

Making Sense Of Change Management: A Complete Guide To The Models Tools And Techniques Of Organizational Change (Change Series)

This book is open access under a CC BY-NC 3.0 IGO license. This book comprehensively covers topics in knowledge management and competence in strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, as well as knowledge capture and storage. Presented in accessible "chunks," it includes more than 120 topics that are essential to high-performance organizations. The extensive use of quotes by respected experts juxtaposed with relevant research to counterpoint or lend weight to key concepts; "cheat sheets" that simplify access and reference to individual articles; as well as the grouping of many of these topics under recurrent themes make this book unique. In addition, it provides scalable tried-and-tested tools, method and approaches for improved organizational effectiveness. The research included is particularly useful to knowledge workers engaged in executive leadership; research, analysis and advice; and corporate management and administration. It is a valuable resource for those working in the public, private and third sectors, both in industrialized and developing countries.

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.

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

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 Management

The Hard and Soft Sides of Change Management

Develop Your Leadership Qualities Through Theory and Practice

Making Sense of Leadership

Making Sense of Innovation in the Built Environment

How to Change the World

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.

For decades, the world's governments have struggled to move from talk to action on climate. Many now hope that growing public concern will lead to greater policy ambition, but the most widely promoted strategy to address the climate crisis – the use of market-based programs – hasn't been working and isn't ready to scale. Danny Cullenward and David Victor show how the politics of creating and maintaining market-based policies render them ineffective nearly everywhere they have been applied. Reforms can help around the margins, but markets' problems are structural and won't disappear with increasing demand for climate solutions. Facing that reality requires relying more heavily on smart regulation and industrial policy – government-led strategies – to catalyze the transformation that markets promise, but rarely deliver.

Change Management

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.

Exploring the Five Key Roles Used by Effective Leaders

Agency and Change

Making Sense Of Life's Changes

Building Narratives in Organisational Change

Managing Transitions (25th anniversary edition)

Change Leadership: The Kotter Collection (5 Books)

The Elite Charade of Changing the World

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 projects, the book addresses some key themes, challenges and concerns that practitioners face when managing innovation in the built. It examines the key drivers for innovation in the construction, engineering and infrastructure firms and projects. In particular, the questions how and why innovation becomes recognised and sustained over time are explored. Different theoretical perspectives are considered to 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 narratives of innovation articulated by practitioners is explored. Combining the theory with practice, this book presents an insightful view of the implications of innovation in the business world today.

This excellent book remaps the limits and possibilities of change, clearly shifting the focus from outmoded debates on agency and structure to practice-based discourses on agency and change. Offering readers a selective and critical review of key literature and empirical research, it helps students contextualize this complex subject area and independently evaluate future prospects for effective change agent roles in organizations. Presenting an interdisciplinary exploration of competing discourses, the book uses two overarching conceptual continua: centred agency and decentred agency and systems-processes, thereby allowing a more intensive focus on agency and change. Well-written with challenging insights, this book is essential reading for those interested in the origins, development and future prospects for change agency in an organization characterized by increasing complexity, risk and uncertainty.

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 to 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 seeking a basic understanding of change management.

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 development plans and start to experiment with new or different approaches. Rather than offering one best-way forward, or becoming too theoretical, this book is a pragmatic resource for new and experienced leaders looking to navigate the leadership literature, and start to 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 over-arching framework of 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 leadership maturity throughout life, and how leadership culture forms and changes.

Making Sense of Administrative Change

A Complete Guide to the Models, Tools and Techniques of Organizational Change

Putting Theory into Practice

Making Sense of Work Through Collaborative Storytelling

Managing Change, Changing Managers

Managing and Leading People Through Organizational Change

Tools for Managing Process and People

The business world is constantly transforming. When restructures, mergers, bankruptcies, and layoffs hit the workplace, employees and managers naturally find the resulting situational shifts to be challenging. But the psychological transitions that accompany them are even more stressful. Organizational transitions affect people; it is always people, rather than a company, who have to embrace a new situation and carry out the corresponding change. As veteran business consultant William Bridges explains, transition is successful when employees have a purpose, a plan, and a part to play. This indispensable guide is now updated to reflect the challenges of today's ever-changing, always-on, and globally connected workplaces. Directed at managers on all rungs of the corporate ladder, this expanded edition of the classic bestseller provides practical, step-by-step strategies for minimizing disruptions and navigating uncertain times.

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.

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.

The far right is back with a vengeance. After several decades at the political margins, far-right politics has again taken center stage. Three of the world's largest democracies – Brazil, India, and the United States – now have a radical right leader, while far-right parties continue to increase their profile and support within Europe. In this timely book, leading global expert on political extremism Cas Mudde provides a concise overview of the fourth wave of postwar far-right politics, exploring its history, ideology, organization, causes, and consequences, as well as the responses available to civil society, party, and state actors to challenge its ideas and influence. What defines this current far-right renaissance, Mudde argues, is its mainstreaming and normalization within the contemporary political landscape. Challenging orthodox thinking on the relationship between conventional and far-right politics, Mudde offers a complex and insightful picture of one of the key political challenges of our time.

Making Sense of the Organization, Volume 2

Making Sense of Agile Project Management

The Impermanent Organization

A Project and Portfolio Management Approach

Effective Organizational Change

How, what and why?

Leading Change

This book reviews and challenges the current literature on change management, encouraging its readers to question and investigate popular thinking, drawing best practice out of traditional theory.

Change isn't going anywhere. Learn how to manage it. We live in a wild world of volatility, unpredictability, chaos, and ambiguity, with change seemingly as the only constant. Change can be difficult. It often induces resistance, panic, and fatigue. And, as you may expect or have experienced first-hand, many organizations aren't handling change all that well, with many efforts resulting in failure. What you may not realize, however, is that some workplace change initiatives are stunning successes, rolling out smoothly and more easily embraced. Why do some change initiatives fail while others succeed? How can organizations and employees handle change better? In *The Hard and Soft Sides of Change Management*, Kathryn Zukof offers practices and

approaches to help you and your organization roll out, receive, and manage change effectively. Namely, Zukof shows that you need to manage the process (or the “hard”) side and the people (or the “soft”) side of change and find the sweet spot between the two. She demonstrates that when you integrate both sides, you and your organization can make change less of a hit-or-miss affair. Successful change management means deploying sound project management techniques that increase the odds of achieving the outcomes of your change initiative. It also means helping employees understand the need and vision for change, so they feel less threatened by it and become excited and energized by what’s ahead. To deliver best results, you need to:

- **Define the change and how to get there—with project charters and plans.**
- **Involve the right people in the right ways—from dedicated change teams to affected stakeholders.**
- **Build support, understanding, and awareness—with communication, training, and resistance management plans.**
- **Assess progress and adjust along the way—through action reviews and steps to tackle thorny issues.**

Capturing the inherently messy nature of workplace change—from technology implementations, mergers and acquisitions, and business transformations to office relocations and more—this book offers tangible insights to help you and your organization tackle change challenges. Follow the book’s tools and practices to lessen the messy and objectionable parts of change and actively give your change initiatives the best chance for positive outcomes. The ability of a business to engage in real organizational learning and to do so faster and in a more sustainable way than its competitors is being increasingly seen as an essential component of success. In Making Sense of Organizational Learning, Cyril Kirwan examines the wide range of factors necessary to create and sustain organizational learning and knowledge at all levels. At the individual level, the generation of continuous learning opportunities and reflection on experiences are critically important. At the team level, it’s about encouraging collaboration, team learning and the sharing of knowledge. At the organizational level, the emphasis is on building systems to capture and share knowledge and providing strategic leadership for learning. The book shows you how you can best exploit the knowledge that already exists within your organization while at the same time develop the capability of the people that work there. It deals in turn with individual learning; learning with others; learning in organizations; and in particular the role of the HR function and of line managers. Each chapter provides theoretical background and real-world examples. Diagnostic questionnaires, checklists and other tools are also included. Making Sense of Organizational Learning provides an evidence-based argument for the adoption of effective organizational learning policies and practices, and offers a real opportunity to improve performance. Thinking practitioners working in and around learning and development or organization development will find it invaluable, as will those undertaking post-graduate study in HR and related disciplines.

Business strategy is not rocket science. Its about using pertinent information to make smart decisions, and doing it fast enough to keep your business ahead of the curve. And while many companies have embraced the 24/7 business paradigm, their strategies come from the 9-to-5 era. Plain and simple, most strategic planning efforts fail because they cant keep up with the evolving demands of the market. Standing apart from the piles of discarded management wisdom, Making Sense of Strategy provides real, practical insights and advice for 21st-century businesses. Top strategy consultant Tony Manning cuts through layer after layer of guru babble to bring the reader only the most genuinely valuable information: the questions that need to be asked, the principles that every organization and its people must adopt, and the tools that every company needs in order to develop their core business strategies and create profit. Mannings refreshingly streamlined approach to strategy encompasses:

- * **The value of shared ideas***
- * **The importance of creating and sustaining unique communities for your products or services***
- * **The link between a companys values and those of its customers and shareholders***
- * **And why strategic management is ultimately a conversation, one that empowers its participants with a sense of purpose and ownership.**

A real-world, no-nonsense guide, Making Sense of Strategy is the key to turning plans into action - fast

Tactics and Resources for Managing Organizational Change

Knowledge Solutions

The Reforming Organization

The Change Cycle

Making Sense of Strategy

A Model for Change in Business, Government, and Our Community

Making Sense of Organizational Change

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 ideal textbook for MBA or graduate students focusing on leading or managing change.

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 Change Management A Complete Guide to the Models, Tools and Techniques of Organizational Change Kogan Page Publishers

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.

How Leaders Set Strategy, Change Behavior, and Create an Agile Culture

An Evidence-based Practical Guide to Managing Change

Tools, Methods, and Approaches to Drive Organizational Performance

How People Can Survive and Thrive in Organizational Change

The theory and practice of sustaining change through people

A Critical Introduction

Winners Take All

NEW YORK TIMES BESTSELLER • The groundbreaking investigation of how the global elite's efforts to “change the world” preserve the status quo and obscure their role in causing the problems they later seek to solve. An essential read for understanding some of the egregious abuses of power that dominate today's news. “Impassioned... Entertaining reading.” —The Washington Post Anand Giridharadas takes us into the inner sanctums of a new gilded age, where the rich and powerful fight for equality and justice any way they can—except ways that threaten the social order and their position atop it. They rebrand themselves as saviors of the poor; they lavishly reward “thought leaders” who redefine “change” in ways that preserve the status quo; and they constantly seek to do more good, but never less harm. Giridharadas asks hard questions: Why, for example, should our gravest problems be solved by the unelected upper crust instead of the public institutions it erodes by lobbying and dodging taxes? His groundbreaking investigation has already forced a great, sorely needed reckoning among the world's wealthiest and those they hover above, and it points toward an answer: Rather than rely on scraps from the winners, we must take on

the grueling democratic work of building more robust, egalitarian institutions and truly changing the world—a call to action for elites and everyday citizens alike.

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.

This impressive collection features the best works by John P. Kotter, known worldwide as the authority on leadership and change. Curated by Harvard Business Review, the longtime publisher of some of Kotter's most important ideas, the Change Leadership set features full digital editions of the author's classic books, including bestsellers Leading Change, The Heart of Change, and A Sense of Urgency, as well as "What Leaders Really Do" and his newly published book Accelerate, which is based on the award-winning article of the same name that appeared in Harvard Business Review in late 2013. Kotter's books and ideas have guided and inspired leaders at all levels. He is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School, an award-winning business and management thought leader, a successful entrepreneur, and an inspirational speaker. His ideas have helped to mobilize people around the world to better lead organizations, and their own lives, in an era of increasingly rapid change. This specially priced collection offers Kotter's best practical advice, management insights, and useful tools to help you successfully lead and implement change in your organization—and master the art of change leadership.

Organizations find that a performance gap exists between sustainability vision and benefits realization. Effecting transformational change requires incorporating sustainability into organization's culture including policies, processes, and people. Although they are often overlooked, project management professionals and HR professionals are valuable

The Far Right Today

The Science of Successful Organizational Change

A Practical Framework for Successful Change Planning and Implementation

Balancing Control and Agility

Changemaking

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

Making Sense of Life's Changes

Making Sense of Agile Project Management Business & Economics/Project Management The essential primer to successfully implementing agile project management into an overall business strategy For a project to be truly successful, its management strategy must be flexible enough to adapt to dynamic and rapidly evolving business needs. Making Sense of Agile Project Management helps project managers think outside the box by presenting a deep exploration of agile principles, methodologies, and practices. Straying from traditional bureaucratic procedures that are rigidly defined, this book espouses a heavy reliance on the training and skill of collaborative, cross-functional teams to adapt the methodology to the problem that they are attempting to solve—rather than force-fitting a project to a particular methodology. Making Sense of Agile Project Management: Focuses on how agile project management fits with other more traditional project management models to provide a more effective strategy Includes many cases taken from real-world companies illustrating good and bad agile implementation Provides coverage that is balanced and objective with discussion of both agile and non-agile methodologies Making Sense of Agile Project Management employs a straightforward approach that enables project managers to grasp concepts quickly and develop adaptable management tools for creating a vibrant and fluid business environment. By utilizing the principles laid out in this book, business managers and leaders will strengthen their ability to meet the risks and complexities of any individual project—and better understand how to blend the appropriate balance of control and agility into an overall business strategy.

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.

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

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.

Ask a Manager

Essential Leadership

Making Sense of Organizational Learning

Making Sense of Change Management

Making the Most of Change

ADKAR

Leading Through Sensemaking

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.

Develop the skills of an effective and agile change manager and deliver long-term, sustainable change with the second edition of this practical guide.

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.

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say.

Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party

Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This

book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

The Effective Change Manager's Handbook

A Complete Guide to the Models Tools and Techniques of Organizational Change

Rethinking Change Agency in Organizations

Change Management 3.0

Agile Change Management

Becoming a Sustainable Organization

Managing Change in Organizations

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.

Celebrating 40 years of the best-selling guide for coping with life's changes, named one of the 50 all-time best books in self-help and personal development -- with a new Discussion Guide for readers, written by Susan Bridges and aimed at today's current people and organizations facing unprecedented change First published in 1980, *Transitions* was the first book to explore the underlying and universal pattern of transition. Named one of the fifty most important self-help books of all time, *Transitions* remains the essential guide for coping with the inevitable changes in life. *Transitions* takes readers step-by-step through the three perilous stages of any transition, explaining how each stage can be understood and embraced. The book offers an elegant, simple, yet profoundly insightful roadmap to navigate change and move into a hopeful future: Endings. Every transition begins with one. Too often we misunderstand them, confuse them with finality -- that's it, all over, finished! Yet the way we think about endings is key to how we can begin anew. The Neutral Zone. The second hurdle: a seemingly unproductive time-out when we feel disconnected from people and things in the past, and emotionally unconnected to the present. Actually, the neutral zone is a time of reorientation. How can we make the most of it? The New Beginning. We come to beginnings only at the end, when we launch new activities. To make a successful new beginning requires more than simply persevering. It requires an understanding of the external signs and inner signals that point the way to the future.

Written for students and professionals alike, *Making Sense of Change Management* is the classic text in the field of change management. It is aimed at anyone who wants to understand why change happens, how it happens and what needs to be done to make change a welcome rather than a dreaded concept. It offers considered insights into the many frameworks, models and ways of approaching change and helps the reader to apply the right approach to each unique situation. This completely revised and fully updated new edition includes new chapters on managing change in tough and uncertain times and the deeper skills of becoming a true agent of change.

Neuroscience for Organizational Change

Change Management

Transitions

The People Side of Change

Essential Guidance to the Change Management Body of Knowledge

Making Climate Policy Work