

INDEX

- ABB, 9, 211
 - case study, 219–23
 - identity work analysis, 109
- academic articles
 - website, 199
- academic writing
 - accounting for change, 198
- Accenture, 253
- accounting for change, 198
 - for academic assessment, 198
 - academic audiences, 198
 - critical questions, 195
 - formal qualification, part of, 198
 - journal articles, use of, 198
 - organizational audiences, 194–6
 - political aspects in organizations, 194–6
 - referencing, 198
 - theoretical grounding, 198
- accounts
 - audiences for, 193–4
 - nature of, 193
 - rationale for, 193–4
- active learning
 - role in change management, 3
- Admiral Insurance, 9, 46, 50, 208, 213
 - case study, 244
 - specifying the change challenge, 40
 - website, 42
- agency
 - and organizational vitality, 48
- aggregator business model, 242–3
- aligning people and activities, 145
- Alvesson, Mats, 186, 187, 191
- Amazon, 264
- ambiguity in organizational processes, 1–2
- amplification of small signals (butterfly effect), 25
- Ansoff matrix, 113–15
 - change strategy, 114
 - consolidation strategy, 113–14
 - expansion strategy, 114–15
 - transformation strategy, 115
- Ansoff, H. I., 113–15, 121
- Antonovsky, A., 50
- Apple, 126, 252, 253
 - case study, 260–4
 - iPad, 263
 - iPhone, 263
 - iPod, 261–3
 - iTunes, 262–3
- Argyris, Chris, 72–5, 77
- Associated Newspapers, 118
- AVI Hi-Fi
 - changing customers and competitors, 119–21
- Babcock Infrastructure Services
 - specifying the change challenge, 40–1
 - website, 42
- Babcock International Group plc
 - transformation strategy, 115
- benchmarking, 102, 204
- Berne, Eric, 166, 177
- Best Companies website, 50
- best practices
 - in change management, 4–5
 - transfer problems, 206
- bird flocking behaviour
 - computer simulation, 26
- blue ocean strategy, 118
- Boje, David, 177
- Boston Consulting Group
 - learning and development, 154, 157–8, 159
- bottom-up change, 94

- British Broadcasting Corporation (BBC), 68
 Brown, Andrew, 199
 Bryson, John M., 62
 build and develop metaphor, 22–4
 Burnes, B., 18–22, 202
 business environment
 collaborative focus, 86
 competitive focus, 86
 and diversity of company activities,
 84, 85–6
 influence on organizational structure, 86
 level of complexity, 83, 85
 level of hostility, 84, 86
 level of stability, 83, 84–5
 organizational response to, 84
 business processes. *See* process mapping;
 processes
 butterfly effect (complexity theory), 25

 Champy, J., 127, 128
 change challenges
 iterative process of specifying, 36–7, 40
 multiplicity of interpretations, 33–6
 specifying, 40
 change fatigue, 114
 change management
 active learning, 3
 best practice, 4–5
 skills required, 3–6
 theories, 4–5
 ‘wicked’ (‘sticky’) problems, 3–4
 change management practice, 9
 change manager
 approaches to communication, 175–6
 processual approach to learning,
 150–2
 change models
 choosing an appropriate model, 26–8
 Festival Co. illustration, 16–18
 focus and modes of change, 18
 speed and scale, 18–22
 change strategy (Ansoff matrix), 114
 change work
 definition, 3
 triggers for, 3
 charitable organizations, 111
 relationships with service users/donors, 112

 Chartered Institute of Personnel and Development
 (CIPD)
 survey of learning and development methods,
 148
 Chia, R., 201, 202, 207
 clarity of purpose
 and organizational vitality, 45
 closed problem framing, 40
 WXYZ structure, 38–40
 coaching, 155
 aspect of change management, 204–5, 209
 collaborative culture
 and organizational vitality, 45
 Collin, A., 148–9
 communication, 7–8
 different interpretations of, 162
 enacting change, 175–6
 features of, 163
 narrative analysis, 163–6
 role in change management, 176
 transactional analysis, 168
 competence trap, 235–6
 competitors
 AVI Hi-Fi changing competitors, 119–21
 barriers to mobility between groups, 118–19
 changing, 119
 choosing, 119
 externally focused repositioning, 111
 Strategic group analysis, 116–19
 complexity
 in the business environment, 83, 85
 and change, 25–8
 of organizational processes, 1–2
 complexity theory, 25–8
 computer simulation
 application of simple rules, 26
 bird flocking behaviour, 26
 conditioned emergence framework, 26
 conflict and change
 dialectic approach, 15–16
 teleological approach, 14–15
 Confused.com, 242–3
 consolidation strategy (Ansoff matrix), 113–14
 constructive mode of change, 12
 dialectic models, 15–16
 teleological approach, 14–15
 continuous change model, 25

- control of organizational processes, 1–2
- control systems in organizations, 71–2
- conversations
 - effects of quality of interactions, 45–6
- creativity
 - and engagement, 46
 - through interaction and dialogue, 46
 - tensions associated with, 46
- cultural context
 - influence on decision making, 9
- culture change
 - slow and large-scale change, 19–20
- cultural web tool, 69–72, 197
 - approach to diagnosis, 72
 - control systems, 71–2
 - dangers of over-simplifying culture, 72
 - ITS Canada exercise, 76
 - organizational paradigm, 69–70
 - organizational structure, 71
 - power structures, 71
 - rituals, 70
 - routines, 70
 - storytelling in organizations, 70
 - symbols, 71
- Cunliffe, Ann, 190, 191, 206–7, 208
- customers
 - AVI Hi-Fi changing customers, 119–21
 - changing, 112–16
 - choosing, 112–16
 - constructionist approach to marketing, 115–16
 - externally focused repositioning, 111
 - key relationships with organizations, 112
 - segmentation, 112–16
 - understanding their social constructions, 115–16
- data gathering, 182–8
 - ethical considerations, 188
 - focus groups, 188
 - interviews, 185–7
 - key performance indicators, 183
 - questionnaires, 185
- Davenport, T. H., 127
- deep structure. *See* simple rules
- defensive routines in organizations, 75
- Delbridge, R., 206
- diagnosing change, 6–9, 31–2
 - culture, habits and unlearning, 75
 - engagement and vitality, 44–50
 - specifying the change challenge, 40
 - stakeholder positioning and dynamics, 52–61
- dialectic models of change, 15–16
- dialogue, 7–8
 - and identity work, 101–4
 - and organizational vitality, 45
 - role in change management, 176
- dialogue theory, 197
- differentiated organizational culture, 68
- directing change, 204, 209
 - unintended outcomes, 203
- discourses
 - and identity, 99
- disequilibrium
 - conditioned emergence framework, 26
 - vulnerability to small changes, 25–6
- divisional structures, 88
- double-loop learning, 73–5
- Dyson
 - impact on the vacuum cleaner industry, 34–6
 - website, 42
- Eden Project
 - selection decision-making process, 142, 144
- educational external courses, 155
- ego states (transactional analysis), 166–7
- empirical-rational strategies, 202
- enabling change, 209
- enacting change, 6–9
 - aligning people and activities, 145
 - appropriate blend of actions, 79
 - balancing subtle and overt actions, 79
 - changing processes, 123–30
 - choosing customers and competitors, 121
 - through dialogue, 176
 - identity and change, 97–108
 - learning and development, 147–59
 - NSC Finance, 175
 - structural change, 94
 - transactional analysis, 175
- engaged dialogue
 - approach to organizational change, 1–2
- engagement
 - and creativity, 46
 - and vitality, 44–50

- enquiry-action framework, 28
 - balancing content and process intervention, 209–10
 - coaching aspect of change management, 204–5, 209
 - directing change, 204, 209
 - enabling change, 209
 - integration of practices, 201–10
 - motivating change, 207, 209
 - practicalities, 201–2
 - stimulating change, 207, 209
 - summary, 164–5
 - theoretical connections, 201–10
 - three focal areas, 6–9
 - See also* diagnosing change; enacting change; explaining change
- entrepreneurial structures, 87
- environmental stability/instability
 - influence on scale of change, 18–22
- ethical considerations
 - evidence gathering, 188
- evidence
 - developing and interpreting, 181–91
 - difficulties with the concept, 181–2
 - drawing change episodes to a close, 182
 - establishing the need for change, 182
 - role in explaining change, 182
 - social construction of reality, 181–2
- evidence gathering, 182–8
 - classification of types of evidence, 183
 - ethical considerations, 188
 - focus groups, 188
 - HMRC, 189
 - interviews, 185–7
 - key performance indicators, 183
 - questionnaires, 185
 - Training Co. approach, 183–4
- evolutionary change, 67
- evolutionary models of change, 13–14
- expansion strategy (Ansoff matrix), 114–15
- explaining change, 6–9
 - accounting for change, 198
 - developing and interpreting evidence, 181–91
 - reflexive learning, 190–1
- extended cases
 - ABB, 219–23
 - Admiral Insurance, 244
 - Apple, 260–4
 - HM Revenue and Customs (HMRC), 255–8
 - Island Opera, 231–4
 - ITS Canada, 230
 - Nokia, 251–4
 - Oticon, 239
 - Power Provision plc, 245–50
- external training courses, 154
- externally focused repositioning, 111
- feedback
 - conditioned emergence framework, 26
- feedback processes
 - influence on change, 26
- Festival Co., change models illustration, 16–18
- Film de France
 - stakeholder mapping and dynamics, 58–61
- Fineman, S., 24–5, 201, 207
- fix and maintain metaphor, 22–4
- flow charts, 124–5
- focus and modes of change model, 18
- focus groups, 188
- Ford, 127
- fragmented organizational culture, 68–9
- functional structures, 88
- Gabriel, Yiannis, 24–5, 177
- Google, 252, 253
- Google Scholar, 198
- Gratton, L., 45, 50
- Green Circle Construction
 - identity work analysis, 108
 - mini-case, 104–7
- Hammer, Michael, 124, 127, 128, 131
- HM Revenue and Customs (HMRC), 9
 - case study, 255–8
 - gathering evidence on change processes, 189
- Hofstede, Geert, 76, 77
- Honey, P., 149, 160
- IBM, 260
- identity
 - and change, 97–108
 - development of, 98
 - discourses, 99
 - response to demands of change, 100–1

- threats from change, 98
- workplace, in the, 100–4
- identity categories
 - membership of, 99–100
- identity work, 98–104
 - and dialogue, 101–4
 - enacting change, 108
 - engaging with, 108
 - expressing processes, 102
 - Green Circle Construction mini-case, 104–7, 108
 - impressing processes, 102
 - influence of social context, 102–4
 - professional identities, 103
- incremental change, 93–4
- incremental change model, 25
- induction crisis, 137
- informed consent in research, 188
- in-house training courses, 154
- innovation and engagement, 46
- insight learning, 150–2
- instrumental theories of motivation, 135
- integrated organizational culture, 67
- Intel, 126
- interviews, 185–7
- iPad (Apple), 263
- iPhone (Apple), 263
- iPod (Apple), 261–3
- Island Opera, 9
 - case study, 231–4
 - identity work analysis, 109
 - narrative analysis, 177
 - role-modelling change, 204
 - transactional analysis, 177
- ISO 9001 accreditation, 123
- iterative process
 - specifying change challenges, 36–7, 40
- ITS Canada, 9, 65, 207, 213
 - case study, 230
 - culture web exercise, 76
 - evidence gathering, 191
 - role-modelling change, 204
- iTunes (Apple), 262–3
- job rotation, 153–4
- Jobs, Steve, 260–4
- Johnson, Gerry, 69–72, 76
- journal articles
 - use in accounting for change, 198
- kaizen approach
 - rapid, small-scale change, 20
- Kerr, Steven, 199
- key performance indicators, 183
- Kolb, D. A., 149
- Kotter, John, 27–8, 133, 182
- Kotter's eight step model, 197
- learning and development, 147–59
 - enacting practices, 159
 - role in change management, 159
- learning and development methods, 152–7
 - Boston Consulting Group, 157–8
 - CIPD survey, 148
 - coaching, 155
 - educational external courses, 155
 - external training courses, 154
 - in-house training courses, 154
 - job rotation, 153–4
 - mentoring, 155–6
 - on-the-job learning, 153
 - secondment, 153–4
 - talent management, 148
- learning approaches
 - cyclical approaches, 150
 - dimensions of learning (Kolb), 149
 - insight learning, 150–2
 - learning styles, 149
 - preferred approaches, 149
 - processual approach for change managers, 150–2
 - reflexive learning, 190–1
 - technique learning, 150–2
- learning cycles, 148–9
- learning dimensions (Kolb), 149
- learning processes in organizations, 72–5
 - defensive routines, 75
 - double-loop learning, 73–5
 - single-loop learning, 73–5
 - unlearning past routines, 75
- learning styles, 149
 - websites, 160
- learning theory, 197
- legacy systems, 127

- Lewin, K., 201
- liberate and recreate metaphor, 23–4
- life positions, 168
- life scripts, 168
- life cycle models of change, 13
- linguistic turn in change management, 25
- Lucas, George, 81–2
- LucasArts
 structural change, 81–2, 94
- management
 discourse of, 99
- management control
 complexity of organizational processes, 1–2
- market segmentation, 197
- Marshak, R., 8, 133, 202
 metaphorical analysis, 22–4
- Martin, Joanne, 67
- mass production, 127
- matrix structures, 88–9
- Mazda, 127
- McDonald's
 structural change, 92–3, 94
- mechanistic structures, 93
- mentoring, 102, 148, 155–6
- metaphorical analysis, 25
 behaviour and language, 23–4
 build and develop metaphor, 22–4
 examples of change language, 23–4
 fix and maintain metaphor, 22–4
 identifying potential problems in change, 24
 language used to mislead, 23–4
 liberate and recreate metaphor, 23–4
 meanings associated with language, 23–4
 move or relocate metaphor, 23–4
 transformational change, 23–4
 transitional change, 23–4
- metaphors of change, 25
- Metro newspaper, 118
- Microsoft, 62, 252, 253, 254, 260
- Mintzberg, H., 83, 95, 113
- Mitroff, Ian, 42
- modes of change and change focus, 18
- Moore's law, 125, 262
- motivating change, 207, 209
- move or relocate metaphor, 23–4
- multiplicity of meaning in organizational processes, 1–2
- Mumford, A., 149, 160
- music industry
 impacts of technological change, 21–2
 speed and scale of change, 21–2
 See also Apple
- narrative accounts. *See* accounting for change; accounts
- narrative analysis, 163–6
 action space, 165
 actors, 164–5
 enacting change, 175
 NSC Finance, 170–2, 175
 plot summary, 164–5
 Revlon Corporation, 164–6
- negative feedback effects, 26
- network structures, 91
- NHS Greater Glasgow and Clyde
 expansion strategy, 114–15
 selection decision-making process, 142–5
 specifying the change challenge, 41
 website, 42
- Nokia, 9
 case study, 251–4
 stakeholder mapping, 62
- normative-re-educative strategies, 202
- Nova Scotia Power, 208
- NSC Finance, 205
 enacting change, 175
 mini-case, 170
 narrative analysis, 170–2
 transactional analysis, 170–2
- on-the-job learning, 153
- open problem framing, 37–8
- order generating rules. *See* simple rules
- organic metaphor for change
 life cycle models, 13
- organic structures, 93
- organizational audiences
 accounting for change, 194–6
- organizational culture
 ability to influence, 66–7
 characteristics of, 65–6
 cultural web tool, 69–72

- dangers of oversimplification, 72
- definitions, 65–6
- differentiated culture, 68
- fragmented culture, 68–9
- frameworks, 67–72
- integrated culture, 67
- organizational experience
 - and vitality, 44–5
- organizational health concept, 44–5
- organizational paradigm, 69–70
- organizational processes
 - ambiguity, 1–2
 - complexity, 1–2
 - multiple interpretations, 1–2
- organizational restructuring. *See* structural change
- organizational structure. *See* structure
- organizational vitality. *See* vitality
- organizations
 - application of simple rules, 26
 - as ongoing processes, 1
 - as self-organizing, 26
- Oticon, 9, 46, 202, 204, 207, 211
 - accounting for change, 194–5, 196–7
 - case study, 239
 - communication, 163
 - competence trap, 235–6
 - spaghetti organization, 236–9
 - structural change, 95
- Palm Computing, 261
- paperless offices, 237
- Peters, Tom, 220
- Philips, 236
- Poole, M.S., 18
- positive feedback effects, 25–6
- power-coercive strategies
- Power Provision plc, 4, 9
 - approach to learning and development, 159
 - case study, 245–50
 - psychological contract, 145
 - selection decision-making process, 145
- power structures in organizations, 71
- prescribed mode of change, 12
 - evolutionary models, 13–14
 - life cycle models, 13
- Price, Alan, 95
- private sector organizations, 111, 112
 - customers, 112
 - relationships with customers, 112
- problem framing
 - closed problem framing, 40
 - iterative process, 36–7, 40
 - multiple interpretations, 33–6
 - open problem framing, 37–8
 - WXYZ structure, 38–40
- procedural change
 - rapid, small-scale change, 20
- process mapping, 124–30
 - flow charts, 124–5
 - structured techniques, 125–30
 - two-step approach, 128–30
- processes
 - challenges of changing, 123
 - changing, 123–30
 - drive for efficiency, 123–4
 - formalization in organizations, 123–4
 - re-engineering, 127–8
 - as routine organizational tasks, 123–4
- processes of organizing, 1, 24–5
- professional identities, 103
- project-based structures, 88–9
- Psion, 261
- psychological contract, 133, 140–1, 145
 - and the selection process, 134–7
- psychometric testing, 139–40
- public sector organizations, 111, 112
 - relationships with service users, 112
- punctuated equilibrium model of change, 25
- questionnaires, 185
- radical change, 94
- re-engineering of business processes, 127–8
- referencing
 - in academic accounts of change, 198
- reflection
 - definition, 190
- reflexivity
 - and change, 190–1
 - definition, 190
 - role in change management, 8
- Research in Motion, 252
- restructuring. *See* structural change

- Revlon Corporation
 - stories and narrative analysis, 164–6
 - transactional analysis, 168
- rituals
 - in organizational cultures, 70
- river
 - as metaphor for change, 24–5
- role analysis technique (RAT), 94
- role models, 102
- Rolex
 - consolidation strategy, 113–14
- Ross, D.T., 125, 126
- routines
 - in organizational cultures, 70
- rules. *See* simple rules
- Rumelt, Richard, 42

- scale and speed model of change, 18–22
- Schon, D.A., 72–5
- scientific management, 127
- secondment, 153–4
- selection decision making
 - role in enacting change, 133
- selection decision-making process
 - action options to consider, 145
 - application in different environments, 145
 - assessing capability, 138–9
 - assessing motivation, 140
 - assessing willingness, 140
 - assessment centres, 140
 - deciding on the best candidate, 141
 - Eden Project, 142, 144
 - fairness to all candidates, 140
 - internal appointments, 138
 - interviews, 139
 - NHS Greater Glasgow and Clyde, 142–5
 - and the psychological contract, 134–7
 - psychometric testing, 139–40
 - secondments, 138
 - signalling the nature of change, 140–1
 - temporary transfers, 138
 - transparency, 140
 - work-based tests, 138
- selection process
 - nature of, 134
- self-organization
 - application of simple rules, 26
- Shotter, John, 36–7, 190, 191
- Siemens, 236
- simple rules
 - and self-organization, 26
 - conditioned emergence framework, 26
- simple structures, 87
- Sims, D., 24–5
- Single-loop learning, 73–5
- skills development
 - slow and small-scale change, 21
- Smith, Adam, 127
- social construction of reality, 181–2
- spaghetti organization, 236–9
- specifying change challenges
 - iterative process, 36–7
- speed and scale model of change, 18–22
- stability
 - and susceptibility to change, 25–6
- staff training
 - slow and small-scale change, 21
- stakeholder dynamics, 58
- stakeholder mapping, 14, 58
 - classification of stakeholders, 55–6
 - defining the change, 53
 - Film de France example, 58–61
 - level of interest in the change issue, 54
 - potential influence of stakeholders, 54–5
 - practical application, 58
 - stakeholder dynamics, 58
 - stakeholder list, 53–4
- stakeholder positioning and dynamics, 52–61
- stakeholders
 - range of views on change, 52
- Starbuck, William, 36–7, 184
- 'sticky' problems, 22–24
- stimulating change, 207, 209
- stories
 - narrative analysis, 163–6
- storytelling in organizations, 70
- strategic direction of change
 - Ansoff matrix, 113–15
- strategic group analysis, 116–19
 - barriers to mobility between groups, 118–19
- strategic management, 121
- structural change, 94
 - bottom-up change, 94

- drivers for, 86
- goals of, 86
- incremental change, 93–4
- LucasArts example, 81–2, 94
- McDonald's example, 92–3, 94
- Oticon example, 95
- radical change, 94
- rapid and large-scale change, 20
- role analysis technique, 94
- silo mentality, 88
- top-down change, 93–4
- structure, 71
 - coordination of activities, 82
 - influence of the business environment, 86
 - location of decision-making authority, 82
 - separation of tasks, 82
- structure types, 86–93
 - customer focus, 85–6
 - divisional structures, 88
 - entrepreneurial structures, 87
 - functional structures, 88
 - matrix structures, 88–9
 - mechanistic, 93
 - networks, 91
 - organic, 93
 - production focus, 85–6
 - project-based structures, 88–9
 - simple structures, 87
- structured techniques
 - process mapping, 125–30
- symbolism
 - in organizational culture, 71
- systems development
 - rapid, small-scale change, 20
- tacit knowledge
 - loss of, 128
- talent management, 148
- Taylor, F. W., 127
- technique learning, 150–2
- technological change
 - impacts on the music industry, 21–2
 - rapid, small-scale change, 20
- theological models of change, 14–15
- Tesco
 - change strategy, 114
- theories of change, 4–5
 - choosing an appropriate model, 26–8
 - complexity and change, 25–8
 - focus and modes of change, 18
 - metaphorical analysis, 25
 - speed and scale of change, 18–22
- third sector organizations, 111, 112
 - relationships with service users/donors, 112
- top-down change, 93–4
- Training Co.
 - Evidence-gathering approach, 183–4
- training courses
 - external, 154
 - in-house, 154
- training of staff
 - slow and small-scale change, 21
- transactional analysis (TA), 168
 - ego states, 166–7
 - enacting change, 175
 - game playing, 168
 - life positions, 168
 - life scripts, 168
 - negative strokes, 167, 168
 - NSC Finance, 170–2, 175
 - patterns of interaction, 167–8
 - positive strokes, 167, 168
 - Revlon Corporation, 168
- transformation strategy
 - (Ansoff matrix), 115
- transformational change, 23–4
- transitional change, 23–4
- Tsoukas, H., 202, 207
- unintended outcomes, 203
- unlearning past routines, 75
- vacuum cleaner industry
 - impact of Dyson, 34–6
- Van de Ven, A. H., 18
- vitality
 - and attribution of agency, 48
 - and clarity of purpose, 45
 - and quality of interactions, 45–6
 - collaborative culture, 45
 - and creative dialogue, 45

vitality (cont.)

creativity and engagement, 46
diagnostic questionnaire,
48–50
emergent nature of, 47
high, 47–8
low, 47, 48
and organizational engagement,
44–50
and organizational experience, 44–5

organizational 'hot spots', 45
organizational vitality concept, 44–5
voluntary organizations, 111

Weick, Karl, 34, 199, 207–8, 213
'wicked' ('sticky') problems, 22–24
WXYZ structure
closed problem framing, 38–40
Yourdon, E., 125, 126