

Contents

<i>List of illustrations</i>	vii
<i>Foreword</i>	ix
<i>Acknowledgements</i>	xii
1 Introduction	1
2 Identifying cues: a history of Nova Scotia Power	8
3 Strategic sensemaking	33
4 The story of organizational change	73
5 Sensemaking and identity construction	125
6 Application of the sensemaking model to the Nova Scotia Power case	147
7 Making sense of sensemaking: suggestions for sensible modifications of the sensemaking model	181
<i>Appendix A</i>	203
<i>Appendix B</i>	213
<i>Notes</i>	214
<i>Bibliography</i>	220
<i>Index</i>	238

Illustrations

Figures

2.1	Merger and development of Nova Scotia Power, 1920–92	11
2.2	Map of Nova Scotia	12
2.3	Falling employee numbers at Nova Scotia Power, 1986–98	27
2.4	Restructuring of Nova Scotia Power, 1999	30
4.1	Selected indicator of increase in books dedicated to organizational change, 1960–99	78
4.2	Growing popularity of selected change programmes as reflected in change books, 1960–99	79
4.3	Growth in ISO 9000 registrations, 1990–5	79
5.1	'Efficiency' as measured in improved customer–employee ratio	134
5.2	Net earnings before dividends at Nova Scotia Power, 1989–98	134
6.1	Content analysis of changing themes at Nova Scotia Power, 1989–96	156
7.1	Organizational change, formative contexts and activity systems	187
7.2	Organizational change, formative contexts, activity systems and organizational rules	193

Tables

2.1	Key changes at Nova Scotia Power, 1983–99	10
3.1	Employee vs efficiency: contrasting foci at Nova Scotia Power, 1990–3	36
4.1	Top ten change adjectives in organizational book titles, 2001	90
4.2	Reflections of change myths and language in corporate statements	93
4.3	Selected organizational change programmes in Nova Scotia, 1985–96	100
6.1	Comparing company attitudes with company values	155

viii *Illustrations*

6.2	Most commonly used words and phrases during culture and re-engineering phases of change	158
7.1	Images of women and people of colour in annual reports, 1989–96	183