InTouch from the LRC at Roffey Park

Selected titles on organisational development in the Learning Resource Centre
May 2014

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 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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This collection offers a variety of perspectives and unparalleled experiences from practitioners and researchers, including those associated with Roffey Park, who all share an interest and involvement in Organisation Development (OD). In it are multiple voices, mindsets and practices - not all of which necessarily agree with each other. The guide tackles the dilemmas and polarities that face anyone studying or practising within the OD arena, and encourages them to develop their own particular practice of OD in a way that is appropriate for their context, skills and preferences, while challenging them to look beyond what comes naturally. It covers issues of organisational health as well as offering tools aimed at supporting practitioners to survive in the harsh realities of organisational life. It contains chapters on the OD practitioner, on groups, on culture, on data and evaluation. It offers perspectives on change, on the relationship between OD and HR, and on the use of external consultants. Follow the link to preview.

Links: http://www.ashgate.com/isbn/9781409440499
**Organizational change, leadership and ethics.** BY Rune Todnem, Burnes Bernard. Routledge: 2013

By and Burnes bring together leading international scholars in the fields of organisational change and leadership to explore and understand the context, theory and successful promotion of ethical behaviour in organisations. By focusing on real world examples, contributors analyse the issues and challenges that hinder ethical change leadership which can lead to sustainable organisations. This unique volume brings together the worlds of organisational change, leadership, business ethics and corporate social responsibility, resulting in a book that will be valuable reading in all four fields. With contributions from leading scholars, including David Boje, Dexter Dunphy, Suzanne Benn and Carl Rhodes.

Links: http://www.psypress.com/books/details/9780415679879/
Links: http://www.academia.edu/2269570/Ethics_Leadership_and_Change


Despite the popularity of organisational change management, the question arises whether its prescriptions are based on solid and convergent evidence. To answer this question, a systematic review was conducted of organisational change management research published in scholarly journals during the past 30 years. Findings suggest that scholars and practitioners should be sceptical regarding the body of research results in the field of organisational change management published to date. Prescriptions are offered for researchers, editors, and educators to develop a more solid body of evidence on organisational change management.

Links: http://jab.sagepub.com/content/50/1

**Humble Inquiry: the gentle art of asking instead of telling.** SCHEIN Edgar H. Berrett-Koehler: 2013

Humble Inquiry was inspired by Schein’s twenty years of work on safety in high-hazard industries and the health-care system, where honest communication can literally mean the difference between life and death. Schein defines Humble Inquiry as “the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person.” In other words, do ask, don’t tell. Humble Inquiry builds the kinds of positive, trusting, balanced relationships that encourage honest and open interactions in both our professional and personal lives. In this seminal work, Schein explores the various types of humility, contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry offers in many different settings, and offers advice on overcoming the cultural, organisational, and psychological barriers that keep us from practicing it. This is a major new contribution to how we see human dynamics and relationships, presented in a compact, personal, and eminently practical way.

Follow the link to preview.

Links: http://www.bkconnection.com/ProdDetails.asp?ID=9781609949815

Links: http://www.sagepub.com/booksProdDesc.nav?prodId=Book239411
Links: http://www.tc.columbia.edu/Academics/?facid=wwb3

Organizational change: themes and issues. GRIEVES Jim. Oxford University Press: 2013. Provides a critical appreciation of organisational change, enabling students to understand the themes and issues of change interventions. The first organisational change text written specifically with post-experience students in mind, it provides the level of theory and critique required at this level, while encouraging readers to reflect and draw upon their own experience of the working world in the ‘stop and think’ features throughout each chapter. Jim Grieves employs a ‘four perspectives’ approach to change which runs throughout the book to provide a clear pathway and overall argument for student learning. Follow the link to preview.


Making sense of change management: a complete guide to the models, tools and techniques of organizational change. CAMERON Esther and GREEN Mike. Kogan Page: 2012. 3rd edition. This classic text is aimed at anyone who wants to understand why change happens, how it happens and what needs to be done to make change welcome. This completely revised and fully updated new edition includes new chapters on managing change in tough and uncertain times and the deeper skills of becoming a true agent of change. Some resources aimed at academics are offered on the Kogan Page website, and you can preview the Introduction on the book website.

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

Adaptive Action: Leveraging Uncertainty in Your Organization. EOYANG Glenda H; HOLLADAY Royce J. Stanford University Press: 2013. Complexity and uncertainty impact us all. Individuals, organisations, and communities are constantly changing all around us. Adaptive Action is a reflective process that guides you to take action in times of uncertainty based on three questions: What? So what? Now what? The three-step planning process was developed by Glenda Eoyang and Royce Holladay through their work at the Human Systems Dynamics Institute. This book provides a deeper understanding of the Adaptive Action framework and clear protocols to support it; nine case studies from professionals who used Adaptive Action to meet personal, professional and political challenges are also included. Follow the links for more information.

Links: http://www.adaptiveaction.org
Links: http://vimeo.com/marynations/videos/all/sort:date
Links: http://wiki.hsdinstitute.org/
The Palace: perspectives on organisation design. GARROW Valerie, VARNEY Sharon. IES Publications: 2013
This third OD report from IES examines organisation design. When organisations grapple with a challenging and changing economic and social environment, it is sometimes evident that some re-modelling, or even a fresh start, is needed to sweep away old structures and clear out obsolete processes and procedures. This report uses the story of an old palace to consider the challenges of design in a complex and highly connected world, where organisations are expected to be agile and innovative, work globally in a seamless way, and continually ‘engage’ talented employees through an attractive employer brand. In common with IES’s earlier OD report, Fish or Bird: perspectives on OD, this report brings together multiple perspectives on organisation design. It has been compiled from a sweep of the literature, advice from practitioners and case studies. Although it is not a ‘how to…’ guide, key threads from each perspective discussed in this report are brought together in a final practical chapter, where the authors pose a number of questions to promote what they hope will be some useful conversations.
Follow the link to view a summary.

Links:  http://www.employment-studies.co.uk/pubs/summary.php?id=501

Leading organization design: how to make organization design decisions to drive the results you want. KESLER Gregory, YATES Amy. Jossey Bass: 2011
The authors are managing partners at Kates Kesler Organization Consulting. The organisation design approach and tools they have developed together and with Jay Galbraith have become the standard internal design methodology used in dozens of major corporations around the world. "Leading Organization Design has some unique features that make it valuable. It is one of the few and certainly only recent books to take us through an explicit process to design modern organizations. This is accomplished with the five-milestone process. The process is not a simple cookbook. Indeed, the authors have achieved a balance between process and content. In so doing, Kesler and Kates show us what to do as well as how to do it."—Jay Galbraith, from the Foreword
Follow the link to preview

Wilful blindness: why we ignore the obvious at our peril. HEFFERNAN Margaret. Simon and Schuster: 2014.
In her latest book, Heffernan argues that the biggest threats and dangers we face are the ones we don’t see – not because they’re secret or invisible, but because we’re wilfully blind. She examines the phenomenon and traces its imprint in our private and working lives, and within governments and organisations, and asks: What makes us prefer ignorance? What are we so afraid of? Why do some people see more than others? And how can we change? Examining examples of wilful blindness in the Catholic Church, the SEC, Nazi Germany, Bernard Madoff’s investors, BP’s safety record, the military in Afghanistan and the world of subprime mortgage lenders, the book demonstrates how failing to see—or admit to ourselves or our colleagues—the issues and problems in plain sight can ruin private lives and bring down corporations. The book explores how wilful blindness develops and then goes on to outline some of the mechanisms, structures and strategies that institutions and individuals can use to combat it. Using models from psychology, history, business and the neurosciences to rigorously evaluate the phenomenon of wilful blindness, the book has been compared to work by Malcolm Gladwell and Nicholas Taleb.

Improving organizational interventions for stress and well-being: addressing process and context. BIRON Caroline, KARANIKA-MURRAY Maria, COOPER Cary L. Routledge: 2012

This book brings together a number of experts in the field of organisational interventions for stress and well-being, and discusses the importance of process and context issues to the success or failure of such interventions. The book explores how context and process can be incorporated into programme evaluation, providing examples of how this can be done, and offers insights that aim to improve working life. Although there is a substantial body of research supporting a causal relationship between working conditions and employee stress and well-being, information on how to develop effective strategies to reduce or eliminate psychosocial risks in the workplace is much more scarce, ambiguous and inconclusive.

Links: http://www.routledge.com/books/details/9781848720565/


An organisation is healthy when it is whole, consistent and complete, when its management, operations and culture are unified. Healthy organisations outperform their counterparts, are free of politics and confusion and provide an environment where star performers never want to leave.

Lencioni’s first non-fiction book provides leaders with a ground-breaking, approachable model for achieving organisational health—complete with stories, tips and anecdotes from his experiences consulting to some of the nation’s leading organisations. In this age of informational ubiquity and nano-second change, it is no longer enough to build a competitive advantage based on intelligence alone. The Advantage provides a foundational construct for conducting business in a new way - one that maximizes human potential and aligns the organisation around a common set of principles.

Follow the links to preview.

 Links: http://www.tablegroup.com/oh/


Appreciative Inquiry is a way of thinking, seeing and acting for powerful, purposeful change in organisations and is particularly useful in systems being overwhelmed by a constant demand for change. While traditional problem-solving processes separate, dissect, and pull apart, Appreciative Inquiry generates affirming images that pull people together. People discover what the organisation does well, how it does it and design ways to do more of what works. Unlike a cookbook approach to change, Appreciative Inquiry is a thought process. The book is written in simple language and includes references on where to go for more in-depth study.

Now in third 2013 edition - follow the link to preview


Asia, the home of the majority of the world’s population, is a rich amalgam of cultures. This issue looks at how AI is interacting with the fast pace of change in Asian cultures, and traditional Asian philosophies and values.

This thoroughly revised edition of Gestalt Counselling introduces the fundamental concepts of Gestalt and systematically demonstrates how to apply and use these in practice. Taking a relational perspective, the expert authors explore how Gestalt can be used in a wide variety of 'helping conversations' from counselling, psychotherapy and coaching to mentoring, managing, consulting and guiding. Follow the link for a review.


From complexity to simplicity: unleash your organization's potential COLLINSON Simon. Palgrave Macmillan: 2012
Complexity is one of the biggest challenges facing modern business. It is slowing companies down, costing them over 10% of their profits and harming employee morale. Yet very few people are offering practical advice on how to solve this problem. From Complexity to Simplicity will equip you and your business with the understanding, tools and inspiration you need to identify and eradicate harmful complexity from your company or organisation. Based on cutting-edge research, it takes you through real business case-studies and offers a practical 'how to' approach to tackling this growing problem. Follow the link to preview a chapter.


Conscious Capitalism builds on the foundations of capitalism - voluntary exchange, entrepreneurship, competition, freedom to trade and the rule of law, and adds in other elements: trust, compassion, collaboration and value creation. Four pillars guide and underlie a conscious business: Higher Purpose; Stakeholder Orientation; Conscious Leadership; Conscious Culture. Follow the link to find out more about the Conscious Capitalism Movement.

Links: http://www.consciouscapitalism.org/

Conscious business: how to build value through values KOFMAN Fred. Sounds True: 2013
'Conscious business', Fred explains, means finding your passion and expressing your essential values through your work. A conscious business seeks to promote the intelligent pursuit of happiness in all its stakeholders. It produces sustainable, exceptional performance through the solidarity of its community and the dignity of each member. Conscious Business won the 2007 Nautilus Award and the 2007 Independent Publisher Awards Bronze Medal. It has been translated into more than 10 languages.

Links: http://www.axialent.com/philosophy/conscious

This all-new edition of the seminal book on navigating the multigenerational workplace takes a fresh look at a growing challenge, now exacerbated by the youngest employees. With their micromanaged childhoods and tech addictions, Gen Yers require constant feedback—frustrating for the Me Generation that can’t let go of the spotlight, and annoying for Gen Xers, sandwiched between the two… Generations at Work lays bare the causes of conflict, and offers practical guidelines for managing the differences.


The fourth edition of this bestselling book is packed full of practical, expert advice on how to navigate the murky waters of ethics, politics and management in your own organisation. Multidisciplinary in its approach to action research, the book sets out a step-by-step template for researchers to follow and adapt. The book is the ideal resource for students, researchers and practitioners hoping to generate real change through their action research project.

Links: http://www.uk.sagepub.com/booksProdDesc.nav?prodId=Book240933


The arc of this book is the individual development journey, a journey of many stages of self-identity and self-growth which has been the subject matter of storytellers, artists, sages and philosophers through the centuries, and more recently of development psychologists. "Kate Cowie has re-invigorated the (until now almost lost) humanistic thrust of mid-20th century organizational behavior thought leaders by integrating their ideas with contemporary emerging global awareness. She does this by re-introducing a well-researched, highly systematic, comprehensive and updated adult identity development perspective. She brings insights from both modern organizational theory and recent neuroscience to bear on the problem (and the opportunity) of human social, spiritual and moral development in organizations." David Kiel, Dr. P.H., Leadership Coordinator, Center for Faculty Excellence, University of North Carolina.

Links: http://findingmerlin.com/


This editorial article explores some macro-level trends in the discourse on organisational change using the ‘Google Ngram Viewer’. Ngrams for four change-oriented constructs, namely: organizational change, OD, planned organizational change and change management were produced. There appears to be a modest resurgence of interest in OD from the 2000s onwards, perhaps coinciding with a re-articulation and re-positioning of the discourse of OD in terms of the development of a new form of OD.

Links: http://dx.doi.org/10.1080/14697017.2014.886871
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“The staff are knowledgeable, helpful and engaged with whatever issue I am grappling. I could not do without this service” –

Lesley Martinson, Martinson Consulting

“This is a fabulous service which I am very dependent on. I feel confident that I can always come to you for the latest updates on any topic”

Niki Holland, Partnerships in Change

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- Relax in our lounge and beautiful grounds
- Help yourself to complimentary tea and coffee
- Order a sandwich lunch (charged).

For more information on accessing these resources and our enquiry service please see the website or contact Clive, Melanie or Jane in the LRC:

www.roffeypark.com/lrc
lrc@roffeypark.com
Telephone: 01293 854052