

***PRAISE FOR MANAGING
AND LEADING PEOPLE
THROUGH ORGANIZATIONAL
CHANGE***

Text to come

Second Edition

Managing and Leading People through Organizational Change

The theory and practice of sustaining
change through people

Julie Hodges



Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publisher and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2016 by Kogan Page Limited
Second edition published in 2021

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London
EC1V 3RS
United Kingdom
www.koganpage.com

122 W 27th St, 10th Floor
New York, NY 10001
USA

4737/23 Ansari Road
Daryaganj
New Delhi 110002
India

Kogan Page books are printed on paper from sustainable forests.

© Julie Hodges, 2016, 2021

The right of Julie Hodges to be identified as the author of this work has been asserted by her in accordance with the Copyright, Designs and Patents Act 1988.

Hardback 978 1 78966 799 8
Paperback 978 1 78966 797 4
eBook 978 1 78966 798 1

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

[to follow]

Typeset by Hong Kong FIVE Workshop, Hong Kong
Print production managed by Jellyfish
Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

CONTENTS

Introduction 1

PART ONE Understanding organizational change 13

01 The context and nature of change 15

- Introduction 15
- Drivers of change 16
- Definitions 23
- The nature of change 27
- Recognizing the need for change 44
- Summary 47
- Notes 48
- References 48
- Further reading 51

PART TWO Individual responses to change 53

02 The impact of organizational change on emotions 55

- Introduction 55
- Emotions at work 57
- Definition of emotions 58
- Types of emotions during organizational change 58
- Impact of emotions on work performance 60
- Theoretical perspectives 60
- Emotions and culture 66
- Emotional intelligence 71
- The role of emotions during organizational change 74
- Summary 75
- Implications for managers and leaders 76
- References 78
- Further reading 80

- 03 Individual sense-making processes 81**
Introduction 81
Responses to change 83
The transitional curve 90
Motivating people to change 97
Resistance to change 103
Perceptions of justice and fairness 107
How change affects the psychological contract 109
Building trust 110
Helping people to make sense of change 113
Summary 118
Implications for managers and leaders 118
References 121
Further reading 123

PART THREE The role of leaders and managers 125

- 04 Leading people through change 127**
Introduction 127
Change management or change leadership? 129
Definition of leadership 130
Theoretical perspectives on leadership 131
Leadership enablers of change 135
Power and politics 150
Challenges of leading change 151
Summary 154
Implications for leaders for leading change 155
Notes 156
References 156
Further reading 158
- 05 Fostering commitment and ownership 159**
Introduction 160
Change management 161
How change is mismanaged 162
The role of managers 163
Managing people's well-being 165

Ownership of change	168
Managing conflict	173
Stakeholder analysis	178
Impact analysis of change on people	186
Summary	196
Implications for managers in the change process	197
References	199
Further reading	199
Appendix I – Change readiness assessment template	200
Appendix II – Managing people through change: a checklist for managers	203
Appendix III – Stakeholder management plan	207

06 Engaging people through dialogue 208

Introduction	209
Communicating change	210
Addressing rumours	215
The human dimension of communication	217
The art of dialogue	221
ZOUD – the zone of uncomfortable debate	229
Summary	231
Implications for leaders and managers	232
References	233
Further reading	235

07 Changing elements of the organization's culture 236

Introduction	237
Organizational culture	238
Theoretical perspectives	240
Creating a culture for change	251
Lever of change	257
The ethics of culture change	259
Summary	263
Implications for managers and leaders	264
Note	265
References	265
Further reading	266

PART FOUR Building capabilities 269

08 Building capabilities for sustaining change 271

Introduction 272

Learning 273

Capabilities for change 275

Key capabilities for leading change 276

Key capabilities for managing change 291

Capabilities for the workforce 295

Resilience 296

Summary 301

Implications for managers and leaders 302

Note 303

References 303

Further reading 305

09 Sustaining change 307

Introduction 307

Ethical standards of behaviour 309

Leading change ethically 311

Sustaining change 315

Managing failing change 320

Making change sustainable 321

Influences on sustaining change 327

Influences from leaders and managers 329

Moving forward 332

Summary 334

Implications for managers and leaders 336

References 337

Further reading 339

Glossary 340*Index* 345