

IB98R0: Leading and Managing Change

[View Online](#)

Balogun, J. (2005). From Intended Strategies to Unintended Outcomes: The Impact of Change Recipient Sensemaking. *Organization Studies*, 26(11), 1573–1601.
<https://doi.org/10.1177/0170840605054624>

Barsade, S., & O'Neill, O. (2016). Manage Your Emotional Culture. *Harvard Business Review*, 94(1), 58–66.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

Bartunek, J. M., Rousseau, D. M., Rudolph, J. W., & DePalma, J. A. (2006). On the Receiving End: Sensemaking, Emotion, and Assessments of an Organizational Change Initiated by Others. *The Journal of Applied Behavioral Science*, 42(2), 182–206.
<https://doi.org/10.1177/0021886305285455>

Baum, H. S. (2002). Why School Systems Resist Reform: A Psychoanalytic Perspective. *Human Relations*, 55(2), 173–198. <https://doi.org/10.1177/0018726702055002182>

Beer, M., Eisenstat, R. A., & Spector, B. (1990). Why Change Programs Don't Produce Change. *Harvard Business Review*, 68(6), 158–166.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

Beer, M., & Nohria, N. (2000). Cracking the Code of Change. *Harvard Business Review*, 78(3), 133–141.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

Benford, R. D., & Snow, D. A. (2000). Framing Processes and Social Movements: An Overview and Assessment. *Annual Review of Sociology*, 26(1), 611–639.
<http://0-www.annualreviews.org.pugwash.lib.warwick.ac.uk/doi/10.1146/annurev.soc.26.1.611>

Brookes, S., & Grint, K. (2010a). The new public leadership challenge [Electronic resource]. Palgrave Macmillan.
<http://0-www.palgraveconnect.com.pugwash.lib.warwick.ac.uk/doi/10.1057/9780230277953>

Brookes, S., & Grint, K. (2010b). The new public leadership challenge. Palgrave Macmillan.

Brown, J. S., & Duguid, P. (1991). Organizational Learning and Communities-of-Practice:

- Toward a Unified View of Working, Learning, and Innovation. *Organization Science*, 2(1), 40–57. <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/2634938>
- Burnes, B. (2004). Kurt Lewin and the Planned Approach to Change: A Re-appraisal. *Journal of Management Studies*, 41(6), 977–1002. <https://doi.org/10.1111/j.1467-6486.2004.00463.x>
- Butler, J. (1997). *The psychic life of power: theories in subjection*. Stanford University Press.
- Collison, C., & Parcell, G. (2004). *Learning to fly: practical knowledge management from some of the world's leading learning organizations* (2nd ed). Capstone.
- Crossan, M. M., Lane, H. W., & White, R. E. (1999). An Organizational Learning Framework: From Intuition to Institution. *The Academy of Management Review*, 24(3), 522–537. <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/259140>
- David, S. (2016). 3 Ways to Better Understand Your Emotions. *Harvard Business Review Digital Articles*. <https://hbr.org/2016/11/3-ways-to-better-understand-your-emotions>
- Dickens, L., & Watkins, K. (1999). Action research: Rethinking Lewin. *Management Learning*, 30(2), 127–140. <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/209890586/F5DE34FDE74C46FCPQ/4?accountid=14888>
- Edmondson, A., Bohmer, R., & Pisano, G. (2001). Speeding up Team Learning. *Harvard Business Review*, 79(9), 125–132. <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>
- Fisher, R., Ury, W., & Patton, B. (2012). *Getting to yes: negotiating an agreement without giving in* (3rd ed). Random House Business.
- Gagliardi, P. (1986). The Creation and Change of Organizational Cultures: A Conceptual Framework. *Organization Studies* (Walter de Gruyter GmbH & Co. KG.), 7(2), 117–134. <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=5963686&site=bsi-live>
- Garvin, D., Edmondson, A., & Gino, F. (2008). Is Yours a Learning Organization? *Harvard Business Review*, 86(3), 109–116. <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>
- Ghosn, C. (2002). Saving the Business Without Losing the Company. *Harvard Business Review*, 80(1), 37–45. <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>
- Grant, C. (2002). Whistle Blowers: Saints of Secular Culture. *Journal of Business Ethics*, 39(4), 391–399. <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/25074853>
- Grint, K. (n.d.). *Wicked Problems and Clumsy Solutions*.

<http://leadershipforchange.org.uk/wp-content/uploads/Keith-Grint-Wicked-Problems-handout.pdf>

Grint, K. (1997). Negotiating Groundhog Ground Rules. In *Fuzzy management: contemporary ideas and practices at work* (pp. 177–205). Oxford University Press. <https://contentstore.cla.co.uk/secure/link?id=3886ce11-5720-e711-80c9-005056af4099>

Grint, K. (2005). Problems, problems, problems: The social construction of 'leadership'. *Human Relations*, 58(11), 1467–1494. <https://doi.org/10.1177/0018726705061314>

Grint, K. (2010a). Leadership: an enemy of the people? *The International Journal of Leadership in Public Services*, 6(4), 22–25. <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/1012103492/338687B6C4944977PQ/3?accountid=14888>

Grint, K. (2010b). The cuckoo clock syndrome: addicted to command, allergic to leadership. *European Management Journal*, 28(4), 306–313. <https://doi.org/10.1016/j.emj.2010.05.002>

Harvard Business Review on negotiation and conflict resolution: Vol. Harvard business review paperback series. (2000). Harvard Business School Press.

Hatch, M. J. (1993). The Dynamics of Organizational Culture. *The Academy of Management Review*, 18(4), 657–693. <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/258594>
Hughes, K., Barsoux, J.-L., & Manzoni, J.-F. (2003). Nissan's U-turn: 1999-2001 Condensed Version of Redesigning Nissan (A & B) (Issue Case 303-046-1). INSEAD.

Huy, Q. N. (1999). Emotional Capability, Emotional Intelligence, and Radical Change. *The Academy of Management Review*, 24(2), 325–345. <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/259085>

Huy, Q. N. (2002). Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers. *Administrative Science Quarterly*, 47(1). <https://doi.org/10.2307/3094890>

Kaplan, S. (2008). Framing Contests: Strategy Making under Uncertainty. *Organization Science*, 19(5), 729–752. <http://0-pubsonline.informs.org.pugwash.lib.warwick.ac.uk/doi/abs/10.1287/orsc.1070.0340>

Kiefer, T. (2002). Understanding the Emotional Experience of Organizational Change: Evidence from a Merger. *Advances in Developing Human Resources*, 4(1), 39–61. <https://doi.org/10.1177/1523422302004001004>

Kiefer, T. (2005). Feeling bad: antecedents and consequences of negative emotions in ongoing change. *Journal of Organizational Behavior*, 26(8), 875–897. <https://doi.org/10.1002/job.339>

Lewis, D. B., & Vandekerckhove, W. (2015). Developments in whistleblowing research 2015. International Whistleblowing Research Network. <http://gala.gre.ac.uk/14461/>

Mabey, C., Mayon-White, W. M., & Open University. (1993a). *Managing change* (2nd ed).

Paul Chapman Publishing.

Mabey, C., Mayon-White, W. M., & Open University. (1993b). *Managing change* (2nd ed). Paul Chapman Publishing.

Maitlis, S., & Sonenshein, S. (2010). Sensemaking in Crisis and Change: Inspiration and Insights From Weick (1988). *Journal of Management Studies*, 47(3), 551–580.
<https://doi.org/10.1111/j.1467-6486.2010.00908.x>

Marsick, V., & O'Neil, J. (n.d.). The many faces of action learning. *Management Learning*, 30(2), 159–176.
<http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/209862874/6EEB1CCBBD9649C6PQ/6?accountid=14888>

McGivern, G. (2013). Dealing with disease and dying. *Journal of Health Services Research & Policy*, 18(1), 55–56. <https://doi.org/10.1258/jhsrp.2012.012092>

McGivern, G., & Ferlie, E. (2007). Playing tick-box games: Interrelating defences in professional appraisal. *Human Relations*, 60(9), 1361–1385.
<https://doi.org/10.1177/0018726707082851>

Menzies, I. E. P. (1960). A Case-Study in the Functioning of Social Systems as a Defence against Anxiety. *Human Relations*, 13(2), 95–121.
<https://doi.org/10.1177/001872676001300201>

Myers, P., Hulks, S., & Wiggins, L. (2012a). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012b). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012c). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012d). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012e). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012f). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012g). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Myers, P., Hulks, S., & Wiggins, L. (2012h). *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press. <http://webcat.warwick.ac.uk/record=b3493094~S1>
Newell, S. (2009). *Managing knowledge work and innovation* (2nd ed). Palgrave Macmillan.

Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5(1), 14–37.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=7098440&site=eds-live&group=trial>

Perry, N. (1998). Indecent Exposures: Theorizing Whistleblowing. *Organization Studies*, 19(2), 235–257.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db>

=bth&AN=708173&site=bsi-live

Raiffa, H. (1982). *The art and science of negotiation*. Harvard University Press.

Rittel, H. W. J., & Webber, M. M. (1973). Dilemmas in a General Theory of Planning. *Policy Sciences*, 4(2), 155-169.

<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=16620094&site=bsi-live>

Rothschild, J., & Miethe, T. D. (1999). Whistle-Blower Disclosures and Management Retaliation: The Battle to Control Information about Organization Corruption. *Work and Occupations*, 26(1), 107-128. <https://doi.org/10.1177/0730888499026001006>

Santos, J., & Williamson, P. (2015). The New Mission for Multinationals. *MIT Sloan Management Review*, 56(4), 45-54.

<http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/1694712965/AF761FC12A1E4965PQ/8?accountid=14888>

Schein, E. H. (1996a). Culture: The Missing Concept in Organization Studies. *Administrative Science Quarterly*, 41(2), 229-240.

<http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/2393715>

Schein, E. H. (1996b). Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Systems Practice*, 9(1), 27-47.

<https://doi.org/10.1007/BF02173417>

Schein, E. H. (1996c). Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Systems Practice*, 9(1), 27-47.

<https://doi.org/10.1007/BF02173417>

Sternberg, R. J. (2006). The Nature of Creativity. *Creativity Research Journal*, 18(1), 87-98. https://doi.org/10.1207/s15326934crj1801_10

Sturdy, A., & Grey, C. (2003). Beneath and Beyond Organizational Change Management: Exploring Alternatives. *Organization*, 10(4), 651-662.

<https://doi.org/10.1177/13505084030104006>

Thompson, L. L. (2015). *The mind and heart of the negotiator* (Sixth edition, global edition). Pearson.

Tsoukas, H., & Chia, R. (2002). On Organizational Becoming: Rethinking Organizational Change. *Organization Science*, 13(5), 567-582.

<http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/3086078>

Verweij, M., & Thompson, M. (Eds). (2006). *Clumsy solutions for a complex world: Governance, politics and plural perceptions: Vol. Global issues* [Electronic resource]. Palgrave Macmillan.

<http://0-www.palgraveconnect.com.pugwash.lib.warwick.ac.uk/doi/finder/10.1057/9780230624887>

Verweij, M., & Thompson, M. (2011). *Clumsy solutions for a complex world: governance, politics and plural perceptions: Vol. Global issues series*. Palgrave Macmillan.

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50(1), 361–386. <https://doi.org/10.1146/annurev.psych.50.1.361>

Wenger, E. C., & Snyder, W. M. (2000). Communities of Practice: The Organizational Frontier. *Harvard Business Review*, 78(1), 139–145.
<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

Wenger, E., McDermott, R. A., & Snyder, W. (2002a). *Cultivating communities of practice: a guide to managing knowledge* [Electronic resource]. Harvard Business School Press.
<http://0-web.a.ebscohost.com.pugwash.lib.warwick.ac.uk/bsi/detail/detail?sid=e87a9cf0-903e-4d92-9dcb-768bf886a602%40sessionmgr4009&vid=0&hid=4201&bdat a=JnNpdGU9YnNpLWxpdmU%3d#AN=79094&db=nlebk>

Wenger, E., McDermott, R. A., & Snyder, W. (2002b). *Cultivating communities of practice: a guide to managing knowledge*. Harvard Business School Press.