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moving them
beyond "one-best
way" approaches
and providing them
with access to
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perspectives that
they can draw

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upon in order to
enhance their
success in
producing
organizational
change.

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...

- Organizational change is a complex process that deserves careful attention • While change processes can benefit from thoughtful management, the

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large range of the factors that influence outcomes means that desired outcomes are not guaranteed •

Reflecting on the experience of change as it has occurred in different organizations

provides insight into the factors

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that can be
involved and the
variety of
outcomes that can
occur

*Chapter 2 Images
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...

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Change by Palmer,
Dunford, and Akin
provides a variety
of solid techniques
to help people deal
with and get
through those
changes. I've run

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my own web-based company for over ten years now, and I have definitely seen the pace of change ramp up to almost insane levels.

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Education, 2016:

ISBN: 0077470354,

9780077470357:

Length: 464 pages

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Change provides
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awareness of the
issues involved in
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moving them
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they can draw upon in order to enhance their success in producing organizational change.

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offers timely
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themes, debates,
and practices.

This book "provides
managers with an
awareness of the
issues involved in

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organizational change, moving them beyond "one-best way" approaches and providing them with access to multiple perspectives that they can draw upon in order to enhance their success in producing organizational

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change. These multiple perspectives provide a theme for the text as well as a framework for the way each chapter outlines different options open to managers in helping them to identify, in a reflective way, the actions and choices

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open to
them."--Cover.

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Change, by Palmer/
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provides managers
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open to them. The

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authors favor using multiple perspectives to ensure that change managers are not trapped by a "one-best way" of approaching change which limits their options for action.

Changing organizations is as messy as it is

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exhilarating, as
frustrating as it is
satisfying, as
muddling-through
and creative a
process as it is a
rational one. This
book recognizes
these tensions for
those involved in
managing
organizational
change. Rather
than pretend that

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they do not exist it
confronts them
head on,
identifying why
they are there, how
they can be
managed and the
limits they create
for what the
manager of
organizational
change can
achieve.

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to facilitate change and reinforces the need for a tailored and creative approach to fit different contexts. The fourth edition offers timely updates to previous content, while introducing new and emerging trends, developments,

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themes, debates,
and practices.

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updates to
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and practices.

As organizations
strive to remain
ahead of the
competition, there
will inevitably and

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often come the
need for change.
All successful

organizations
regularly use
change to improve
processes and
increase
performance. While
these times of
change can be a
great opportunity
for an organization,
it also can be a

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time of stress and angst for all involved. Not all organizations are in a position to make these changes effectively and efficiently, and for many their efforts often fall short of the intended goals. Making Change Work: Practical

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Tools for
Overcoming
Human Resistance

to Change was
written to help
organizations
prepare for and
successfully
implement change.

The price of a
failed change effort
can be steep, both
monetarily and in a
loss of credibility.

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Work will first provide tools to measure your organization's readiness to change, helping make sure that the efforts will not be doomed to fail from the beginning. The book then provides many tools to apply sequentially

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and logically in order to gain acceptance of the change throughout the organization. In helping your organization make change successfully, Making Change Work addresses buy-in, acceptance, motivation, anticipation, fear,

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uncertainty, and all
the other messy
human

considerations that
cause change to
fail in the real
world.

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How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a

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turbulent and
changing world,
organizational
culture is often
seen as central for
sustained
competitiveness.
Organizations are
faced with
increased demands
for change but
these are often so
challenging that
they meet heavy

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resistance and
fizzle out.

Changing
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Culture encourages
the development of
a reflexive

approach to

organizational

change, providing

insights as to why

it may be difficult

to maintain

momentum in

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change processes.

Based around an
illuminating case
study of a cultural
change

programme, the
book provides 15
lessons on the
entire change
journey; from
analysis and
design, to
implementation
and how

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members should
approach change

projects. This

enhanced edition

considers the most

recent studies on

organizational

change practice,

with new examples

from businesses

and the public

sector, and

includes one

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empirical study
which uses the
authors' own
framework,
enriching their
practical
recommendations.
It also draws on the
latest theoretical
developments,
including ideas of
power and
storytelling.

Accompanying the

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text is an online
pedagogic and
research ideas

guide available for
course instructors
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Changing
Organizational
Culture will be vital
reading for
students,
researchers and
practitioners

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