



SECOND EDITION

Barbara Senior

ORGANISATIONAL CHANGE

FINANCIAL TIMES

Prentice Hall

Contents

About this Book	ix
About the Author	xiii
Acknowledgements	xiv

Part One

The context and meaning of change

1 Organisations and their changing environments	3
<i>Objectives</i>	3
A view of organisations	4
The historical context for change	7
An uncertain future	12
Organisations today – environmental triggers of change	14
Organisational responses to change	26
Conclusions	30
<i>Discussion questions and assignments</i>	30
<i>Case example and exercise</i>	31
<i>References</i>	33
2 The nature of organisational change	35
<i>Objectives</i>	35
The changing faces of change	36
Varieties of change	38
Predictable change	46
Diagnosing change situations	50
Conclusions	57
<i>Discussion questions and assignments</i>	58
<i>Case example and exercise</i>	58
<i>References</i>	60
Part One Case Study	
Selfridges, a study of change: Part 1	63
<i>Case exercise</i>	66

Part Two

Organisations for change

3 Organisational structure and change	69
<i>Objectives</i>	69
The meaning of organisation structure	70
The dimensions of structure	71
Models of structure	72
Influences on structure	94
Organisational structure and change	114
Conclusions	116
<i>Discussion questions and assignments</i>	117
<i>Case example and exercise</i>	117
<i>References</i>	118
4 Cultures for change	121
<i>Objectives</i>	121
The informal organisation	122
The meaning of culture	124
Describing organisational culture	125
Dimensions of organisational culture	137
The sources of organisational culture	142
Organisational culture and change	155
Changing organisational culture to bring about organisational change	160
Conclusions	166
<i>Discussion questions and assignments</i>	167
<i>Case example and exercise</i>	168
<i>References</i>	169
5 The politics of change	173
<i>Objectives</i>	173
Organisational politics	174
Power in organisations	177
The politics of powerlessness	186
The link between politics, power and conflict	193
Conflict in organisations	196
Power and conflict in times of change	204
Conclusions	214
<i>Discussion questions and assignments</i>	215
<i>Case example and exercise</i>	215
<i>References</i>	217

6 The leadership of change	219
<i>Objectives</i>	219
Management and leadership	220
Approaches to leadership	223
Leadership in times of change	247
Conclusions	258
<i>Discussion questions and assignments</i>	259
<i>Case example and exercise</i>	259
<i>References</i>	260
Part Two Case Study	
Selfridges, a study of change: Part 2	263
<i>Appendix A: Selfridges plc organisation chart</i>	267
<i>Appendix B: Values to value – the stakeholders</i>	268
<i>Appendix C: Selfridges plc financial review</i>	268
<i>Discussion questions and assignments</i>	269
Part Three	
Strategies for managing change	
7 Hard systems models of change	273
<i>Objectives</i>	273
Situations of change	274
Systematic approaches to change	275
The hard systems model of change	276
Using the hard systems model of change	284
Issues in using the hard systems model of change	293
<i>Discussion questions and assignments</i>	296
<i>References</i>	296
8 Soft systems models for change	297
<i>Objectives</i>	297
Managing change in situations of soft complexity	298
Organisational development – philosophy and underlying assumptions	301
The OD process	307
OD: an action–research-based model of change	310
An assessment of the OD model for change	333
Conclusions	337
<i>Discussion questions and assignments</i>	338
<i>References</i>	338

9 A changing future	341
Introduction	341
Some general trends	342
Demographic changes	343
Changing lifestyles	344
Occupational changes	345
Changing employment policies and practices	346
Operating virtually	350
The multiple paths to change	355
To conclude ...	357
<i>References</i>	357
Author Index	361
Subject index	367