Management Extra CHANGE MANAGEMENT







Contents

List of activities	vii
List of figures	viii
List of tables	ix
Series preface	xi
Introduction: a changing world	xiii
1 Why change?	1
Forces for change	1
All change	6
The change manager	10
Recap	20
More @	21
2 The conditions for change	22
The impetus for change	22
Environmental triggers for change	29
Internal analysis	37
Recap	44
More @	44
3 A framework for change	46
Getting the go-ahead	47
Developing the change strategy	54
Making the organisation move	61
Recap	69
More @	70
4 Individual and organisational change	71
Changing the individual	71
Changing the culture	80
Recap	87
More @	88
5 Techniques for sustainable change	89
Launch strategies	90
Styles of managing change	95
Targeting change	100
Organisational dynamics	107
Recap	115
More @	116
References	118