Managing and Leading Organizational Change

Mark Hughes
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of tables</td>
<td>xiii</td>
</tr>
<tr>
<td>Author biography</td>
<td>xvi</td>
</tr>
<tr>
<td>Preface</td>
<td>xvii</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>xix</td>
</tr>
<tr>
<td><strong>PART I</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Introduction</strong></td>
<td>1</td>
</tr>
<tr>
<td>1 Myth-understanding organizational change</td>
<td>3</td>
</tr>
<tr>
<td>Introduction and chapter questions</td>
<td>3</td>
</tr>
<tr>
<td>How is organizational change myth-understood?</td>
<td>4</td>
</tr>
<tr>
<td>What are the implications of myth-understandings for organizational change practice?</td>
<td>7</td>
</tr>
<tr>
<td>What are the implications of myth-understandings for organizational change literature reviewing?</td>
<td>8</td>
</tr>
<tr>
<td>How are organizational change myth-understandings addressed in this textbook?</td>
<td>9</td>
</tr>
<tr>
<td>Concluding commentary</td>
<td>13</td>
</tr>
<tr>
<td>Discussion questions</td>
<td>13</td>
</tr>
<tr>
<td>References</td>
<td>14</td>
</tr>
<tr>
<td>2 The what, why, when, how and where of organizational change</td>
<td>16</td>
</tr>
<tr>
<td>Introduction and chapter questions</td>
<td>16</td>
</tr>
<tr>
<td>Understanding the scope of organizational change</td>
<td>17</td>
</tr>
<tr>
<td>Understanding why organizational change occurs</td>
<td>19</td>
</tr>
<tr>
<td>Understanding the relationship between time and organizational change</td>
<td>21</td>
</tr>
<tr>
<td>Understanding how organizational change occurs</td>
<td>22</td>
</tr>
<tr>
<td>Understanding where organizational change occurs</td>
<td>24</td>
</tr>
<tr>
<td>Questioning organizational change classifications, typologies and change as a thing</td>
<td>26</td>
</tr>
<tr>
<td>Summary</td>
<td>29</td>
</tr>
<tr>
<td>Discussion questions</td>
<td>30</td>
</tr>
<tr>
<td>Navigating the organizational change classification literature</td>
<td>30</td>
</tr>
<tr>
<td>References</td>
<td>31</td>
</tr>
</tbody>
</table>
Research case study showcase: what do leadership scholars think/feel about the relevance of leadership studies? 153
Discussion questions 155
Navigating the leadership literature 155
References 156

10 Leading organizational change
Introduction and chapter questions 158
Leading organizational change: what are practitioners doing? 159
Leading organizational change theories 162
Questioning leading organizational change theories 165
Summary 171
Research case study showcase: leading change within integrated offender management (IOM) 172
Discussion questions 175
Navigating the leading organizational change literature 175
References 176

11 Power, politics and organizational change
Introduction and chapter questions 180
What are practitioners doing in terms of power and politics? 181
Theories of power, politics and organizational change 183
Questioning theories of power, politics and organizational change 188
Summary 190
Research case study showcase: the politics of imagined stability at Hyder PLC 192
Discussion questions 195
Navigating the power, politics and organizational change literature 195
References 195

12 Communicating organizational change
Introduction and chapter questions 197
Communicating change: what are practitioners doing? 199
Theorising change communications 200
Questioning explanations of change communications 207
Summary 211
Research case study showcase: communicating change in Brazil’s Organization X 212
Discussion questions 215
Navigating the communicating change literature 215
References 216

13 Resistance and organizational change readiness
Introduction and chapter questions 219
Resistance and organizational change readiness: what are practitioners doing? 220
## Contents

Summary 283  
Research case study showcase: a UK charity's corporate psychopath leader 284  
Discussion questions 286  
Navigating dark side of change and transformation literature 286  
References 286  

### 17 Evaluating organizational change 288  
Introduction and chapter questions 288  
What are practitioners doing? How is the success and failure of organizational change processes and outcomes typically evaluated? 290  
Understanding organizational change evaluation 291  
Questioning the evaluation of organizational change 296  
Summary 299  
Research case study showcase: bankers explain banking crisis failures 300  
Discussion questions 303  
Navigating the organizational change evaluation literature 303  
References 303  

### 18 Sustaining organizational change 306  
Introduction 306  
Questioning the sustainability of organizational change outcomes 307  
Questioning the value of organizational change for organizations 310  
Questioning the sustainability of organizational change as a field of study 312  
Questioning the myth-busting or myth-understanding organizational change dualism 315  
Summary 316  
Discussion questions 317  
Navigating organizational change sustainability literature 317  
References 318  

Author index 321  
Subject index 329