

## Managing Change

The ability to manage change successfully is an essential part of business. It is a skill that is much valued by employers, and it is therefore one of the most commonly delivered courses. This book helps you to understand three key activities for managing change: diagnosing, explaining and enacting. Both practical and action-oriented, it gives students and managers the tools they need to deal with the messy reality of change. It combines theory and diagnostic tools with practical examples that focus on actions and outcomes. It also includes short vignettes and longer cases, from a range of international contexts, for classroom study or for use on distance learning courses. *Managing Change* is written for advanced undergraduates and graduate students taking modules on change management, strategy and organizations. Its class-tested approach has been successfully delivered in a wide variety of settings, including over fifty executive short courses with FTSE-listed businesses.

**Nic Beech** is Dean of the Faculty of Arts and Professor of Management at the University of St Andrews, Vice Chair of the British Academy of Management and Lead Fellow of the UK Advanced Institute of Management. He has undertaken significant projects funded by the Economic and Social Research Council, European Union and industry partners, and his five previous books include *Human Resource Management: A Concise Analysis* (with E. McKenna, 2008) and *Managing Creativity* (with B. Townley, Cambridge University Press, 2010). He presents regularly to professional and business executives and teaches at undergraduate and graduate levels.

**Robert MacIntosh** is Chair in Strategic Management at the University of Glasgow Business School. He has worked with a range of FTSE-listed businesses, large public organizations and many small to medium-sized firms. In recent years he has co-chaired the Action Research SWG of the European Group for Organization Studies and been a Council member for the British Academy of Management, and he holds visiting appointments at Edinburgh Business School and the Universities of St Andrews and Strathclyde. Originally trained as an engineer, he has over twenty years' experience teaching and researching change management.



Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)



Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)

# MANAGING CHANGE

ENQUIRY AND ACTION

Nic Beech and Robert MacIntosh



Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)

CAMBRIDGE  
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom

Cambridge University Press is part of the University of Cambridge.

It furthers the University’s mission by disseminating knowledge in the pursuit of education, learning and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)  
Information on this title: [www.cambridge.org/9780521184854](http://www.cambridge.org/9780521184854)

© Nic Beech and Robert MacIntosh 2012

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2012  
3rd printing 2015

Printed in the United Kingdom by Clays, St Ives, plc.

*A catalogue record for this publication is available from the British Library*

*Library of Congress Cataloguing in Publication data*  
Beech, Nic.  
Managing change : enquiry and action / Nic Beech and Robert MacIntosh.  
p. cm.  
Includes index.  
ISBN 978-0-521-18485-4  
1. Organizational change. 2. Organizational change – Management. I. MacIntosh, Robert. II. Title.  
HD58.8.B432 2012  
658.4’06–dc23 2011053272

ISBN 978-1-107-00605-8 Hardback  
ISBN 978-0-521-18485-4 Paperback

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication, and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)

---

For Linda and Rosie

**NIC BEECH**

For my beautiful wife, Anne, and our magnificent children, Euan, Eilidh and Eva. You are the source of all that is good in life, and I am at my happiest when at home and in your company. Thank you for your patience whilst I worked late, early and in between the things we were supposed to be doing.

**ROBERT MACINTOSH**

Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)

---

CONTENTS

List of figures	<i>page</i> ix
List of tables	xi
List of cases	xii
Acknowledgements	xiii

PART A	
FOUNDATIONS	1
1 Practising change management	3
2 Current perspectives and classic ideas	11

PART B	
DIAGNOSING	31
3 Clarity and ambiguity	33
4 Engagement and vitality	44
5 Stakeholder positioning and dynamics	52
6 Culture, habits and unlearning	65

PART C	
ENACTING CHANGE	79
7 Changing structure	81
8 Identity and change	97
9 Choosing customers and competitors	111
10 Changing processes	123
11 Aligning people and activities	133
12 Learning and developing	147
13 Changing through dialogue	162

PART D	
EXPLAINING	179
14 Developing/interpreting evidence, reflexive learning	181
15 Accounting for change	193
16 The enquiry–action framework in practice	201
 PART E	
EXTENDED CASES	217
Case 1 ABB	219
Case 2 ITS Canada	225
Case 3 Island Opera	231
Case 4 Oticon	235
Case 5 Admiral Insurance	240
Case 6 Power Provision plc	245
Case 7 Nokia	251
Case 8 Her Majesty’s Revenue and Customs	255
Case 9 Apple	260
 Index	265



FIGURES

1.1	The enquiry–action framework	<i>page 6</i>
2.1	Van de Ven and Poole’s framework of change	12
2.2	Burnes’s framework of change	19
3.1	The problem-framing cycle	37
3.2	Closed problem framing using WXYZ	39
5.1	Basic stakeholder map	56
5.2	Initial analysis	59
5.3	Actions by senior managers to encourage stakeholder movement	59
5.4	Target stakeholder map for succession	60
5.5	CSR stakeholder mapping	63
6.1	The cultural web	69
6.2	Diagnosing cultural aspects of change	73
6.3	Single- and double-loop learning	74
7.1	Level of diversity	84
7.2	Questions of how to structure prompted by different environments	85
8.1	A model of identity work	103
9.1	The adapted Ansoff matrix	113
9.2	Steps in strategic group analysis	117
9.3	Strategic group analysis for the newspaper industry	118
10.1	A simple process map	124
10.2	Process mapping using structured techniques	126
10.3	Changing processes	128
10.4	Interview questions	131
12.1	Learning for technique and insight	150
14.1	Customer reactions to Training Co.’s new material	186
15.1	Accounting for change at Oticon	194
15.2	Critical questions in accounting for change	196
15.3	Three types of academic explanation	197
16.1	The process/content balance in change management practices	209
16.2	The enquiry–action framework	210
16.3	The expanded enquiry–action framework	212

Cambridge University Press  
978-1-107-00605-8 - Managing Change: Enquiry and Action  
Nic Beech and Robert MacIntosh  
Frontmatter  
[More information](#)

List of figures

C2.1	ITS Canada’s initial floor plan	227
C2.2	ITS Canada’s subsequent floor plan	228
C5.1	Admiral’s turnover, 1993–2010	242
C8.1	HMRC’s ‘Our way’	256
C8.2	HMRC’s remit	257
C9.1	iPod sales price and capacity, October 2001–September 2007	263

TABLES

13.1 Summary analysis of NSC Finance	<i>page</i> 173
14.1 Classifying evidence	183
C1.1 ABB’s financial performance, 1988–2010	222
C4.1 Oticon’s financial performance, 1988–99	236
C4.2 Four dimensions of change at Oticon	237
C5.1 Extract from Admiral staff survey results	242



CASES

1	ABB	<i>page</i> 219
2	ITS Canada	225
3	Island Opera	231
4	Oticon	235
5	Admiral Insurance	240
6	Power Provision plc	245
7	Nokia	251
8	HMRC	255
9	Apple	260

# ACKNOWLEDGEMENTS

We would like to acknowledge the valuable contributions of those who have taken part in the development of the materials in this book. Across taught courses, workshops and various executive development programmes in a number of institutions, we have been lucky enough to receive help and guidance on what works well and how best to package what might otherwise be messy messages. In addition, we would like to offer our sincere gratitude to our colleagues at Cambridge University Press, particularly Paula Parish for her patience during the early stages of developing this book; Philip Good, Raihanah Begum and Charles Howell also helped with those parts of the publishing process in which we needed expert guidance. Finally, Mike Richardson helped to copy-edit the text, and any remaining errors are undoubtedly our own.

Nic Beech would like to acknowledge the support of the Economic and Social Research Council, grant number RES-331-27-0065, during the writing of this book.