

# Contents

---

<i>Acknowledgements</i>	<i>xi</i>
<b>Introduction</b>	<b>1</b>
Who this book is aimed at 2; The basic content of the book 3; Why explore different approaches to change? 4; Overview of structure 6; Message to readers 9	
<b>PART ONE: THE UNDERPINNING THEORY</b>	<b>11</b>
<b>1 Individual change</b>	<b>14</b>
Introduction 14; Learning and the process of change 16; The behavioural approach to change 22; The cognitive approach to change 28; The psychodynamic approach to change 36; The humanistic psychology approach to change 45; Personality and change 56; Managing change in self and others 58; Summary and conclusions 66	

<b>2 Team change</b>	<b>69</b>
Introduction 69; What is a group and when is it a team? 70; Why we need teams 72; The types of organizational teams 73; How to improve team effectiveness 82; What team change looks like 85; The leadership issues in team change 91; How individuals affect team dynamics 95; How well teams initiate and adapt to organizational change 101; Summary and conclusions 105	
<b>3 Organizational change</b>	<b>107</b>
How organizations really work 108; Models of and approaches to organizational change 119; Summary and conclusions 147	
<b>4 Leading change</b>	<b>151</b>
Introduction 151; Visionary leadership 156; Roles that leaders play 166; Leadership styles, qualities and skills 174; Different leadership for different phases of change 184; The importance of self-knowledge and inner resources 192; Summary and conclusions 197	
<b>5 The change agent</b>	<b>201</b>
Introduction 201; Models of change agency 202; The consulting process 205; Change agent tools and frameworks 215; Competencies of the change agent 226; Deeper aspects of being a change agent 233; Summary and conclusions 252	
<b>PART TWO: THE APPLICATIONS</b>	<b>255</b>
Strategic change process 256; Overview of structure 258	
<b>6 Restructuring</b>	<b>261</b>
Reasons for restructuring 263; The restructuring process 264; Restructuring from an individual change perspective: the special case of redundancy 285; Enabling teams to address organizational change 290; Conclusion 296	

<b>7 Mergers and acquisitions</b>	<b>297</b>
The purpose of merger and acquisition activity 298; Lessons from research into successful and unsuccessful mergers and acquisitions 304; Applying the change theory: guidelines for leaders 319; Summary 332	
<b>8 Cultural change</b>	<b>334</b>
Guidelines for achieving successful cultural change 338; Case study one: aligning the organization 341; Case study two: rebranding the organization 348; Case study three: creating an employer brand 356	
<b>9 IT-based process change</b>	<b>362</b>
Strategy and IT 365; The role of IT management 369; The need for IT change managers 373; Achieving process change 378; Changing the information culture 385; New rules for a new age 388; Summary and conclusions 389	
<b>PART THREE: EMERGING INQUIRIES</b>	<b>391</b>
<b>10 Complex change</b>	<b>393</b>
Introduction 393; When is change complex? 394; Understanding how complexity science applies to organizational change 395; Tools that support complex change 405; The role of leaders in complex change 411; Summary and conclusions 414	
<b>11 Leading change in uncertain times</b>	<b>416</b>
Introduction 416; The impact of uncertainty on our working lives 418; New organizational forms and ways of doing business 424; New careers and the need for 'managing oneself' 428; Decision making in an uncertain world 430; Skills and tools to support leading change through uncertainty 442; Summary and conclusions 452	

<b>Conclusion</b>	<b>455</b>
How to get in touch with the authors of this book	456
<i>References</i>	<i>457</i>
<i>Index</i>	<i>471</i>