

Contents

	List of Figures and Tables	x
	Acknowledgements	xii
	Authors' biographies	xiii
	Foreword, by Professor Mick Marchington	xvi
	Walkthrough	xviii
Chapter 1	Organisational Effectiveness: A New Agenda for Organisational Development and Human Resource Management	1
	HELEN FRANCIS, LINDA HOLBECHE AND MARTIN REDDINGTON	
	The purpose of this book	1
	New mindsets and metaphors	5
	'New OE' mindset	12
	The scope and structure of this book	15
	<i>References</i>	19
Chapter 2	The Strategic Context for New OE	22
	LINDA HOLBECHE	
	<i>Chapter overview</i>	22
	<i>Learning objectives</i>	22
	Introduction	22
	Strategic context	23
	HRM and managerialism	27
	HR's own change journey	29
	The challenges of change	34
	Conclusion	37
	<i>Explore further</i>	38
	<i>References</i>	39
Chapter 3	The Historical and Theoretical Background to Organisation Development	42
	NAOMI STANFORD	
	<i>Chapter overview</i>	42
	<i>Learning objectives</i>	42
	Introduction	42
	The history and underpinning of OD	43
	The scope of OD	52
	The methods and phases of OD interventions	53
	The relationship between organisation development and organisation design	55
	Conclusion	62
	<i>Explore further</i>	63
	<i>References</i>	64

Chapter 4	Developing an Organisational Development Strategy from an HR Perspective	68
	MARK WITHERS	
	<i>Chapter overview</i>	68
	<i>Learning objectives</i>	68
	Introduction	68
	Business strategy	69
	Expressing an OD strategy	71
	The relationship between OD and business strategy	72
	Developing an OD strategy from an HR perspective	77
	An HR-led OD strategy	80
	Skills and capabilities	82
	Conclusion	86
	<i>Explore further</i>	87
	<i>References</i>	87
Chapter 5	Organisational Culture and Cultural Integration	89
	VALERIE GARROW AND GRAEME MARTIN	
	<i>Chapter overview</i>	89
	<i>Learning objectives</i>	89
	Introduction	89
	Understanding culture	90
	Measuring culture	93
	How can we work with culture?	94
	Cultural integration in mergers, acquisitions and alliances	97
	Changing culture in self-organising systems	101
	Conclusion	103
	<i>Explore further</i>	105
	<i>References</i>	105
Chapter 6	An ER Perspective on Organisational Effectiveness	108
	JOHN PURCELL	
	<i>Chapter overview</i>	108
	<i>Learning objectives</i>	108
	Introduction	108
	The end of collectivism?	109
	Employee relations and the management of change	111
	Consulting on change: the legal basis of good practice	113
	Conclusion	121
	<i>Explore further</i>	122
	<i>References</i>	123
Chapter 7	Transforming HR to Support Strategic Change	125
	PETER REILLY	
	<i>Chapter overview</i>	125
	<i>Learning objectives</i>	125
	Introduction	125

	Components of HR transformation	127
	Modelling the change process	131
	Conclusion	139
	<i>Explore further</i>	140
	<i>References</i>	140
Chapter 8	Technology as an Agent of Transformation	142
	MARTIN REDDINGTON	
	<i>Chapter overview</i>	142
	<i>Learning objectives</i>	142
	Introduction	142
	Factors informing the people and technology debate	142
	Factors shaping HR strategy and technology architectures	145
	The emergence of social media technologies	147
	The potential for social media technologies to add strategic value	152
	Conclusion	157
	<i>Explore further</i>	158
	<i>References</i>	158
Chapter 9	Critical HRD and Organisational Effectiveness	161
	ALLAN RAMDHONY	
	<i>Chapter overview</i>	161
	<i>Learning objectives</i>	161
	Introduction	161
	A critical turn in the HRD field	162
	CHRD and New OE	165
	The practice of CHRD	170
	Conclusion	176
	<i>Explore further</i>	177
	<i>References</i>	177
Chapter 10	The Role of Line Managers in HRM, Learning and Innovation	180
	JOHN CASTLEDINE AND DOUGLAS W. S. RENWICK	
	<i>Chapter overview</i>	180
	<i>Learning objectives</i>	180
	Introduction	180
	The devolution of human resource management	181
	Managing learning	186
	Managing innovation	189
	Conclusion	193
	<i>Explore further</i>	195
	<i>References</i>	195
Chapter 11	Strategic Workforce Capability – Planning For a New Era	198
	ROGER COOPER AND MELANIE WOOD	
	<i>Chapter overview</i>	198

	<i>Learning objectives</i>	198
	Introduction: the context of workforce planning	198
	The workforce planning process	199
	A critique of workforce planning practice and theory	203
	The evolving practice of building 'capability'	206
	Workforce planning as an influence on strategy	212
	The Birmingham City Council case study	214
	Summary and conclusion	217
	<i>Explore further</i>	218
	<i>References</i>	218
Chapter 12	Performance Management and Reward	220
	ROGER COOPER AND ADRIAN FURNHAM	
	<i>Chapter overview</i>	220
	<i>Learning objectives</i>	220
	Introduction: why manage performance?	221
	The process of performance management and reward	223
	The statistics of performance measurement and rating	229
	Linking pay to performance	234
	Conclusion	239
	<i>Explore further</i>	240
	<i>References</i>	241
Chapter 13	Inclusive Talent Management and Diversity	243
	EDDIE BLASS AND GILLIAN MAXWELL	
	<i>Chapter overview</i>	243
	<i>Learning objectives</i>	243
	Introduction: defining talent management	244
	Early history: talent management as an exclusive activity	244
	An inclusive approach to talent management	248
	Aligning the talent management approach with the OD strategy	254
	Conclusion	257
	<i>Explore further</i>	258
	<i>References</i>	258
Chapter 14	Employer Branding and Organisational Effectiveness	260
	HELEN FRANCIS AND MARTIN REDDINGTON	
	<i>Chapter overview</i>	260
	<i>Learning objectives</i>	260
	Introduction	260
	The employment value proposition: the fulcrum of constructive tension	264
	Social exchange within organisations	265
	Constructive tension, leadership and management	273
	EVP methodology	274
	Priming conversations for change: mutual purpose and gains	275

	Conclusion	279
	<i>Explore further</i>	280
	<i>References</i>	280
Chapter 15	The OD Role of HRD in Ethics, Corporate Social Responsibility and Sustainability	286
	CAROLE PARKES	
	<i>Chapter overview</i>	286
	<i>Learning objectives</i>	286
	Introduction	287
	Bringing about change	289
	Values and employee engagement	296
	Ethical codes, policies and practices	298
	The role of HRM in ethics, CSR and sustainability	300
	HR and the professional bodies	301
	HR and its role in OD/New OE	303
	Conclusion	306
	<i>Explore further</i>	307
	<i>References</i>	307
Chapter 16	Emotion at Work	312
	CHIARA AMATI AND CHRIS DONEGAN	
	<i>Chapter overview</i>	312
	<i>Learning objectives</i>	312
	Introduction	312
	Classical models of emotion at work	313
	Individual emotional experience	316
	Guided reflections on practice: emotional intelligence	323
	The context of emotional experience	324
	Conclusion	329
	<i>Explore further</i>	331
	<i>References</i>	331
Chapter 17	New OE: Future Prospects and Possibilities	335
	HELEN FRANCIS, MARTIN REDDINGTON AND LINDA HOLBECH	
	The key elements of New OE	338
	<i>References</i>	345
	Index	347