are often subject to large-scale changes: either as a result of mergers and acquisitions, or simply in response to changed market conditions or new technologies. In this climate the people who run organizations frequently find themselves acting as “reformers”. The central concern of this study is to analyze the reforming process within organizations and assess its impact. The authors define reform as the process by which individuals seek to achieve desired goals by changing the structure of their organization: the administrative procedures, chains of command and lines of communication. Drawing on empirical case studies from a range of different sectors, The Reforming Organization questions the relationship between the changes that can be seen occurring in organizations all the time and these conscious internal attempts at reform. This is a different approach to some of the central concerns in organizational theory. The relationship between individuals and structures and the “learning” capacity of organizations. This title will be of interest to students of Business Studies and Management.

Making Sense of the Organization elaborates on the influential idea that organizations are interpretation systems that scan, interpret, and learn. These selected essays represent a new approach to the way managers learn and act in response to their environment and the way organizational change evolves. Readers of this volume will find a wealth of examples and insights which go well beyond thinking and cognition to explain action. The author's ideas are at the forefront of our thinking on leadership, teams, and the management of change. “This book engages the puzzle of impermanence in organizing. Through rich examples, evocative language, artful literature citing, and imaginative connecting, Weick re-introduces core ideas and themes around attending, interpreting, acting and learning to unlock new insights about impermanent organizing. The wisdom in this book is timeless and timely. It prods scholars and managers of organizations to complicate their views of organizing in ways that enrich thought and action.” - Jane E. Dutton, Robert L. Kahn Distinguished University Professor, University of Michigan

Organizations are constantly evolving, and intelligent leadership is needed during times of transformation. Change leaders must help people become aware of, understand and find meaning in the new things which arise – they must oversee a sensemaking process. Addressing this need, Effective Organizational Change explores the importance of leadership for organizational change based on sensemaking. Combining a theoretical overview, models and conceptual discussions rich with in-depth examples and case studies, this book uncovers what it is that leaders actually do when they lead change through sensemaking. It presents the most current sensemaking research, extends earlier work by developing the concept of ‘landscaping’, and provides guidelines on how leaders can drive sensemaking processes in practice. This book is for undergraduate, postgraduate and MBA students of organizational change, as well as managers embarking on change projects within their organizations.

The second edition of Agile Change Management provides essential tools to build
change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively.

Essential Leadership is a practical, accessible book that tackles theory and practice in an integrated and stimulating way. You are encouraged to engage with a wide range of leadership theories and frameworks, as well as rate your own leadership skills and qualities, make realistic self-development plans and start to experiment with new or different approaches. Rather than offering one best-way forward, or becoming overly theoretical, this book is a pragmatic resource for new and experienced leaders looking to navigate the leadership literature, and start to fully realize their own leadership potential. Supported by exercises, practical examples, rigorous self-assessments, advice and suggestions, this book offers an important guide for those currently working, or planning to work in a 21st century business environment with all its complexity and uncertainty. The best-selling authors of Making Sense of Change Management, Cameron and Green, provide an overarching framework of five essential leadership qualities that can be refined and combined as leaders grow, allowing them to be particularly responsive to the business context. Essential Leadership allows readers to discover and develop their own leadership qualities, and master them through understanding, experimentation, feedback and reflection. Cutting edge research into Millennial Leadership is also included, as are sections on developing your leadership maturity throughout life, and how leadership culture forms and changes.

The book is intended to provide a much deeper understanding of agile principles, methodologies, and practices to enable project managers to develop a more agile approach and understand how to blend and tailor agile and traditional principles, methodologies, and practices to create an appropriate balance of control and agility to fit a business environment as well as the risks and complexities of any individual project. The book will also provide business managers and leaders an understanding of how to fit agile methodologies into an overall business strategy that provides the right balance of control and agility for their business.

Every leader understands the burning need for change—and every leader knows how risky it is, and how often it fails. To make organizational change work, you need to base it on science, not intuition. Despite hundreds of books on change, failure rates remain sky high. Are there deep flaws in the guidance change leaders are given? While eschewing the pat answers, linear models, and change recipes offered elsewhere, Paul Gibbons offers the first blueprint for change that fully reflects the newest advances in mindfulness, behavioral economics, the psychology of risk-taking, neuroscience, mindfulness, and complexity theory. Change management, ostensibly the craft of making change happen, is rife with myth, pseudoscience, and flawed ideas from pop psychology. In Gibbons’ view, change management should be “euthanized” and replaced with change agile businesses, with change leaders at every level. To achieve that, business education and leadership training in organizations needs to become more accountable for real results, not just participant satisfaction (the “edutainment” culture). Twenty-first century change leaders need to focus less on project results, more on creating agile cultures and businesses full of staff who have “get to” rather than “have to” attitudes. To do that, change leaders will have to leave behind the old paradigm of “carrots and sticks,” both of which destroy engagement. “New analytics” offer more data-driven
approaches to decision making, but present a host of people challenges—where petabyte information flows meet traditional decision-making structures. These approaches will have to be complemented with “leading with science”—that is, using evidence-based management to inform strategy and policy decisions. In *The Science of Successful Organizational Change*, you’ll learn: How the VUCA (Volatile, Uncertain, Complex, and Ambiguous) world affects the scale and pace of change in today’s businesses How understanding of flaws in human decision-making can help leaders guide their teams toward wiser strategic decisions when the stakes are largest—including “when to trust your guy and when to trust a model” and “when all of us are smarter than one of us” How new advances in neuroscience have altered best practices in influencing colleagues; negotiating with partners; engaging followers’ hearts, minds, and behaviors; and managing resistance How leading organizations are making use of the science of mindfulness to create agile learners and agile cultures How new ideas from analytics, forecasting, and risk are humbling those who thought they knew the future—and how the human side of analytics and the psychology of risk are paradoxically more important in this technologically enabled world What complexity theory means for decision-making in the context of your own business How to create resilient and agile business cultures and anti-fragile, dynamic business structures To link science with your “on-the-ground” reality, Gibbons tells “warts and all” stories from his twenty-plus years consulting to top teams and at the largest businesses in the world. You’ll find case studies from well-known companies like IBM and Shell and CEO interviews from Nokia and Barclays Bank.

An innovator in contemporary thought on economic and political development looks here at decline rather than growth. Albert O. Hirschman makes a basic distinction between alternative ways of reacting to deterioration in business firms and, in general, to dissatisfaction with organizations: one, “exit,” is for the member to quit the organization or for the customer to switch to the competing product, and the other, “voice,” is for members or customers to agitate and exert influence for change “from within.” The efficiency of the competitive mechanism, with its total reliance on exit, is questioned for certain important situations. As exit often undercuts voice while being unable to counteract decline, loyalty is seen in the function of retarding exit and of permitting voice to play its proper role. The interplay of the three concepts turns out to illuminate a wide range of economic, social, and political phenomena. As the author states in the preface, “having found my own unifying way of looking at issues as diverse as competition and the two-party system, divorce and the American character, black power and the failure of ‘unhappy’ top officials to resign over Vietnam, I decided to let myself go a little.”

In *Managing Change in Organizations*, Stefan Sveningsson and Nadja Sörgärde explore a broad range of perspectives on change management, encouraging critical reflection and making sense of a complex field of theories. Their unique approach based around three key perspectives of change will help students understand: How change is accomplished – the tool perspective What change means for those involved – the process perspective And Why is change initiated (and is it necessary) – the critical perspective This focus on the common how, what and why questions offers students the chance to learn pragmatic tools for managing change, as well as gain an in-depth understanding of different theories and their value. The book is complemented by a range of online resources including PowerPoint Slides, Multiple Choice Questions, and a selection of SAGE Business Cases and journal articles. Stefan Sveningsson is Professor of Business Administration at the School of Economics and Management, Lund University, Sweden. Nadja Sörgärde is a Senior Lecturer at the School of Economics and Management, Lund University, Sweden.

"At the very time the need for effective leadership is reaching critical proportions, Michael Fullan's Leading in a Culture of Change provides powerful insights for moving forward. We look forward to sharing it with our grantees."

--Tom Vander Ark, executive director, Education, Bill and Melinda Gates Foundation
"Fullan articulates clearly the core values and practices of leadership required at all levels of the organization. Using specific examples, he convinces us that the key change principles are equally critical for leadership in business and education organizations." --John Evans, chairman, Torstar Corporation "In Leading in a Culture of Change, Michael Fullan deftly combines his expertise in school reform with the latest insights in organizational change and leadership. The result is a compelling and insightful exposition on how leaders in any setting can bring about lasting, positive, systemic change in their organizations." --John Alexander, president, Center for Creative Leadership "Michael Fullan's work is remarkable. He masterfully captures how leaders can significantly improve their learning and performance, even in the uncontrolled, chaotic circumstances in which they practice. A tour de force." --Anthony Alvarado, chancellor of instruction, San Diego City Schools "Too often schools and businesses are seen as separate and foreign places. Michael Fullan blends the best of knowledge from each into an exemplary template for improving leadership in both." --Terrence E. Deal, coauthor of Leading with Soul Business, nonprofit, and public sector leaders are facing new and daunting challenges--rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing. Leading in a Culture of Change offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Michael Fullan--an internationally acclaimed expert in organizational change--shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies. By integrating the five core competencies--attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and setting a vision and context for creating coherence in organizations--leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change.

Tremendous forces for change are radically reshaping the world of work. Disruptive innovations, radical thinking, new business models and resource scarcity are impacting every sector. Although the scale of expected change is not unprecedented, what is unique is the pervasive nature of the change and its accelerating pace which people in organizations have to cope with. Structures, systems, processes and strategies are relatively simple to understand and even fix. People, however, are more complex. Change can have a different impact on each of them, all of which can cause different attitudes and reactions. Managing and Leading People Through Organizational Change is written for leaders with the key responsibility of managing people through transitions. Managing and Leading People through Organizational Change provides a critical analysis of change and transformation in organizations from a theoretical and practical perspective. It addresses the individual, team and organizational issues of leading and managing people before, during and after change, using case studies and interviews with people from organizations in different sectors across the globe. This book demonstrates how theory can be applied in practice through practical examples and recommendations, focusing on the importance of understanding the impact of the nature of change on individuals and engaging them collaboratively throughout the transformation journey.

Change Management: the people side of change is an introduction to change management for managers and executives. Project leaders and consultants can use this new book with their organizations and clients to introduce change management to front-line managers and top-level executives involved in change. Specifically, managers and executives will understand the broader perspective around change.
management and understand their role in the process. Written by Jeff Hiatt and Tim Creasey, the editors of the Change Management Learning Center, this book takes 7 years of research with more than 1000 companies, white papers and change management models, and combines this knowledge into an easy-to-read guide for managing change. Multiple case studies and examples make this book a quick-read for managers and executives that need a basic understanding of change management.

Making Sense of the Future integrates the latest thinking in Future Studies with the author’s expertise in world history, economics, interdisciplinary studies, knowledge organization, and political activism. The book takes a systems approach that recognizes the complexity of our world. It begins by suggesting a set of goals for human societies and identifying innovative strategies for achieving these goals that could gain broad support. Each chapter begins with a “How to” section that discusses how we can identify goals, strategies, trends, surprises, or implementation strategies and concludes with an integrative analysis that draws connections across the preceding discussions. Taking a cross-disciplinary approach, Szostak explores key trends and how these interact so that he can develop strategies to guide trends towards desirable futures. He discusses the ways in which we can best prepare for surprises such as epidemics and natural disasters, enabling us to react to them in beneficial ways. Supported by a list of guiding questions and suggestions for class projects, this is an accessible textbook for students of Future Studies and Future Studies courses.

Organizational change can be unpredictable and stressful. With a better understanding of what our brains need to focus and perform at their best, organizations and leaders can increase employee engagement, productivity and well-being to successfully manage such periods of uncertainty. Drawing on the latest scientific research and verified by an independent neuroscientist, Neuroscience for Organizational Change explores the need for social connection at work, how best to manage emotions and reduce bias in decision-making, and why we need communication, involvement and storytelling to help us through change. Practical tips and suggestions can be found throughout, as well as examples of how these insights have been applied at organizations such as Lloyds Banking Group and GCHQ. The book also sets out a practical science-based planning model, SPACES, to enhance engagement. This updated second edition of Neuroscience for Organizational Change contains new chapters on planning the working day with the brain in mind and on overcoming the difficulties related to behavioural change. It also features up-to-the-minute wider content reflecting the latest insights and developments, and updated case studies from the first edition which give a long-term view of the benefits of applying neuroscience in organizations.

In his international bestseller "Leading Change," Kotter provided an action plan for implementing successful transformations. Now, he shines the spotlight on the crucial first step in his framework: creating a sense of urgency by getting people to actually see and feel the need for change.

Changemaking takes a fresh look at managing change. Focusing on tactics rather than strategy, the book is for those who carry out the practical day-to-day work of supporting and sustaining change. It focuses on the details, and provides the needed toolkit: materials that readers can refer to, draw on, and adapt. These include checklists, templates, questionnaires, tactics, FAQs, talking points, e-mails, and other resources. Short case histories illustrate what can go wrong and how it can be made to go right. The book provides a framework of seven factors that summarize the conditions, resources, and processes that support successful change. It also offers specific guidance on processes that are often employed to move a change initiative forward, including making the case for change, managing employee focus groups, and developing FAQ (Frequently Asked Question) guides. The 50 resources are designed to provide a starting-point for readers to adapt and use in their own organizations. Develop the materials to reflect your own goals and needs, and deploy them as you support your own change initiative.
Conceived as the meanings that individuals attach to their selves, a substantial stockpile of theory related to identities accumulated across the arts, social sciences, and humanities over many decades continues to nourish contemporary research on self-identities in organizations. In times which are more reflexive, narcissistic, and fluid, the identities of participants in organizations are increasingly less fixed and less certain, making identity issues both more salient and more interesting. Particular attention has been given to processes of identity construction, often styled ‘identity work’. Research has focused on how, why, and when such processes occur, and their implications for organizing and individual, group, and organizational outcomes. This has resulted in a burgeoning stream of research from discursive, dramaturgical, symbolic, socio-cognitive, and psychodynamic perspectives that most often casts individuals' efforts to fabricate identities as intentional, relational, and consequential. Seemingly intractable debates centred on the nature of identities - their relative stability or fluidity, whether they are best regarded as coherent or fractured, positive (or not), and how they are fabricated within relations of power - combined with other conceptual issues continue to invigorate the field. However, these debates have also led to some scepticism regarding the future potential of identities research. Yet as the chapters in this Handbook demonstrate, there are considerable grounds for optimism that identity, as root metaphor, nexus concept, and means to bridge levels of analysis has significant potential to generate multiple compelling streams of theorizing in organization and management studies.

Applying an invaluable sensemaking framework to organizational change and combining the theory and practice of implementing change, this book represents an instructive and informative view on change in business. Its strength lies in two key areas: the discussion and explanation of a strategic sensemaking approach, for helping managers, management educators and students to understand organizational change a longitudinal study of a major company which underwent several organizational changes, revealing some of the key problems and challenges that managers face when introducing, implementing and managing change. Rather than being structured as a ‘how to’ book, this outstanding text provides the reader with practical insights and skills for managing (or resisting) change. Applying Weick's famous sensemaking approach, it offers a unique way to understand the processes involved in organizational change.

Making Sense of Leadership identifies the five key roles used by effective leaders. A practical, accessible and solution-focused book, it helps entrepreneurs, managers and leaders develop their leadership skills. The authors examine successful leaders to determine the type of leadership roles which succeed. This allows them to present five distinct roles of leadership, which are used to promote positive change and innovation. The authors encourage the reader to play with these, recognizing and taking on those elements which most appropriately suit their situation. Discovering these roles offers an important guide to the new leader, in order for them to shape their own leadership approach. It also provides interesting challenges to the existing leader who wants to refresh their stance in order to tackle a new situation. The book is supported by exercises for both individuals and groups, so that the text can also be used as a learning and development resource and for team facilitation and one-to-one coaching.

The best-selling guide for coping with changes in life and work, named one of the 50 all-time best books in self-help and personal development Whether you choose it or it is thrust upon you, change brings both opportunities and turmoil. Since Transitions was first published, this supportive guide has helped hundreds of thousands of readers cope with these issues by providing an elegantly simple yet profoundly insightful roadmap of the transition process. With the understanding born of both personal and professional experience, William Bridges takes readers step by step through the three stages of any transition: The Ending, The Neutral Zone, and, eventually, The New Beginning. Bridges explains how each stage can be understood and embraced, leading to meaningful and productive movement into a
hopeful future. With a new introduction highlighting how the advice in the book continues to apply and is perhaps even more relevant today, and a new chapter devoted to change in the workplace, Transitions will remain the essential guide for coping with the one constant in life: change.

Electronic Inspection Copy available for instructors here The first edition of Making Sense of Management set out to provide a fresh perspective on management that was both broad and critical, exploring how the disruptive and constructive potential of critical theory can be realized in organizations. Along the way, it has proven to be a landmark contribution to critical management studies. As well as setting the agenda for current research, this revised edition has been written to appeal to a broader readership and open up critical theory for the general management student. New sections on HRM, brands, identity, ethics and leadership have been fully developed alongside the rest of the text to reflect the current state of play in critical management studies. The second edition of Making Sense of Management will be of interest to students and researchers in critical management studies and students on general management courses with a critical perspective.

"Change resistance is a natural reaction, when you don’t involve the people affected by the change in the design of the change. This book will help you implement successful change and bypass change resistance by co-creating change. The book will do that through examples of how innovative practices can dramatically improve the success of change programs. These practices combine ideas from the Agile, Lean Startup, change management, organizational development and psychology communities. This book will change how you think about change."--

Change Management Handbook: This handbook contains over fifty concepts, models, figures, assessments, tools, templates, checklists, plans, a roadmap and glossary structured around the ten-step a2B Change Management Framework® each with a practical case study. About this Book: This handbook is for growth mindset leaders, senior managers, students, HR professionals and change management practitioners who want to deliver organisational change while their organisation continues with day-to-day operations. Leadership of Change® Volume 3 is based on over thirty years of experience implementing change, transformation and improvements into some of the world’s largest and most successful organisations across many countries and cultures. It provides deep insights into change programme delivery using the a2B Change Management Framework®. It starts by aligning the change with the organisation’s strategy and vision, moving through to successfully closing and sustaining the change. It covers ten key change management implementation concepts in detail, which include sponsorship, change history, communication, change planning, readiness, resistance, developing the new skills and behaviours, as well as adoption. It also includes the AUIM® Employee Change Adoption Model and the a2B5R® Employee Behaviour Change Model. Other Leadership of Change® Volumes: Leadership of Change® Volumes: The volumes in this series are intended to be leading practice in organisational change management and implementation, which supports strategy execution. Volume 1 – Change Management Fables Volume 2 - a2B Change Management Pocket Guide Change Management Fables: Ten fables about the leadership paradox of implementing organisational change management versus delivering normal day-to-day operations. About this Book: Leaders go about their daily task of implementing the organisation’s strategy to deliver financial results. All of a sudden there is a change explosion that disrupts normal day-to-day operations. This is the leadership paradox: implementing change versus delivering day-to-day operations. Leaders then need to adjust their focus to implement the change, so that the organisation stays ahead of the competition and continues to deliver revenue to its shareholders. That means the change has to ensure a return on investment, full employee change adoption, and sustainable change. Leadership of Change® Volume 1 represents the author’s experiences throughout his career, it, provides ten practical stories of typical and consistent change management challenges that organisations and leaders experience when implementing organisation change, transitioning their organisation from the current
‘a’ state to the future ‘B’ state. Potential solutions are introduced which are developed in Volumes 2 and 3. This book includes illustrations as well as the a2B Change Management Framework® (a2BCMF®), the AUILM® Employee Change Adoption Model and the a2BSR® Employee Behaviour Change Model. Change Management Pocket Guide: This pocket guide contains over thirty concepts, models, figures, assessments, tools, templates, checklists, plans, a roadmap and a glossary structured around the ten-step a2B Change Management Framework®. About this Book: This pocket guide is a practical, hands-on guide built around the a2B Change Management Framework® (a2BCMF®) with over thirty models, tools and change concepts. It is designed to support change practitioners delivering hands-on organisational change. The pocket guide supports a programme approach to organisational change, starting with ‘change definition’ (strategy alignment) and moving through to ‘closing and sustain’ the change. The ten-step a2BCMF® is supported by over thirty concepts, a change adoption model, a behavioural change model, figures, assessments, tools, templates, checklists and plans, as well as a roadmap and glossary. It covers the key change management concepts such as sponsorship, communications, readiness, resistance and adoption. The assessments provide valuable input on whether the team should progress from one critical a2BCMF® step to the next.

Now a classic in its field, the fourth edition of Change Management: A Guide to Effective Implementation continues to offer readers highly practical strategies and step-by-step guidance for applying different models of change in different organizational scenarios. New to the Fourth Edition: A third expert author, Sabina Siebert, bringing a background in sociology and cultural studies An improved structure that consolidates all the existing strengths of the previous editions and separates the book into three parts, beginning with chapters assessing ‘The Impact and Definition of Change’, ‘Implementation and Evaluation of Change’ and ending with a critical outlook in ‘Change Management – A Critical Perspective’ A wealth of new and richly detailed case studies with an international and cross-cultural scope that draw upon different organization types, environments and perspectives for a diverse and global understanding of the current field of change management Two additional chapters on leading change and organisational culture, offering unparalleled coverage of managing systems and processes, combined with increased emphasis on managing human issues. For students taking Change Management courses on Business and Management degrees, MBA's, specialist masters and healthcare subjects.

Change is the one constant in business, and we must adapt or face obsolescence. Yet certain challenges never go away. That’s what makes this book "must read." These are the 10 seminal articles by management’s most influential experts, on topics of perennial concern to ambitious managers and leaders hungry for inspiration--and ready to run with big ideas to accelerate their own and their companies' success.

If you read nothing else - full stop - read: Michael Porter on creating competitive advantage and distinguishing your company from rivals John Kotter on leading change through eight critical stages Daniel Goleman on using emotional intelligence to maximize performance Peter Drucker on managing your career by evaluating your own strengths and weaknesses Clay Christensen on orchestrating innovation within established organizations Tom Davenport on using analytics to determine how to keep your customers loyal Robert Kaplan and David Norton on measuring your company's strategy with the Balanced Scorecard Rosabeth Moss Kanter on avoiding common mistakes when pushing innovation forward Ted Levitt on understanding who your customers are and what they really want C. K. Prahalad and Gary Hamel on identifying the unique, integrated systems that support your strategy.

This exciting new text fills the gap in the management literature on organizational change. It presents a balanced view, which raises questions about the imperative of change, who’s interests are being served, how change programmes impact on employees and why organizations continually engage in such programmes. It gives readers a comprehensive history of: change management literature types of change techniques over time (i.e. TQM, BPR, Balanced Scorecard, Six Sigma, etc.) the role of management gurus in the rise and fall of management fashions the impact of
organizational change on organizational members. The authors provide case vignettes of companies from both sides of the Atlantic, which have undergone some of the better-known change techniques, and explore the reasons for their successes and failures. This is an innovative and important new text for students of organizational behaviour, organizational change, strategy and HRM.

This book explores the hospital via organisational ethnography (OE), an approach that involves a mix of fieldwork methods designed to analyse the hospital which also includes participatory observation, qualitative interviews and shadowing. One way to define a hospital is by its high level of formal organisation, resulting in written or digital communication as the main source of communication in patient journals, minutes and medical and quality guidelines. In contrast, in this book, the aspects of the informal organisation will be the focus. In spite of the many formal regulations of healthcare, hospitals are also chaotic organising places where many different groups of people interact in order to negotiate, to practice and to make sense of daily work tasks. The underlying argument is that, in the mundane everyday life of hospitals, frontline workers and their interactions with patients and local managers remain at the core of organising hospitals. The overall purpose of this book is to report stories back from the field of healthcare, demonstrating how people, spaces and work (as examples of events) become important elements of organising hospitals. The book will be of interest to students and scholars in and across healthcare management, organisation studies, ethnography, sociology, qualitative methods, anthropology, service management and cultural studies.

Change Management

READY, Set, Change! Simplify and Accelerate Organizational Change, is an essential guide for Human Resource, Project Management and Change Professionals. This guide provides a framework for a simpler and faster approach to help individuals and organizations adopt new programs, technological platforms and systems easily and effectively. Through an engaging narrative story - somewhat in the style of Patrick Lencioni, we meet Elizabeth, an HR Manager who is asked to implement a technology change for the physicians and staff at the Healthcare system where she works. Jake, her best friend and project manager of the Electronic Medical Record system and Allie, an Organizational Change Management consultant. Exploring their experience of challenges and opportunities encountered while implementing change with the READY model, allows the reader to identify with the story and apply the model and approach. This book balances the technical details often associated with Organizational Change Management with an engaging narrative which illustrates the use of the techniques and tools to lead change.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

The definitive, bestselling text in the field of change management, Making Sense of Change Management provides a thorough overview of the subject for both students and professionals. Along with explaining the theory of change management, it comprehensively covers the models, tools, and techniques of successful change management so organizations can adapt to tough market conditions and succeed by changing their strategies, structures, boundaries, mindsets, leadership behaviours and of course their expectations of the people who work within them. This completely revised and updated 4th edition of Making Sense of Change Management includes more international examples and case studies, emerging new thinking and practice in the area of cultural change and a new chapter on the interrelationship with project management (PM) and change management. It also covers complexity models, agile approaches, and stakeholder management along with cultural sensitivity and what to do when cultures collide. Making Sense of Change Management remains essential reading for anyone who is currently part of, or leading, a change initiative. Online supporting resources include lecture slides, making this an
The Red Book is C.G. Jung’s record of a period of deep penetration into his unconscious mind in a process that he called ‘active imagination’, undertaken during his mid-life period. Answer to Jung: Making Sense of ‘The Red Book’ provides a close reading of this magnificent yet perplexing text and its fascinating images, and demonstrates that the fantasies in The Red Book are not entirely original, but that their plots, characters and symbolism are remarkably similar to some of the higher degree rituals of Continental Freemasonry. It argues that the fantasies may be memories of a series of terrifying initiatory ordeals, possibly undergone in childhood, using altered or spurious versions of these Masonic rites. It then compares these initiatory scenarios with accounts of ritual trauma that have been reported since the 1980s. This is the first full-length study of The Red Book to focus on the fantasies themselves and provide such an external explanation for them. Sonu Shamdasani describes The Red Book as an incomplete task that Jung left to posterity as a ‘message in a bottle’ that would someday come ashore. Answer to Jung brings its message to shore, providing a coherent, but disturbing, interpretation of each of the fantasies and their accompanying images.