

Contents

<i>List of figures and tables</i>	ix
<i>List of research reports and change tools</i>	xi
<i>Preface and acknowledgements</i>	xii
<i>Tour of the book and companion website</i>	xviii
<i>Managing change in practice: video and text feature</i>	xx
<i>Case studies and examples grid</i>	xxii
<i>Publisher's acknowledgements</i>	xxiv

Part I	<i>Managing change: a process perspective</i>	1
	1 Process models of change	4
	2 Leading change: a process perspective	22
	II <i>Recognizing the need for change and starting the change process</i>	43
	3 Patterns of change	46
	4 Recognizing a need or opportunity for change	68
	5 Starting the change	86
	6 Building change relationships	100
	III <i>Diagnosing what needs to be changed</i>	119
	7 Diagnosis	122
	8 Gathering and interpreting information	144
	IV <i>Leading and managing the people issues</i>	161
	9 The role of leadership in change management	167
	10 Power, politics and stakeholder management	190
	11 Communicating change	212
	12 Motivating others to change	233
	13 Supporting others through change	255
	V <i>Planning and preparing for change</i>	271
	14 Shaping implementation strategies	279
	15 Developing a change plan	297
	16 Types of intervention	313
	17 Action research	332

18	Appreciative inquiry	344
19	Training and development	359
20	High performance management	369
21	Business process re-engineering	381
22	Lean	392
23	Culture profiling	408
24	Selecting interventions	421
VI	<i>Implementing change and reviewing progress</i>	433
25	Implementing change	435
26	Reviewing and keeping the change on track	451
VII	<i>Sustaining change</i>	463
27	Making change stick	465
28	Spreading change	476
VIII	<i>Learning</i>	485
29	Individual and collective learning	487
30	Pulling it all together: a concluding case study	512
	<i>Author index</i>	514
	<i>Subject index</i>	518