# MAKING SENSE OF CHANGE MANAGEMENT

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

Esther Cameron &. Mike Green

HOCHSCHULE
LIECHTENSTEIN
Bibliothek

KOGAN PAGE

London and Philadelphia

~I

# Contents

*Acknowledgements* *vii*

**Introduction** **1**
Who this book is aimed at 2; The basic content of the book 2; Why explore different approaches to change 3; Overview of structure 5; Message to readers 6

**PART ONE: THE UNDERPINNING THEORY** **7**

**1 Individual change** **9**
Introduction 9; Learning and the process of change 11; The behavioural approach to change 15; The cognitive approach to change 21; The psychodynamic approach to change 27; The humanistic psychology approach to change 34; Personality and change 43; Managing change in self and others 46; Summary and conclusions 52

**2 Team change** **54**
Introduction 54; What is a group and-when is it a team? 55; Why we need teams 57; The types of organizational teams 58; How to improve team effectiveness 64; What team change looks like 67; The leadership issues in team change 71; How individuals affect team dynamics 74; How well teams initiate and adapt to organizational change 79; Summary and conclusions 82

**3 Organizational change** **85**
How organizations really work 86; Models of and approaches to organizational change 95; Summary and conclusions 117

**4 Leading change** **121**
Introduction 121; Visionary leadership 125; Roles that leaders play 134; Leadership styles and skills 139; Different leadership for different phases of change 145; The importance of self-knowledge and inner resources 152; Summary and conclusions 155

**PART TWO: THE APPLICATIONS** **159**
Introduction: strategic change options 159; Strategic change process 160; Overview of structure 160

**5 Restructuring** **164**
Reasons for restructuring 166; The restructuring process 167; Restructuring from an individual change perspective: the special case of redundancy 184; Enabling teams to address organizational change 188; Conclusion 192

**6 Mergers and acquisitions** **193**
The purpose of merger and acquisition activity 194; Lessons from research into successful and unsuccessful mergers and acquisitions 198; Applying the change theory: guidelines for leaders 209; Summary 218

7 **Cultural change** **220**
Guidelines for achieving successful cultural change 223; Case- study one: aligning the organization 226; Case study two: rebranding the organization 231; Case study three: creating an employer brand 237

8 **IT-based process change** **243**
Strategy and IT 246; The role of IT management 248; The need for IT change managers 252; Achieving process change 256; Changing the information culture 262; New rules for a new age 264; Summary and conclusions 265

**Conclusion** **267**
The importance of peripheral vision 267; Finding the space to reflect 268; How to get in touch with the authors of this book 268

*References* *270*
*Index* *276*