Contents

	List of figures	XV
	List of boxes	xvi
	Journal research cases	xviii
	Acknowledgements	XX
	Walkthrough of textbook features	xxiv
Preface to t	he second edition	xxi
	The purpose of the book	xxi
	The approach of the book	xxi
	The organisation of the chapters	xxii
	The organisation of the book	xxii
PART 1 INT	RODUCTION	1
Chapter 1	The managing change conundrums	3
	Introduction	3
	The managing change conundrums	3
	Summary	11
	Key readings	12
Chapter 2	Organisational change classifications	13
	Learning outcomes	13
	Introduction	13
	Managerial approaches	14
	Classifying organisational change	14
	The change classifications framework	16
	Critical perspective	20
	The change classifications framework as a point of view Complexity theories and organisational shange.	21
	 Complexity theories and organisational change Postmodernism and organisational change 	21
	Concluding commentary	22
	Case study: applying theory to practice	24 25
	Greenshires County Council in shock restructuring	∠5 25
	Discussion questions	26
	Key readings	26
Chapter 3	History and organisational change	27
	Learning outcomes	27
	Introduction	27
	Managerial approaches	28
	 Popular management writing 	28
	Critical perspective	33
	 Historiography and organisational change 	33

	Concluding commentary Case study: applying theory to practice - Reflecting upon the NHS Next Stage Review Discussion questions Key readings	37 37 37 39 39
Chapter 4	The role of paradigms and perspectives Learning outcomes Introduction Managerial approaches Paradigms of/for change Perspectives on organisational change Critical perspective What constitutes a critical perspective? Why adopt a critical perspective towards managing change? Concluding commentary Case study: applying theory to practice Identifying perspectives and paradigms in four journal papers Discussion questions Key readings	41 41 42 43 47 49 49 51 53 53 53 55
PART 2 E	XTERNAL AND INTERNAL CHANGE CONTEXTS	57
Chapter 5	Why organisations change Learning outcomes Introduction Managerial approaches - Triggers and drivers of organisational change - Contextualist approaches to organisational change Critical perspective - Life-cycles, teleology, dialectics and evolution - New institutional theory - Management fads and fashions Concluding commentary Case study: applying theory to practice - Changing times at Factory Bank Discussion questions Key readings	59 59 60 60 62 65 67 69 70 70 72 72
Chapter 6	Organisational design and change Learning outcomes Introduction Managerial approaches	73 73 73 74

	 The challenges of organisational design Theorising organisational design Changing forms, processes and boundaries Critical perspective Dualities in forms of organising Concluding commentary Case study: applying theory to practice New organisational forms at the University of Midchester Discussion questions Key readings 	74 78 81 84 85 86 86 87
Chapter 7	Strategic-level change Learning outcomes Introduction Managerial approaches - Strategy and strategic change - Planned approaches to change - Managing mergers and acquisitions Critical perspective - Emergent approaches to change - Questioning strategic change - Critically reviewing mergers and acquisitions Concluding commentary Case study: applying theory to practice - Strategic change at Higson's Plastic Parts Discussion questions Key readings	89 89 90 90 92 94 95 97 99 100 100 102
Chapter 8	Group- and team-level change Learning outcomes Introduction Managerial approaches - Groups and teams in organisations - Group and team involvement in organisational change - Socio-technical systems approaches Critical perspective - Critique of groups and teams research - The tyranny of teamworking ideology Concluding commentary Case study: applying theory to practice - All change in the technical support team Discussion questions Key readings	104 104 105 105 107 109 110 112 113 114 115 116

Chapter 9	Individual-level change	117
	Learning outcomes	117
	Introduction	117
	Managerial approaches	118
	 Understanding individuals 	118
	 Explaining processes of individual change 	120
	 Managing individuals through organisational change 	123
	Critical perspective	125
	 Covert dimensions of organisational change 	125
	 Questioning the role of pain in organisational change 	126
	Concluding commentary	128
	Case study: applying theory to practice	129
	 Experiencing change in Greenshires County Council 	129
	Discussion questions	130
	Key readings	130
PART 3 MAI	NAGING CHANGE	133
Chapter 10	The leadership of change	
Chapter 10	Learning outcomes	135
	Introduction	135 135
	Managerial approaches	136
	Leaders, leadership and management	136
	Studying leaders and leadership	136
	 Transformational and visionary leadership 	138
	 Leading change 	140
	Critical perspective	142
	 Critique of Kotter and transformational leadership 	143
	 Leadership as dangerous, dysfunctional and devious 	145
	Concluding commentary	146
	Case study: applying theory to practice	147
	 Leading change in Crusty Bakeries 	147
	Discussion questions	149
	Key readings	149
Chapter 11	Change communications	150
	Learning outcomes	150
	Introduction	150
	Managerial approaches	151
	 Communicating change 	151
	 Communicating change barriers and blockages 	154
	Critical perspective	156
	 Change communications as rhetoric 	157
	 Change communications as discourse 	158
	Concluding commentary	159

	Case study: applying theory to practice - Communications about a new job evaluation scheme Discussion questions Key readings	160 160 162 162
Chapter 12	Resistance to change Learning outcomes Introduction Managerial approaches - The what, why and how of resisting change - Managing resistance to change Critical perspective - Change and stability - Change-agent-centric thinking - Rethinking resistance and resistance terminology Concluding commentary Case study: applying theory to practice - Resistance to change in Happy Homes call centre Discussion questions Key readings	163 163 164 164 165 168 168 170 171 172 173 173 174
Chapter 13	Cultural change Learning outcomes Introduction Managerial approaches - National cultural contexts - Managerial interest in organisational culture - Defining and classifying organisational cultures - Managing cultural change Critical perspective - The manageability of cultural change? - Culture as an impediment to organisational change Concluding commentary Case study: applying theory to practice - Midlands Building Society Discussion questions Key readings	176 176 177 177 178 178 181 184 185 187 188 189 190 191
Chapter 14	Organisational learning Learning outcomes Introduction Managerial approaches - Approaches to learning - Organisational learning - The learning organisation	192 192 192 193 193 194 198

	Critical perspective - Critically reviewing organisational learning and learning	199
	organisations	199
	 Organisational forgetting 	201
	Concluding commentary	202
	Case study: applying theory to practice	202
	 Manufacturing videotapes: fast-forward to the future 	202
	Discussion questions	204
	Key readings	204
PART 4 DEV	ELOPMENTS IN MANAGING CHANGE	207
Chapter 15	Power, politics and organisational change	209
	Learning outcomes	209
	Introduction	209
	Managerial approaches	210
	 Theorising power and politics 	210
	 Power, politics and organisational change 	212
	Critical perspective	216
	 Power: a radical view 	216
	 Power and strategic change 	219
	Concluding commentary	220
	Case study: applying theory to practice	221
	 Funding crisis at Musicians in the Community 	221
	Discussion questions	222
	Key readings	223
Chapter 16	Ethics and managing change	224
	Learning outcomes	224
	Introduction	224
	Managerial approaches	225
	 Introducing business ethics 	225
	 Managing change ethical challenges 	228
	 Psychological contracts and organisational change 	229
	– Ethical codes	230
	Critical perspective	231
	 Against business ethics 	231
	 Ethics and globalisation 	232
	 Towards managing change ethically 	233
	Concluding commentary	235
	Case study: applying theory to practice	236
	- Financial Futures, Oakley's Plastic Mouldings, Greenshires	
	Loans and Savings, and Beautiful Bespoke Jewellery	236
	Discussion questions	237
	Key readings	237

Chapter 17	Change agents and agency	238
	Learning outcomes	238
	Introduction	238
	Managerial approaches	239
	 Change agents and agency 	239
	 Managing change tools and techniques 	242
	 Managing change as managing projects 	243
	Critical perspective	245
	 Critically questioning change agents and agency 	245
	 Critique of managing projects as managing change 	247
	Concluding commentary	249
	Case study: applying theory to practice	249
	 The 23rd Annual Power Tools Manufacturing Conference 	249
	Discussion questions	251
	Key readings	251
Chapter 18	HR and managing change	252
o	Learning outcomes	252
	Introduction	252
	Managerial approaches	253
	 HR involvement in managing change 	253
	 Managing diversity changes 	257
	Critical perspective	258
	 Critically questioning HR involvement in managing change 	
	 The rhetoric of managing diversity 	260
	Concluding commentary	261
	Case study: applying theory to practice	262
	 Reflecting upon HR change agency roles 	262
	Discussion questions	264
	Key readings	264
Chapter 19	Technological change	265
chapte. 19	Learning outcomes	265
	Introduction	265
	Managerial approaches	266
	The meaning of technology	266
	 Studying technological change 	267
	 The contribution of innovation theories 	269
	Critical perspective	272
	 Deterministic perspectives 	272
	 Emergent perspectives 	273
	 Labour process perspectives 	274
	Concluding commentary	274
	Case study: applying theory to practice	275
	 Technological change at Perfect Properties 	275

	Discussion questions Key readings	276 277
PART 5 CON	CLUSIONS	279
Chapter 20	 Evaluating managing change Introduction The temporal mysteries of managing change Evaluating outcomes of managing change In search of the 70% failure rate Explaining organisational change failure Potential pitfalls of evaluating organisational change outcomes Evaluating the study of managing change What are the strengths of how managing change is studied? What are the weaknesses of how managing change is studied? What are the opportunities for developing the study of managing change? What are the threats to the continued study of managing change? 	281 281 282 284 284 286 288 291 292 293 294
Appendix – T	the organisational change field guide 1 Action learning 2 Appreciative inquiry 3 Balanced scorecard 4 Benchmarking 5 Business process reengineering 6 Coaching 7 Customer relationship management 8 Downsizing 9 Employee empowerment 10 High-performance work systems 11 Investors in People 12 Kaizen 13 Knowledge management 14 Lean Six Sigma 15 Learning organisation 16 Organisational development 17 Outsourcing 18 Strategic alliances 19 Supply chain management 20 Total quality management	297 298 299 300 301 302 303 305 306 307 308 310 311 312 313 315 316 317 318 319
References		321
Index		355