



Selected titles on organisational development in the Learning Resource Centre

July 2016

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

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Organization Development: A practitioner's guide for OD and HR

CHEUNG-JUDGE Mee-Yan and HOLBECHE Linda

Kogan Page: 2015. 2nd edition.

The authors, two of the leading experts in the field, provide practical advice on using diagnostic techniques to identify an organisation's needs and explain how to use them across a range of areas including change, culture and organisation design.

"The first edition of Organization Development: A Practitioner's Guide for OD and HR is a very useful compendium of theories, practices, and figures with well-informed guidance for practitioners. This new edition is even more so with expanded, updated, and new sections on complexity and chaos theories and approaches, Dialogic OD, the logistics and infrastructure that support change, behavioral change, organization agility and resilience, and employee engagement. Mee-Yan Cheung-Judge and Linda Holbeche have again produced a valuable handbook for both the beginning and experienced OD practitioner." John D. Vogelsang, PhD, Editor in Chief of the OD Practitioner

Links: <http://www.koganpage.com/product/organization-development-9780749470173>

Practicing Organization Development: leading transformation and change

ROTHWELL William J, STAVROS Jacqueline M and SULLIVAN Roland L.

Wiley: 2015. 4th edition.

This edition has been updated to explore the cutting edge of change management, leadership development, organisational transformation, and society benefit. These concepts are explored through emerging and increasingly accepted strengths-based approaches such as: appreciative inquiry, emotionally and socially intelligent leadership, positive organisation development, and sustainable enterprises. This edition offers both theoretical concepts and guides to practical applications, providing you with the knowledge, techniques, and tools to put organisational development to effective use in the workplace.

Links: <http://onlinelibrary.wiley.com/book/10.1002/9781119176626>

Links: <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-1118947703.html>

Resource-ful Consulting: Working with your presence and identity in consulting to change

IZOD Karen and WHITTLE Susan Rosina

Karnac Books: 2014

Consultants and practitioners working with change can feel at a loss as to how to help their clients move forward. Organisations get stuck in routine ways even when they have innovations in mind. Consultants get stuck in familiar interventions which no longer prove stimulating or effective. Such challenges to practice can preoccupy and reinforce these stuck positions. Drawing on the authors' experiences of working with the professional development of consultants and change agents over many years, this book provides an asset-based approach to consulting, where the resources to work at this 'stuckness' come from the way that we think about and use ourselves: our Identity and our Presence. In handbook format, the book is structured in seven sections: Potential Space, Identity, Presence, Role Space, Practice, Change, and Future Developments. Focussing on practitioners' preoccupations, the authors offer models, theories, tales and activities to help describe and analyse your Identity and your Presence. They tell stories which question how your Practice supports or compromises change, and suggest playful experimentation as a route to change, and the development of a more resource-ful approach to your consulting practice.

Links: <http://www.tavinstitute.org/projects/resource-ful-consulting-working-presence-identity-consulting-change/>

Links: <http://www.karnacbooks.com/ProductPreview.asp?PID=34484>

Research and Social Change: a relational constructionist approach

McNAMEE Sheila and HOSKING Dian Marie

Routledge: 2012. Routledge Advances in Research Methods

Excerpt from book jacket: "This book bridges scholarly forms of inquiry and practitioners' daily activities. It introduces inquiry as a process of relational construction, offering resources to practitioners who want to reflect on how their work generates practical effects. This volume will be useful for undergraduates, graduate students, and practitioners engaged in professional development, with particular use for those scholar-practitioners who want to reflect on and learn from their practice and who want to produce practical results with and for those with whom they are working. It is also aimed at those scholar-practitioners who want to contribute to a wider understanding of how social relations (groups, organisations, communities, etc.) can work effectively.

Links: <https://www.routledge.com/9780415806718>

Links: <http://www.relational-constructionism.org/>

Organize for complexity: How to get life back into work to build the high-performance organization

PFLAEGING Nils

BetaCodex Publishing: 2014. 2nd ed

Niels' white paper Organize for Complexity has been popular with readers online (more than 40.000 views on Slideshare for the English language version; it's also available in other languages). With a little help from his friends, he decided to turn it into a full-fledged book, with around twice the content of the white papers - it includes some new concepts and two largely new chapters on leadership and transformation.

This is a book about complexity and work - and about how to deal productively with both; it includes a condensed introduction to the theory and practice of organisational high performance and a manifesto for contemporary leadership and profound transformation in organisations of all kinds. Free sample book chapter "Complexity: Why it matters to work and organizations"

Links: <http://www.organizeforcomplexity.com/book/>

Managing in uncertainty. Complexity and the paradoxes of everyday organizational life

MOWLES Chris

Routledge: 2015.

Drawing on insights from the complexity sciences, process sociology and pragmatic philosophy, Chris Mowles engages directly with some principal contradictions of organisational life concerning innovation, culture change, conflict and leadership. Chris argues that if managers proceed from the expectation that organisational life is inherently uncertain, and interactions between people are complex and often paradoxical, they start noticing different things and create possibilities for acting in different ways. Managing in Uncertainty will be of interest to practitioners, advanced students and researchers looking at management and organisational studies from a critical perspective.

Links: <http://complexityandmanagement.wordpress.com/2015/02/17/again-st-common-sense-managing-amid-the-paradoxes-of-everyday-organisational-life/>

Links: <https://www.routledge.com/9781138843745>

Exploring strategic change

BALOGUN Julia, HOPE HAILEY Veronica and GUSTAFSSON Stefanie

Pearson Education: 2016. 4th edition.

'Exploring Strategic Change is by far the most useful and relevant book available on the vital topic of change management. Written in an accessible style yet drawing on solid theoretical foundations, this latest edition includes up-to-date case examples and new insights in topical areas such as employee engagement. I would thoroughly recommend this book to anyone who wants to know more about the realities of managing change.' Professor Katie Bailey (née Truss), University of Sussex

This fourth edition provides: a wide range of short illustrations from both the private and public sectors; more attention to the concept of the change path as a critical design choice; more coverage of leadership, change agency skills and enabling conditions for change; and an emphasis on exercising judgement and reading and rewriting the context as key change competences. Two new long case studies to explore the complexity of managing change.

Links: <https://www.liverpool.ac.uk/management/staff/julia-balogun/publications/>

Links: <http://www.pearsoned.co.uk/>

Landing transformational change

BALOGUN Julia and HOPE HAILEY Veronica

CIPD: 2014. CIPD research report

How do the OD, L&D and HR professionals with responsibility for initiating, advising on and facilitating transformation in their organisations know what works, where and why? This report covers some of the latest thinking and innovative ideas in the field of change management that can help to land transformational change. Drawing on a comprehensive literature review on change management the report develops ten themes on transformational change practice to provide a platform of knowledge on designing, managing and embedding change essential for OD, L&D and HR professionals. Subsequent reports are case studies.

Links: <http://www.cipd.co.uk/hr-resources/research/transformational-change.aspx>

Links: ['CIPD - Championing better work and working lives'](#)

The agile organization: how to build an innovative, sustainable and resilient business

HOLBECHE Linda

Kogan Page: 2015.

Given today's context of tough change, organisations need to be able to innovate as well as develop and implement strategy quickly and efficiently. The key to this is agility - a set of capabilities that can help organisations to rapidly adapt to changing circumstances. At the same time, resilience is also essential if benefits are going to endure over the longer term and if employees are to be kept on board. The Agile Organization focuses on how to build both agility and resilience at individual, team and organisational levels. It draws on a wealth of research, including the lived experience and learning of managers and HR and organisation development (OD) professionals to show how it is possible to 'square the circle', becoming more sustainably agile while also enhancing employee engagement and resilience.

Links: <http://www.koganpage.com/product/the-agile-organization-9780749471316>

Links: <http://www.europeanceo.com/business-and-management/companies-must-adapt-or-die/>

Why should anyone work here? What it takes to create an authentic organization

GOFFEE Rob and JONES Gareth

Harvard Business Review Press: 2016

Imagine designing the best company on earth to work for... What would that company be like? How would you build and sustain it? As a leader, you need to know. In the past, businesses made people conform to the organisation's needs. But the old paradigm has shifted. Now leaders must transform their organisations so that they attract the right people, keep them, and inspire them to do their best work. How do you create a culture people want to belong to? In this follow-up to the classic "Why Should Anyone Be Led by You?," Rob Goffee and Gareth Jones identify and illuminate the six key organisational attributes to do that: 1. Let people be themselves; 2. Practice radical honesty; 3. Magnify people's strengths; 4. Stand for authenticity (more than shareholder value); 5. Make work meaningful; 6. Make simple rules. With vivid stories and examples from global companies, the authors illustrate the kind of strong, attractive workplace culture that leads to sustained high performance. They also provide ways of assessing how your company is doing and describe the tensions and trade-offs that leaders must manage as they transform their organisations.

Links: [Review in FT](#)

Links: <http://hbr.org/2013/05/creating-the-best-workplace-on-earth>

Links: [HBR article Creating the Best Workplace on Earth via EBSCOHost](#)

The fear-free organization: vital insights from neuroscience to transform your business culture

BROWN Paul, KINGSLEY Joan and PATERSON Sue

Kogan Page: 2016.

Evidence from the new frontiers of neuroscience shows that individuals and organisations are more successful when people are encouraged to take risks, to explore new ideas, and to channel their energies in ways that work for them. The Fear-Free Organization is a ground-breaking new book that reveals how our new understanding of the neurobiology of the self – how the brain constructs the person – can transform for the better the way our businesses and organisations work.

Follow the link to preview

Links: <http://www.koganpage.com/product/the-fear-free-organization-9780749472955>

Links: https://youtu.be/jfqUIQkjinZk?list=PLxgZABW7qme_7bKGDhrv8z2UNfiu5ajOp

Guide to organisation design: creating high performing and adaptable enterprises

STANFORD Naomi

Public Affairs: 2015. 2nd edition.

In the seven years since the first edition, social media, robots and the net generation have all entered the workplace, and this edition has been updated to reflect these context changes, including designing for collaborative technologies. Each chapter has illustrative examples from organisations, a case study, and some practical tools.

Links: <http://www.naomistanford.com>

Handbook of research on the learning organization: adaptation and context

Edited by ORTENBLAD Anders

Edward Elgar Publishing: 2015.

In contrast to much of the previous literature, which has approached the learning organisation as a panacea that every organisation could and should adopt, this major new Handbook puts the learning organisation into context. It examines the relevance of the learning organisation idea to organisations in various specific contexts, employing examples from a wide variety of cultures including China and Islamic nations, and from industries as diverse as the police force, care services for the elderly and family firms.

Links: <http://www.e-elgar.com/shop/handbook-of-research-on-the-learning-organization>

Can Scorpions Smoke? Creative adventures in the corporate world

CHAPMAN Steve

Lulu: 2014.

This book crashes together ideas from the world of Organisation Development (OD), gestalt psychology and improvisational theatre and distils them into some simple concepts and practices that anybody and everybody can experiment with in order to awaken and unleash their own creative spirit. It is an unusual, entertaining and insightful hybrid of a biography, a personal development adventure guide and a lab book of creative experiments that encourages us to begin to defrost the little creative genius inside of us all.

Links: <https://canscorpionsmoke.wordpress.com/book/>

Links: <http://www.lulu.com/shop/steve-chapman/can-scorpions-smoke-creative-adventures-in-the-corporate-world/paperback/product-22120425.html>

The digital renaissance of work. Delivering digital workplaces fit for the future

MILLER Paul and MARSH Elizabeth

Gower: 2014.

We are living through a new (second) renaissance – this time it's digital. This book takes the reader on a journey into the emerging technology-led revival of work. Paul Miller's follow up to his critically acclaimed 'The Digital Workplace' picks up the story to provide organisations with an understanding of the structural and organisational implications that emerging technology has for the workplace. His insights, backed by the considerable research of the Digital Workplace Forum, offer a lifeline to organizations needing to make better sense of a very uncertain future. Shortlisted for the CMI Management Book of the Year 2016.

Links: <http://yearbook.managers.org.uk/book/the-digital-renaissance-of-work/>

Links: <http://digitalworkplacegroup.com/the-digital-renaissance-of-work/>

Data-driven organization design. Sustaining the competitive edge through organizational analytics

MORRISON Rupert

Kogan Page: 2015.

Organisations are by their nature complex - a constantly evolving system made up of objectives, processes designed to meet those objectives, people with skills and behaviours to do the work required; and all of this organised in a governance structure. It is dynamic, fluid and constantly moving over time. Using data and analytics you can connect all the elements of the system to design an environment for people to perform; an organisation which has the right people, in the right place, doing the right things, at the right time. Data-driven Organization Design provides a practical framework for HR and Organisation design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organisation. Whether looking to implement a long term transformation, large redesign, or a one-off small scale project, this book will show you how to make the most of your organisational data and analytics to drive business performance.

Follow the links for more information.

Links: <http://www.koganpage.com/product/data-driven-organization-design-9780749474416>

Links: <http://www.koganpage.com/video/what-is-data-driven-organization-design>

Business Model Generation: a handbook for visionaries, game changers, and challengers

OSTERWALDER Alexander and PIGNEUR Yves.

Wiley: 2010. Strategyzer series

Co-created by 470 "Business Model Canvas" practitioners from 45 countries, the book features a highly visual, 4-colour design that takes powerful strategic ideas and tools and makes them easy to implement in your organisation. It explains the most common Business Model patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model, or analyse and renovate an old one. Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others.

Links: <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0470876417.html>

Links: <http://www.businessmodelgeneration.com/>

Diagnosing and changing organizational culture: based on the competing values framework

CAMERON Kim S and QUINN Robert E.

Jossey Bass: 2011. 3rd edition.

Provides validated instruments for diagnosing organisational culture (OCAI Organizational Culture Assessment Instrument) and management competency (MSAI Management Skills Assessment Instrument); a theoretical framework (competing values) for understanding organisational culture; and a systematic strategy and methodology for changing organisational culture and personal behaviour. The third edition provides updated examples of organisations that have experienced successful culture change, as well as descriptions of interventions that have helped to produce culture change. Updated comparison statistics are also provided based on continuing data gathering using the OCAI and MSAI. Industry culture profiles are included to enable benchmarking, and the steps described in leading a culture change initiative are now more tightly aligned with the most effective change practice. Appendices provide evidence of the validity and reliability of the OCAI and provides suggestions for initiating culture change in each of the four types of cultures. Follow the link to preview.

Links: <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0470650265.html>

Links: <http://webuser.bus.umich.edu/cameronk/>

Exponential organizations : Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it)

ISMAIL Salim

Diversion Books: 2014

In the past five years, the business world has seen the birth of a new breed of company, the Exponential Organization; they have revolutionized how a company can accelerate its growth by using technology. An ExO can eliminate the incremental, linear way traditional companies get bigger, leveraging assets like community, big data, algorithms, and new technology into achieving performance benchmarks ten times better than its peers. Salim Ismail, Yuri van Geest and Mike Malone have researched this phenomenon and documented ten characteristics of Exponential Organizations.

Links: <http://www.exponentialorgs.com>

Cultivating Compassion: How digital storytelling is transforming healthcare

HARDY Pip and SUMNER Tony

Kingsham Press: 2014

This is a book of stories about stories. Each chapter is written by someone who has personal experience of using digital stories to stimulate learning or improve healthcare. They describe how the stories have been used to help trainees understand and come to terms with the challenges of their new roles; how they have helped newly-qualified clinicians cope with emotional traumas encountered during their work; and how hospital boards have used the stories to recapture their focus on the needs of service users. Here we can learn what it's like to feature in a digital story, and how to make them. Like all the best storytellers, the stories about stories are narrated in a direct and compelling manner, with detailed accounts of listeners' reactions and the circumstances in which they viewed them.

Links: <http://www.patientvoices.org.uk/flv/0715pv384.htm>

The Global Practice of OD

Edited by Suzanne Zaldivar, Anne Litwin, Dalitso Sulamoyo, and Perla Rizalina M. Tayko
OD Network: 2016

OD Practitioner, Summer 2016, Vol. 48 Issue 3,

This special issue of the *OD Practitioner* brings together OD practitioners from around the world who share their experiences working in different cultures and the awareness and practices they have developed. Suzanne Zaldivar explores the learning edge for global practitioners, how to remain grounded yet open and compassionate in the midst of turbulence. Alette Vonk presents an analysis of a number of approaches to organisation development using Hofstede's dimensions of national cultures. Susan Stewart reflects on an eight-year programme to develop process consultants in Myanmar/Burma. Yabome Gilpin-Jackson discusses how her transnational identity informs her local practice in Canada and the United States; she developed ways of bridging cultural contexts and a skillset and mindset that have been invaluable to her global OD practice, as well as to the growing international context of the workplaces in North America. R Sankarasubramanian (Sankar) shares some of his more than 20 years of OD consulting experiences in India. Judith H. Katz and Frederick A. Miller describe how they have been able to use inclusion in a culturally-sensitive way as a key to strategic culture change. Judith N. Okonkwo and Sarah J. Owusu describe their collective experience working as OD practitioners across Africa, Philip Mix summarizes his most important practice learnings during thirty years of OD work in unfamiliar country contexts.

Links: [OD Practitioner via EBSCOhost](#)

Special issue: Culture and adaptive leadership in turbulent times.

Edited by Richard L. Griffith and Jerry Glover

The International Society for Organization Development and Change: 2016

Organization Development Journal. Spring 2016, Vol. 34 Number 1 Special Issue

Six articles for experts in culture, leadership and organisational change are included: Fons Trompenaars and Peter Woolliams on cultural and digital strategy; Gervase Bushe and Robert Marshak on the dialogic mindset: leading emergent change in a VUCA (volatile, uncertain, complex and ambiguous) world; Tracy Garrett and Harris L. Friedman on the impact of culture on change efforts; Philip and Tamara Hurst on the importance of Leadership connectivity in an era of big data; Jeanne Maes and Graham Isaacs discuss e-learning to improve culturally adaptive leadership; and Susan Swayze and James Calvin present a multicultural leadership development programme.

Links: <http://www.isodc.org/page-1730212>

How has Appreciative Inquiry lived up to its promises? What will the future of Appreciative Inquiry look like?

Edited by Wick van der Vaart and Robbert Masselink

Instituut voor Interventiekunde: 2016.

AI Practitioner: International Journal of Appreciative Inquiry, volume 18, number 1, February 2016.

This special issue reflects on the past and future of Appreciative Inquiry, from its origins in the 1987 article written by David C. Cooperrider and Suresh Srivastva up to the present day. Lindsey Godwin and Joep de Jong look back on their long experience working with Appreciative Inquiry. So does René Bouwen in an interview with Robbert Masselink and Wick van der Vaart. Gervase Bushe, Ralph Stacey (The paradox of consensus and conflict in organisational life) and Ingeborg Kooger have contributed reflective essays about the limits of AI and about new fields for AI practitioners to explore.

Wick van der Vaart is now editor in chief of *AI Practitioner*; he founded the Instituut voor Interventiekunde (Institute for Interventionism) in 2005, now the home of *AI Practitioner*. Anne Radford was editor-in-chief of *AI Practitioner* from 2003-2015.

Links: <https://aipractitioner.com>

Virtual special issue on change management

Edited by Paul Edwards

Sage: 2015

Human Relations, various publication dates

This virtual special issue brings together a range of papers in the journal on the management of change. The particular inspiration is the paper by Cummings et al. (2015), which revisits the famous paper by Lewin (1947), published in the first issue of the journal, and demonstrates that the many popularisations of Lewin around a three-step model miss much of what was in fact said. We accordingly include the original Lewin paper. Two other papers, by Cooke (2007) and by Burnes and Cooke (2012), offer complementary accounts of the history of management ideas. Such analyses in fact represent something of a tradition in the journal. Almost as famous as Lewin is the Coch and French paper (1948) on overcoming resistance to change. Two later reassessments (Gardner, 1977 and Bartlem and Locke, 1981) demonstrate the many errors in Coch and French and show just how the paper needs to be viewed. The present virtual special issue includes three other papers. We include two by Elliott Jaques (1950, 1953), to illustrate a rather different take on change management from that offered by Lewin, and also to remind readers of the celebrated Glacier Project, from which many important papers were published during the 1950s. Finally, Hendry's (1996) paper illustrates an arguably much more sophisticated analysis of change than that offered by Lewin, and thus development in a field of inquiry over a 50-year period.

Links: http://hum.sagepub.com/site/misc/VSI/Change_Management/CM_VSI.xhtml

JABS Planned Change Virtual Collection 2015

Sage: 2015

Journal of Applied Behavioral Science, various publication dates.

Planned change is a term that summarises a wide range of interventions that are associated with the field of Organisation Development (OD). Change is happening all the time, and much of it is unplanned. This collection is concerned with changes we intend to bring about, such as improving organisational effectiveness or increasing employee engagement. Although we are still not as successful as we would like to be in bringing about planned change, the papers in this special issue highlight many of the insights gained from research and practice over the past fifty years.

Links: http://jab.sagepub.com/site/virtual_special_issues/planned_change.xhtml

JABS Leadership and Change Virtual Collection 2015

Sage: 2015

Journal of Applied Behavioral Science, various publication dates.

Leadership and change may well be the topic most often addressed by scholars in JABS. This virtual collection captures some of the most interesting research and applied work on the topic to appear in the Journal over the past twenty five years. In this virtual collection there are rich case studies about notable change leaders and intriguing studies of the role of middle managers in change. Despite the popularity of this topic, there is still more that we need to know about leading successful change.

Links: http://jab.sagepub.com/site/virtual_special_issues/leadership_and_change.xhtml

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