Selected titles on organisational development in the Learning Resource Centre

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The Learning Resource Centre supports programmes, research and events at Roffey Park through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources.

There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website: www.roffeyparklrc.com.

Members and programme participants can borrow books and access two management databases containing full text articles. We post books to you so you don't need to travel. Or, if you’re coming to Roffey Park for an event or meeting, you’re very welcome to visit the library in person.

This review features just some of the recently acquired books and other resources you can access through the LRC.

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Organisational Development is about using group and human dynamic processes from applied behavioural science methods to improve the health and effectiveness of organisations and the people that work in them in a sustainable way. The book's strength is the blending of the traditional theory base and practice with new ideas and new practices, and seasoned practitioners will find the overview of the OD consulting cycle helpful, with separate chapters covering the diagnostic, intervention and evaluation phases. There is also a chapter on politics and power and the future of OD. Part two covers HR in relation to OD, including chapters on organisational design, culture change, and developing effective leaders. Mee Yan is a Visiting Fellow of Roffey Park and Linda Holbeche was Director of Research and Strategy at Roffey Park from 1995-2005.
This third edition discusses a range of theories to help understand organisations and change, including open-system theory, Capra’s ideas about the life sciences, chaos theory, and Gladwell’s The Tipping Point. Various models are reviewed including the Burke–Litwin model, and both evolutionary and revolutionary organisation change are examined. This new edition includes a chapter on organisational culture change; new sections on positive organisation change and loosely coupled systems have been added to Chapter 14; and a new case on revolutionary change: The Dime Bancorp, Inc. provides an example of change in an organisation’s deep structure. Follow the links to view sample chapters on the publisher’s website, and to see recommended links and articles on the Student Study Site.

This new edition of Practicing Organization Development has been thoroughly revised and updated to reflect the most recent developments in the field. With contributions from leading OD practitioners and scholars, the book includes a review of the core elements of OD that offers new information on a variety of topics such as leadership transformation and development, questions of inquiry, multi-level strategic change, global compact, positive states of organising, and OD’s role in creating a structure of belonging. The contents and Chapter 1 can be viewed on the publisher’s website.

In presenting organisations as a series of complex responsive processes, this book helps us to see organisational reality for what it actually is: human beings engaged in many local conversational interactions and power relations in which they negotiate their ideologically based choices. Organisational continuity and change emerge unpredictably, rather than as a result of any overall plan. The implications are drawn together for a range of organisational issues, including: policy making and public sector governance, the roles of leaders and managers “after the collapse of investment capitalism”, organisational and management research; management education; and management consultancy. Stacey argues for a radical rethink of how organisations work in practice; and what this means in terms of the emergence of unintended outcomes, such as the banking collapse, and the perceived failure of managerialism and marketisation in the public sector. For a review by Chris Rogers follow the link.

Links: [http://www.uk.sagepub.com/books/Book234376](http://www.uk.sagepub.com/books/Book234376)
Links: [http://www.uk.sagepub.com/burke3einstr/study/intro.htm](http://www.uk.sagepub.com/burke3einstr/study/intro.htm)
Links: [http://informalcoalitions.typepad.com/stacey_review.pdf](http://informalcoalitions.typepad.com/stacey_review.pdf)
This book offers insights into different frameworks and ways of approaching change on an individual, team and organisational level. The models, tools and techniques bridge the gap between the purely academic and the more pragmatic aspects of management theory and practice. There are chapters on individual, team and organisational change, together with a chapter on leadership of change. Other chapters aim to provide guidelines, case studies and learning points for those facing specific organisational challenges. Here the individual, team and organisational aspects of the changes are integrated into a coherent whole. This fully updated, new edition includes new chapters on recent and emerging research in the area of change management and guidance on how to manage complex change.

Links:  http://www.makingsenseofchange.com/

William Bridges classic on organisational change is revised for the new work environment. Change is contrasted to transition, which occurs internally, on the psychological level. The book covers the seven stages of organisational life, the rules that govern organisational development and the transitions that accompany it, and the three phases of the transition process: ending, neutral zone and beginning.

Follow the links to view a summary of the 2nd edition on EBSCOhost Business Book Summaries™ (authentication required) and to view a sample chapter on the publisher’s website.

Links:  http://www.wmbridges.com

Based around an extended case-study in a high-tech firm, the realities of organisational change are revealed. From planning and inception to project management and engagement, this book explores the views and reactions of various stakeholders undergoing real-life change processes. By drawing on theories of organisational culture, the book helps in understanding how organisations can promote change without alienating the people needed to implement it. Critique of many common assumptions and recommendations in the change literature is combined with some new ideas for thinking and acting in change work, partly focused on cultural change but with relevance for all change projects.

Follow the link to view a sample chapter on the publisher's website.

Links:  http://www.routledge.com/books/details/9780415437622/
Organizational culture and leadership, by SCHEIN Edgar H. Jossey-Bass: 2010. 4th edition. Edgar Schein explores how leadership and culture are fundamentally intertwined, and reveals key findings about leadership and culture: leaders are entrepreneurs and the main architects of culture; once cultures are formed they influence what kind of leadership is possible; it is the leader’s responsibility to do something to speed up culture change if elements of the culture become dysfunctional. This edition contains new information that reflects culture at different levels of analysis from national and ethnic macroculture to team-based microculture.

Follow the links to view sample chapters on the publisher’s website, and to view a summary of the book (previous edition) on EBSCOhost Business Book Summaries™ (authentication required).


The corporate culture survival guide, by SCHEIN, Edgar H. Jossey Bass: 2009. New and revised edition. The Warren Bennis Series. Expert Edgar H. Schein explains what culture is and why it's important, how to evaluate your organisation's culture, and how to improve it, using practical tools based on decades of research and real-world case studies. This new edition reflects the massive changes in the business world over the last ten years, exploring the influence of globalization, new technology, and mergers on culture and organisation change. New case examples help illustrate the principals at work and bring focus to emerging issues in international, nonprofit, and government organisations.

Follow the links to view sample chapters on the publisher's website and to view a summary of the book on EBSCOhost Business Book Summaries (authentication required).


Organisation culture: getting it right, by STANFORD, Naomi. Profile Books: 2010. This, Naomi Stanford's third book, follows-up her books on organisational design. It gives managers a guide to: why culture matters and the effect it has on success; understand, define and measure their organisation’s culture; align their culture with the business strategy; avoid the common mistakes of “culture change” programmes; and to keep their culture dynamic, responsive and resourceful. Examples from companies as diverse as IKEA, GE, Microsoft, Google, eBay, McDonalds, Procter & Gamble, Unilever, Wal-Mart and Tesco, are complemented by a series of wide-ranging practical exercises that will help managers analyse and make their organisation’s culture a powerful driver of success.

Follow the link to view an extract from the chapter "Can culture be measured?" on Naomi's blog.

Organizational change: views from the edge, by MARSHAK, Robert J. The Lewin Center: 2009.
This collection of twenty-seven essays provides both scholarly and practitioner perspectives on the subject of organisational change, covering the development of the author's ideas over a twenty-five year period. Included in the collection are classic discussions about the impact of language and metaphors on organisational change concepts, possibilities, and practices; the theory, practice, and challenges facing the field of Organisation Development; and comparisons of traditional East Asian change concepts with Western models. Dr. Marshak has served on the Boards of NTL Institute and the Organization Development Network, and was Acting Editor of the Journal of Applied Behavioral Science. He received the OD Network's Lifetime Achievement Award, and is the author of over 60 publications on consulting and change.
Links:  [http://www.american.edu/spa/faculty/marshak.cfm](http://www.american.edu/spa/faculty/marshak.cfm)

The power of appreciative inquiry: a practical guide to positive change, by WHITNEY, David and TROSTEN-BLOOM, Amanda. Berrett-Koehler: 2010. 2nd revised and expanded edition. A menu of eight results-oriented approaches to AI is provided, along with case examples from a wide range of organisations to illustrate Appreciative Inquiry in action. This edition includes a new chapter on community applications of AI, along with new examples, tools, and tips for using AI to create an enduring capacity for positive change.
Follow the link to view some articles on the authors' website.
Links:  [http://www.positivechange.org](http://www.positivechange.org)

Turning to one another: simple conversations to restore hope to the future, by WHEATLEY Margaret J. Berrett-Koehler: 2009. expanded 2nd edition. New material encourages us to be fearless and to realise the profound impact we can have in changing the world. "What is my role in creating change?" describes how the world doesn't change from leaders or top-level programmes or big ambitious plans, it changes when everyday people gather in small groups, notice what we care about and take those first steps to change the situation. The second new conversation is "Can I be fearless?", this conversation is the last in the book, but it might also be the first: if we don't learn how to move past our fears, we will not be able to host conversations or become active on behalf of this troubled, still beautiful world. Whether we're in a small village or a major global corporation, in any country and in any type of work, we are being asked to work faster, more competitively, more selfishly, and to focus only on the short-term. These values cannot lead to anything healthy and sustainable, and they are alarmingly destructive. I believe we must learn quickly now how to work and live together in ways that bring us back to life."
Paraphrased from Meg Wheatley's website.
Follow the link to the website which provides simple processes for hosting conversations, and information about many other conversation initiatives around the world. You can also read the introduction to the book.
Links:  [http://www.turningtooneanother.net](http://www.turningtooneanother.net)

Meaningful workplaces: reframing how and where we work, by CHALOFSKY, Neal E. Jossey Bass: 2010. Drawing on a multiyear study of how a strong and responsive HR function can influence organisational effectiveness, the book provides guidelines on how to build an employee-engaged, high-performance, community-based culture. Issues addressed include the changed nature of work and what constitutes meaningful work: self, the work, and sense of life balance and integration.
Follow the link to view a sample chapter on the publisher's website.
The change leader's roadmap: how to navigate your organization's transformation,
A strategic overview of the authors' proven change process methodology is provided, as well as pragmatic guidance and tools for each key step in a complex transformational change process. The methodology is based on thirty years of action research with Fortune 500 companies, government agencies, the military, and large non-profit global organisations. This second edition includes updated information on critical path tasks and how to use the CLR to change minds and cultures, methods for building change capability, guiding principles for change, and advice for leading the human dynamics in change and creating an organisational vision.
Follow the link to view a sample chapter on the publisher's website.

Drawing on a combination of rigorous research and extensive organisational experience, the authors present a framework for leading change, Changing Leadership, that describes the specific leader practices they have found make the biggest difference between success and failure in implementing high magnitude change. In doing all of this, the leader works to make change happen in the day to day activity and conversations of the organisation.
Follow the links to view sample chapters on the publisher's website and a video on YouTube.
Links: http://www.youtube.com/watch?v=bFjPlvSta2o

Frame-breaking chapters on positive identity written by leading identity scholars forge new ground in identity research and organisations. The chapters build theoretical and empirical bridges between identity and growth, authenticity, relationships, hope, sustainability, leadership, resilience, cooperation, and community reputation and other important variables
Follow the links to view more information on the editors.
Links: http://webuser.bus.umich.edu/janedut/
Links: http://www.bus.umich.edu/positive/field/community/scholars/LauraMorganRoberts.htm

More than fifty researchers and practitioners from the UK, US, and Australia have contributed to this handbook, where the workplace is viewed through an abundance lens, rather than a deficit lens, asking questions like: What's right, what engages each generation of workers, and what do positive team member relationships look like? Drawing on the disparate literatures from positive psychology, management, I/O psychology, and human resources, the volume begins with a consideration of the changing world of work that sets the context for the rest of the book and then moves into a specific consideration of work issues from the perspective of positive psychology. Chapters focus on such topics as strengths, leadership, human resource management, employee engagement, communications, well-being, and work-life balance.
**The infinite organization: celebrating the positive use of power in organizations**, by BROOM, Michael F. Davies Black: 2002.
The Infinite Organization moves away from the traditional, finite notion of power to a new paradigm: one that expands and strengthens personal power, interpersonal influence, and the ability to create powerful teams. The six principles of infinite power for achieving personal goals and the organisation’s vision are: focus and manage energy on own goals; think systemically; learn from differences; operate only from sound and current data; empower ourselves and others to resolve problems; and develop and use a diverse support system. The six principles are applied to leadership, structures and policies, and management practices to help create a focused and passionate culture, the infinite organisation.
Follow the link for more information on the author’s website.


This book is an expanded version of a 2007 Society for Industrial and Organizational Psychology (SIOP) symposium. Both the symposium and book were coordinated by Rob Kaiser in reaction to what he describes (p. 3) as "large marketing machines" promoting development via strengths alone. In Perils he writes that strengths-only development is insufficient. The book offers 10 succinct chapters by celebrated management thinkers and consultants including Robert Eichinger, Morgan McCall. Steven Berglas, Robert Hogan, Michael Benson, Randall P. White, and the Center for Creative Leadership. Together, they provide an assessment of strengths-based development. The strengths-based approach to leadership development is an offshoot of positive psychology, an emerging branch of the psychological profession which admirably seeks to redress psychology’s long-standing fixation with pathology and mental illness.
An excerpt and extended review can be found on the publisher’s website.


Combining a practical and theoretical guide to the politics of organisational change, this book provides an exceptional resource to students of change management, and organisational behaviour. Buchanan and Badham show how the change agent who is not politically skilled will fail, and that it is necessary to be able and willing to intervene in the political processes of the organisation. This revised edition includes: a new chapter on gender in approaches to organisation politics; a range of teaching materials including case studies, incident reports, and self-assessments; feature film or DVD recommendations to illustrate aspects of organisation politics; fresh research evidence; recent literature on the nature of entrepreneurial politics; and a model of political expertise, and how that can be developed.
Chapter 1 can be read on the publisher’s website.

Links: [http://www.uk.sagepub.com/books/Book229724](http://www.uk.sagepub.com/books/Book229724)

This story-driven narrative shows how employees and managers, parents and nurses have united both their rational and emotional minds to effect transformative change.
Follow the link to view a sample chapter on the author’s website.


The immunity-to-change™ approach is specifically designed to help individuals, work teams, and organizations make those personal and collective changes that are most important to them, but have proven resistant even to thoughtful plans and heartfelt intentions. The approach was first presented in Kegan and Lahey’s How the Way We Talk Can Change the Way We Work (Jossey-Bass/Wiley, 2001).

Follow the link for a review of the book in the June 2009 issue of Integral Review; there are further articles on use of the ITC approach in this journal.


This book sets out to answer the question, what is the best way to organise a group with a shared purpose to get things done and achieve its strategic intent? The authors create what they call an Organizational Design Compass, to help take a holistic view of the organisation, its strategic intent and alignment needs, and they introduce OPTIMAL, their organisational design process, which includes a map to guide the user step-by-step through the design process.


Organisational change forms the centrepiece in this discussion of organisational theory and design. This sixth edition has been updated to reflect the most recent trends in real-world managing techniques, including: the stakeholder approach to organisations; recent developments in organisational structure (i.e. product teams, outsourcing, etc); origins of organisational culture; relationship between international strategy and global organisational design; and transaction cost theory. In-chapter tools help make the connection between concepts and the real-world implications of organisational design and change, and the Amazon.com case study is featured in several of the book’s chapters.

Follow the link to preview contents on the publisher’s website.

Links: http://instructors.coursesmart.com/9780136077442/1


The humanistic values and democratic norms that guide group practitioner's interventions are identified. Also presented are the seven stage themes of group development, 29 techniques for group work practice and more than 60 new illustrations from contemporary group work. The second edition remains centred on the role of the social group work practitioner who employs group work methods to further the personal growth and empowerment of members in community and institutional contexts.

Follow the link to preview on the publisher’s website.

Links: http://www.uk.sagepub.com/books/Book232902
**Developing resilience: an evidence-based guide for practitioners.** CIPD: 2011.
This publication is designed to give guidance to practitioners based on a thorough review of the available evidence about how to develop resilience at individual and organisational level.
The Chartered Institute of Personnel and Development (CIPD) is the professional body for those involved in the management and development of people.
Available as a PDF file to download. Please note some areas of the site may require guest/member registration.
Links: [http://www.cipd.co.uk/hr-resources/guides/developing-resilience-evidence-guide.aspx](http://www.cipd.co.uk/hr-resources/guides/developing-resilience-evidence-guide.aspx)

The authors of the articles in this special issue provide an exploration of the history of OD and HR, considerations of the opportunities and dilemmas regarding structure and function, and challenging implications for the future. In addition, they offer fascinating case studies from their experience. Specifically, many convey wide acceptance of the need for genuine collaboration between OD and HR; however, there are multiple views about how and in support of what organisation needs they will function jointly.

**Practising Social Change**
This the on-line practitioner’s journal of The NTL Institute for Applied Behavioural Science in which the world-wide professional community of NTL members, associates and colleagues describe how reliable and emerging theories of learning and change come alive in the real world.

This article explores the argument that a potentially significant reason for the high change failure rate is a lack of alignment between the value system of the change intervention and of those members of an organisation undergoing the change. In order to test this assertion, the article begins by reviewing the change literature with regard to the impact of values on success and failure. It then examines Graves’ Emergent Cyclical Levels of Existence Theory and uses this as the basis of a method for identifying and aligning value systems. The article then presents the results from case studies of two change initiatives in different organisations.
Follow the links to access the full text (authentication will be required)
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Lesley Martinson, Martinson Consulting

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Niki Holland, Partnerships in Change

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