

IB98R0: Leading and Managing Change

[View Online](#)

[1]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[2]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[3]

M. Beer and N. Nohria, 'Cracking the Code of Change', *Harvard Business Review*, vol. 78, no. 3, pp. 133–141, 2000, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&ajid=HBR&scope=site>

[4]

H. Tsoukas and R. Chia, 'On Organizational Becoming: Rethinking Organizational Change', *Organization Science*, vol. 13, no. 5, pp. 567–582, 2002, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/3086078>

[5]

J. Balogun, 'From Intended Strategies to Unintended Outcomes: The Impact of Change Recipient Sensemaking', *Organization Studies*, vol. 26, no. 11, pp. 1573–1601, 2005, doi: 10.1177/0170840605054624.

[6]

M. Beer, R. A. Eisenstat, and B. Spector, 'Why Change Programs Don't Produce Change.', *Harvard Business Review*, vol. 68, no. 6, pp. 158–166, 1990, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

[7]

R. D. Benford and D. A. Snow, 'Framing Processes and Social Movements: An Overview and Assessment', *Annual Review of Sociology*, vol. 26, no. 1, pp. 611–639, 2000, [Online]. Available: <http://0-www.annualreviews.org.pugwash.lib.warwick.ac.uk/doi/10.1146/annurev.soc.26.1.611>

[8]

S. Kaplan, 'Framing Contests: Strategy Making under Uncertainty', *Organization Science*, vol. 19, no. 5, pp. 729–752, 2008, [Online]. Available: <http://0-pubsonline.informs.org.pugwash.lib.warwick.ac.uk/doi/abs/10.1287/orsc.1070.0340>

[9]

S. Maitlis and S. Sonenshein, 'Sensemaking in Crisis and Change: Inspiration and Insights From Weick (1988)', *Journal of Management Studies*, vol. 47, no. 3, pp. 551–580, 2010, doi: 10.1111/j.1467-6486.2010.00908.x.

[10]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[11]

K. Grint, 'Problems, problems, problems: The social construction of "leadership"', *Human Relations*, vol. 58, no. 11, pp. 1467–1494, 2005, doi: 10.1177/0018726705061314.

[12]

H. W. J. Rittel and M. M. Webber, 'Dilemmas in a General Theory of Planning', Policy Sciences, vol. 4, no. 2, pp. 155–169, 1973, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=16620094&site=bsi-live>

[13]

K. Grint, 'Wicked Problems and Clumsy Solutions'. [Online]. Available: <http://leadershipforchange.org.uk/wp-content/uploads/Keith-Grint-Wicked-Problems-handout.pdf>

[14]

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

[15]

S. Brookes and K. Grint, The new public leadership challenge. New York: Palgrave Macmillan, 2010.

[16]

K. Grint, 'Leadership: an enemy of the people?', The International Journal of Leadership in Public Services, vol. 6, no. 4, pp. 22–25, 2010, [Online]. Available: <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/1012103492/338687B6C4944977PQ/3?accountid=14888>

[17]

K. Grint, 'The cuckoo clock syndrome: addicted to command, allergic to leadership', European Management Journal, vol. 28, no. 4, pp. 306–313, Aug. 2010, doi: 10.1016/j.emj.2010.05.002.

[18]

M. Verweij and M. Thompson, Eds, Clumsy solutions for a complex world: Governance, politics and plural perceptions, vol. Global issues. Basingstoke: Palgrave Macmillan, 2006. [Electronic resource]. Available:
<http://0-www.palgraveconnect.com.pugwash.lib.warwick.ac.uk/doi/finder/10.1057/9780230624887>

[19]

M. Verweij and M. Thompson, Clumsy solutions for a complex world: governance, politics and plural perceptions, vol. Global issues series. Basingstoke: Palgrave Macmillan, 2011.

[20]

P. Myers, S. Hulks, and L. Wiggins, Organizational Change: Perspectives on Theory and Practice. Oxford: Oxford University Press, 2012. [Online]. Available:
<http://webcat.warwick.ac.uk/record=b3493094~S1>

[21]

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

[22]

R. Fisher, W. Ury, and B. Patton, Getting to yes: negotiating an agreement without giving in , 3rd ed. London: Random House Business, 2012.

[23]

Harvard Business Review on negotiation and conflict resolution, vol. Harvard business review paperback series. Boston, Mass: Harvard Business School Press, 2000.

[24]

H. Raiffa, The art and science of negotiation. Cambridge, Mass: Harvard University Press, 1982.

[25]

L. L. Thompson, *The mind and heart of the negotiator*, Sixth edition, Global edition. Boston: Pearson, 2015.

[26]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[27]

S. Barsade and O. O'Neill, 'Manage Your Emotional Culture', *Harvard Business Review*, vol. 94, no. 1, pp. 58-66, 2016, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

[28]

S. David, '3 Ways to Better Understand Your Emotions', *Harvard Business Review Digital Articles*, 2016, [Online]. Available: <https://hbr.org/2016/11/3-ways-to-better-understand-your-emotions>

[29]

T. Kiefer, 'Understanding the Emotional Experience of Organizational Change: Evidence from a Merger', *Advances in Developing Human Resources*, vol. 4, no. 1, pp. 39-61, 2002, doi: 10.1177/1523422302004001004.

[30]

I. E. P. Menzies, 'A Case-Study in the Functioning of Social Systems as a Defence against Anxiety', *Human Relations*, vol. 13, no. 2, pp. 95-121, 1960, doi: 10.1177/001872676001300201.

[31]

J. M. Bartunek, D. M. Rousseau, J. W. Rudolph, and J. A. DePalma, 'On the Receiving End: Sensemaking, Emotion, and Assessments of an Organizational Change Initiated by Others', *The Journal of Applied Behavioral Science*, vol. 42, no. 2, pp. 182–206, 2006, doi: 10.1177/0021886305285455.

[32]

H. S. Baum, 'Why School Systems Resist Reform: A Psychoanalytic Perspective', *Human Relations*, vol. 55, no. 2, pp. 173–198, 2002, doi: 10.1177/0018726702055002182.

[33]

Q. N. Huy, 'Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers', *Administrative Science Quarterly*, vol. 47, no. 1, 2002, doi: 10.2307/3094890.

[34]

Q. N. Huy, 'Emotional Capability, Emotional Intelligence, and Radical Change', *The Academy of Management Review*, vol. 24, no. 2, pp. 325–345, 1999, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/259085>

[35]

T. Kiefer, 'Feeling bad: antecedents and consequences of negative emotions in ongoing change', *Journal of Organizational Behavior*, vol. 26, no. 8, pp. 875–897, 2005, doi: 10.1002/job.339.

[36]

G. McGivern and E. Ferlie, 'Playing tick-box games: Interrelating defences in professional appraisal', *Human Relations*, vol. 60, no. 9, pp. 1361–1385, 2007, doi: 10.1177/0018726707082851.

[37]

G. McGivern, 'Dealing with disease and dying', *Journal of Health Services Research & Policy*, vol. 18, no. 1, pp. 55–56, 2013, doi: 10.1258/jhsrp.2012.012092.

[38]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[39]

C. Mabey, W. M. Mayon-White, and Open University, *'Managing change'*, 2nd ed., London: Paul Chapman Publishing, 1993.

[40]

B. Burnes, 'Kurt Lewin and the Planned Approach to Change: A Re-appraisal', *Journal of Management Studies*, vol. 41, no. 6, pp. 977–1002, 2004, doi: 10.1111/j.1467-6486.2004.00463.x.

[41]

K. E. Weick and R. E. Quinn, 'Organizational change and development', *Annual Review of Psychology*, vol. 50, no. 1, pp. 361–386, 1999, doi: 10.1146/annurev.psych.50.1.361.

[42]

C. Mabey, W. M. Mayon-White, and Open University, *'Managing change'*, 2nd ed., London: Paul Chapman Publishing, 1993.

[43]

E. H. Schein, 'Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning', *Systems Practice*, vol. 9, no. 1, pp. 27–47, 1996, doi: 10.1007/BF02173417.

[44]

A. Sturdy and C. Grey, 'Beneath and Beyond Organizational Change Management: Exploring Alternatives', *Organization*, vol. 10, no. 4, pp. 651–662, 2003, doi: 10.1177/13505084030104006.

[45]

R. J. Sternberg, 'The Nature of Creativity', *Creativity Research Journal*, vol. 18, no. 1, pp. 87–98, 2006, doi: 10.1207/s15326934crj1801_10.

[46]

K. Hughes, J.-L. Barsoux, and J.-F. Manzoni, 'Nissan's U-turn: 1999-2001 Condensed Version of Redesigning Nissan (A & B)', no. Case 303-046-1. INSEAD, 2003.

[47]

E. H. Schein, 'Culture: The Missing Concept in Organization Studies', *Administrative Science Quarterly*, vol. 41, no. 2, pp. 229–240, 1996, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/2393715>

[48]

P. Myers, S. Hulks, and L. Wiggins, *Organizational Change: Perspectives on Theory and Practice*. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[49]

M. J. Hatch, 'The Dynamics of Organizational Culture', *The Academy of Management Review*, vol. 18, no. 4, pp. 657–693, 1993, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/258594>

[50]

P. Gagliardi, 'The Creation and Change of Organizational Cultures: A Conceptual Framework.', *Organization Studies* (Walter de Gruyter GmbH & Co. KG.), vol. 7, no. 2, pp. 117–134, 1986, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=5963686&site=bsi-live>

[51]

C. Ghosn, 'Saving the Business Without Losing the Company', *Harvard Business Review*, vol. 80, no. 1, pp. 37–45, 2002, [Online]. Available:

<http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HB&scope=site>

[52]

J. Santos and P. Williamson, 'The New Mission for Multinationals', MIT Sloan Management Review, vol. 56, no. 4, pp. 45–54, 2015, [Online]. Available: <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/1694712965/AF761FC12A1E4965PQ/8?accountid=14888>

[53]

P. Myers, S. Hulks, and L. Wiggins, Organizational Change: Perspectives on Theory and Practice. Oxford: Oxford University Press, 2012. [Online]. Available: <http://webcat.warwick.ac.uk/record=b3493094~S1>

[54]

M. M. Crossan, H. W. Lane, and R. E. White, 'An Organizational Learning Framework: From Intuition to Institution', The Academy of Management Review, vol. 24, no. 3, pp. 522–537, 1999, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/259140>

[55]

D. Garvin, A. Edmondson, and F. Gino, 'Is Yours a Learning Organization?', Harvard Business Review, vol. 86, no. 3, pp. 109–116, 2008, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HB&scope=site>

[56]

J. S. Brown and P. Duguid, 'Organizational Learning and Communities-of-Practice: Toward a Unified View of Working, Learning, and Innovation', Organization Science, vol. 2, no. 1, pp. 40–57, 1991, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/2634938>

[57]

C. Collison and G. Parcell, Learning to fly: practical knowledge management from some of

the world's leading learning organizations, 2nd ed. Chichester, West Sussex: Capstone, 2004.

[58]

S. Newell, *Managing knowledge work and innovation*, 2nd ed. Basingstoke: Palgrave Macmillan, 2009.

[59]

I. Nonaka, 'A Dynamic Theory of Organizational Knowledge Creation', *Organization Science*, vol. 5, no. 1, pp. 14-37, 1994, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=7098440&site=eds-live&group=trial>

[60]

E. H. Schein, 'Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning', *Systems Practice*, vol. 9, no. 1, pp. 27-47, 1996, doi: 10.1007/BF02173417.

[61]

L. Dickens and K. Watkins, 'Action research: Rethinking Lewin', *Management Learning*, vol. 30, no. 2, pp. 127-140, 1999, [Online]. Available: <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/209890586/F5DE34FDE74C46FCPQ/4?accountid=14888>

[62]

A. Edmondson, R. Bohmer, and G. Pisano, 'Speeding up Team Learning', *Harvard Business Review*, vol. 79, no. 9, pp. 125-132, 2001, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

[63]

V. Marsick and J. O'Neil, 'The many faces of action learning', *Management Learning*, vol. 30, no. 2, pp. 159-176, [Online]. Available: <http://0-search.proquest.com.pugwash.lib.warwick.ac.uk/docview/209862874/6EEB1CCBBD>

9649C6PQ/6?accountid=14888

[64]

E. C. Wenger and W. M. Snyder, 'Communities of Practice: The Organizational Frontier.', Harvard Business Review, vol. 78, no. 1, pp. 139-145, 2000, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/direct.asp?db=bth&jid=HBR&scope=site>

[65]

E. Wenger, R. A. McDermott, and W. Snyder, Cultivating communities of practice: a guide to managing knowledge. Boston, Mass: Harvard Business School Press, 2002. [Electronic resource]. Available: <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>

[66]

E. Wenger, R. A. McDermott, and W. Snyder, Cultivating communities of practice: a guide to managing knowledge. Boston, Mass: Harvard Business School Press, 2002.

[67]

D. B. Lewis and W. Vandekerckhove, Developments in whistleblowing research 2015. International Whistleblowing Research Network, 2015. [Online]. Available: <http://gala.gre.ac.uk/14461/>

[68]

C. Grant, 'Whistle Blowers: Saints of Secular Culture', Journal of Business Ethics, vol. 39, no. 4, pp. 391-399, 2002, [Online]. Available: <http://0-www.jstor.org.pugwash.lib.warwick.ac.uk/stable/25074853>

[69]

N. Perry, 'Indecent Exposures: Theorizing Whistleblowing.', Organization Studies, vol. 19, no. 2, pp. 235-257, 1998, [Online]. Available: <http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db>

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

[70]

J. Butler, *The psychic life of power: theories in subjection*. Stanford, Calif: Stanford University Press, 1997.

[71]

J. Rothschild and T. D. Miethe, 'Whistle-Blower Disclosures and Management Retaliation: The Battle to Control Information about Organization Corruption', *Work and Occupations*, vol. 26, no. 1, pp. 107-128, 1999, doi: 10.1177/0730888499026001006.