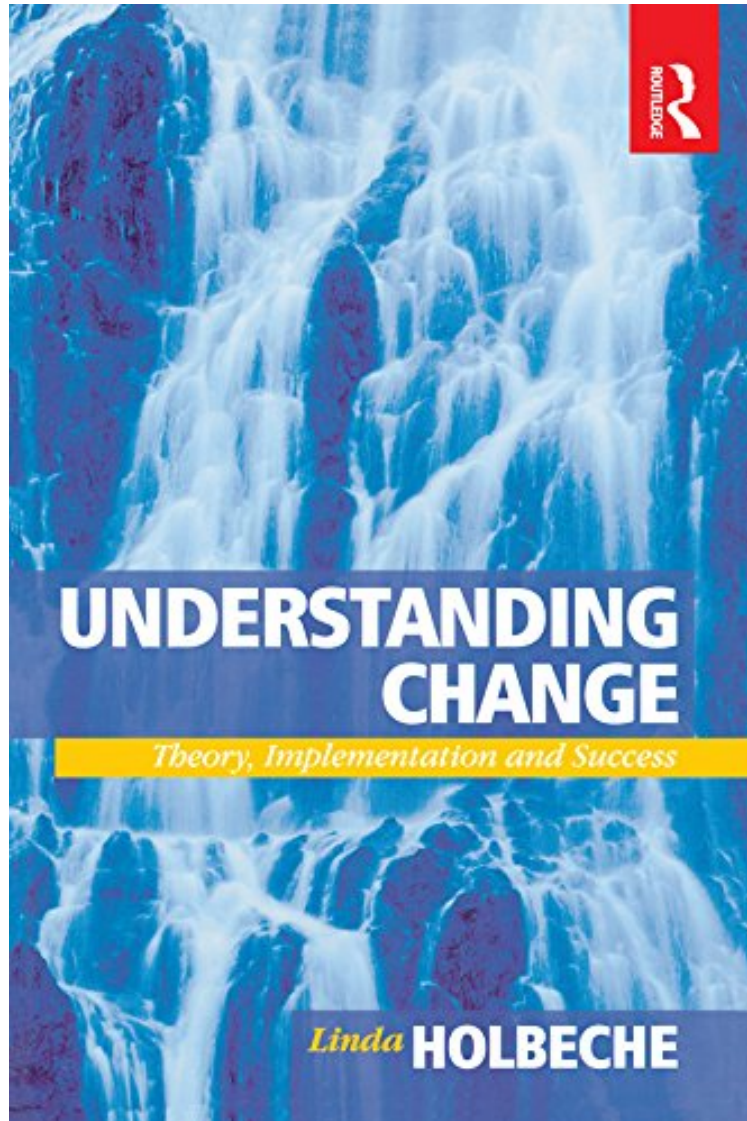


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Understanding Change

Linda Holbeche

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Linda Holbeche : Understanding Change before purchasing it in order to gage whether or not it would be worth my time, and all praised Understanding Change:

Change is now so commonplace that people no longer talk in terms of the "whitewater epoch". Every sector of the economies of the developed world has experienced huge swathes of change in the last decade of the twentieth century alone. Increased global competition, aided and abetted by technological advances, has led many organizations to seek

to re-invent themselves in the hope of being able to survive and thrive. In mature sectors in particular, where the pace of consolidation is accelerating, organizations have had little option but to grow through acquisition or be absorbed. Whether the change is labelled "continuous process improvement", "restructuring", "downsizing" or re-engineering", to employees, change usually brings with it added pressures, job insecurity and a consequent loss of commitment to the organization. Understanding Change: theory, implementation and success argues that strategic change in the new millennium will be geared increasingly to achieving sustainable high performance, rather than just short-term gains. Most theorists now agree that the real challenge of change lies in gaining employees' willingness to commit to the change effort. Change leaders at every level need to be able to understand the elements at work in any change process, and to use judgement about the style of leadership required to give the change effort the best chance of success. Understanding Change: theory, implementation and success provides an overview of change and organizational theory, leading in particular to the author's definition of the "input" elements of the high performance organisation, based on extensive research into UK and international organisations. It also contains a section looking at the management of change, with case studies illustrating approaches to managing change which are conducive to achieving sustainable high performance. In her companion book, The High Performance Organization- creating dynamic stability, the author explores some of the "how to"s" of building an organizational culture which is supportive of high performance in today's challenging environment.

From the Back Cover Understanding Change: Theory Implementation and Success Today's organisations operate in a challenging environment. In an ever more complex world, change has become the constant. Add globalisation to technological shifts, multiply by today's volatile economic climate and the pace of change is breathtaking. In this dynamic context, organizational leaders at every level and in every sector need to be able to create the climate for change and manage implementation in ways that protect and grow business rather than destroy the very organisational capabilities which offer the potential for innovation and new business opportunities. Understanding Change: Theory Implementation and Success is an essential guide to managing change effectively. With case studies illustrating approaches to managing change, the author leads the reader through a thought-provoking and structured overview of change and organisational theory, to an understanding of how change can be used to build key 'input' elements of the high performance organisation. Based on extensive research into UK and international organisations, this book provides: *definition of the 'high performance organization' and guidelines on how to achieve sustainable high performance through change *insights into the psychological, symbolic, micro-political and practical aspects of change *trends which are likely to drive future change *tools and solutions for managing change *overview of the roles of key change agents such as leaders, line managers and HR *practical suggestions for creating a change-able organizational climate In her companion book, The High Performance Organisation - Creating dynamic stability and sustainable success, 0750656204, the author provides a practical guide to building an organisational culture which is supportive of high performance in today's challenging environment. Designed and written for MBA and Postgraduate courses, HR Professionals and OD specialists, Change Agents, Executives and Line Managers. Linda Holbeche is Director of Research and Strategy at the UK's Roffey Park Institute. A member of the Institute's Executive, Linda is responsible for the development of intellectual capital at Roffey Park. Her own client practice is in the fields of change, organizational development, strategic leadership and human resources. Named as one of the Top 40 Power Players in Personnel by Personnel Today in 2000, 2001, 2002 and 2005, Linda runs a Strategic Human Resources network as well as Roffey Park's Strategic Leadership, Strategic Human Resources and Effective Mergers and Acquisitions open programmes. She also manages Roffey Park's own well-reputed conference and seminar series and is a frequent contributor to international conferences and business school programmes. About the Author Linda Holbeche is Research and Policy Director at the Chartered Institute of Personnel and Development (CIPD). Linda is responsible for leading the CIPD's extensive management research programme and the translation of that knowledge into practice for the benefit of all those involved in the management and development of people. She heads a 40 strong team, including 12 expert research advisers, and is a key spokesperson and advocate for the people management and development profession, in the media and in relations with government and other opinion formers. Linda was previously with the Work Foundation where she was Director of Leadership and Consultancy and prior to this she was Director of Research and Strategy at Roffey Park Institute for 12 years.