

CONTENTS

<i>Preface</i>	<i>viii</i>
<i>Acknowledgments</i>	<i>xvi</i>
Chapter 1 Mapping the territory	1
Introduction	1
Rational views on how change happens	2
What's missing?	10
Interrelationship of the four views of change	15
The change context	16
Key aspects of organizational dynamics	17
Organizational outcomes	22
Roles within the change process	23
The Change Map as a whole	31
The rational view of change	32
Integrating the rational and <i>a</i> -rational dynamics of change	33
Chapter 2 Underlying dynamics of change	36
Introduction	36
Relationship dynamics	36
Shadow-side dynamics	40
The leadership paradox	50
The nature of the leadership task	52
Organizations as networks of self-organizing conversations	54
The origins of organizational change	56
Informal coalitions assumptions	58
Implications of the dynamics of informal coalitions	59
Change-leadership agenda	60
Chapter 3 Reframing communication	62
Introduction	62
Leadership communication grid	63
Conventional forums and processes – Mode C1	65
Workshops and structured dialogue sessions – Mode C2	70
Everyday conversations and interactions – Mode C3	74

Role modeling – Mode C4	83
Three things to remember	85
In summary	86
Chapter 4 Thinking culturally	87
Introduction	87
The culture change industry	87
Taking culture seriously	90
A cultural “snapshot”	93
Organizations as networks of conversations	98
Management myths that obscure understanding	100
Thinking culturally	104
In summary	111
And finally . . .	112
Chapter 5 Acting politically	114
Introduction	114
Politics as “playing dirty”	114
Informal coalitions view of organizational politics	118
The political process	129
Functional politics and the use of power	132
Options for political action	138
Phases of political action	141
In summary	151
Chapter 6 Building coalitions	153
Introduction	153
The nature of coalitions	153
Building coalitions – The leadership challenge	155
Issue coalitions	157
Action coalitions	162
Intellectual understanding and emotional engagement	177
And finally . . .	194
Chapter 7 Embracing paradox	195
Introduction	195
The nature of paradox in organizations	196
Why embracing paradox is not commonplace	197
Why embracing paradox is important	200
Meeting the challenge	201
A practical toolkit	202

The leadership paradox	202
The performance paradoxes	204
Organizational paradoxes	215
Embracing paradox	224
Chapter 8 Providing vision	226
Vision as a desired end-state	226
Vision as everyday engagement	229
Gaining perspective	232
Realizing purpose	239
Self-managing processes	242
Exploiting possibilities	247
Unlocking potential	252
Igniting passion	255
Putting it all together – Aiming for 20:20 vision	260
<i>Postscript</i>	262
<i>Notes</i>	266
<i>Bibliography</i>	270
<i>Index</i>	273

Mapping the territory

Someone saw Nasrudin searching for something on the ground.
“What have you lost, Mulla?” he asked.
“My key,” said the Mulla.
So they both went down on their knees and looked for it.
After a time, the other man asked: “Where exactly did you drop it?”
“In my own house.”
“Then why are you looking here?”
“There is more light here than in my own house.”

– Idries Shah

Introduction

Over the past 40 years or more, much light has been cast on the nature and management of organizational change. Several useful concepts, tools and techniques have been introduced during this period, which have helped managers to lead and facilitate change more effectively. At the same time, research consistently suggests that upwards of two-thirds of all structured change efforts fail to deliver what they set out to achieve. As further evidence of this high failure rate, I constantly meet and work with managers who are exasperated by the inability of quick-fix prescriptions and seductively packaged change methodologies to make a real and lasting impact on the challenges they face. And yet, confronted by ever-increasing demands for performance improvement, they continue to search in these same areas for the keys to organizational change and performance improvement.

Given the pressures that today’s managers face to deliver short-term results, it is understandable that most prefer to look for answers where there appears to be “more light.” Despite their regular disappointments, there is some comfort in continuing to look “out there” – at the familiar,

well-documented areas of formal structures, systems and processes, and the *n*-step change methodologies that promise to transform these painlessly into high-performing organizations. Unfortunately, as research evidence and our own experience shows, an exclusive focus on these well-lit areas of the organizational landscape is unlikely to deliver the benefits that managers are looking for – however commonsensical this approach might appear to be.

Against this background, Chapter 1 progressively introduces the elements of a sensemaking framework – the Change Map – that blends together the formal, rational and conventional approaches to change with insights into its hidden, messier and more informal dynamics. In doing so, it offers a means through which leaders and change specialists can make sense of change as it unfolds in their organizations and help to shape its outcome. Many managers have found that this approach has enabled them to get to grips with the underlying dynamics of change and to find pathways through the challenges that these bring. Whilst recognizing the value that many of the established approaches can offer, the Change Map invites managers to look for the “lost keys” of change leadership and organizational performance within the *informal, unstructured and a-rational* dynamics of their organizations, rather than being seduced by the superficially attractive, but ultimately misleading, “light” provided by many of the keep-it-simple fads and fashions. In particular, it calls upon them to look “inside their own houses” – at the ways in which they, as leaders and organizational specialists, understand and engage with the everyday dynamics of change and performance.

Rational views on how change happens

Figure 1.1 identifies three basic views on how change happens in organizations, which I call *management edict, education and training* and *joint problem solving*. These represent the conventional perspective on how change is achieved in organizations.

Management edict sees change as being imposed by management to achieve decisiveness and control. The focus of *education and training* is on explaining the required changes and modifying the behaviors of staff to achieve alignment between people’s values and ensure consistent behaviors across the organization. The third view, *joint problem solving*, argues in favor of involving a wide constituency of people to achieve consensus in decision-making and to create a sense of ownership for

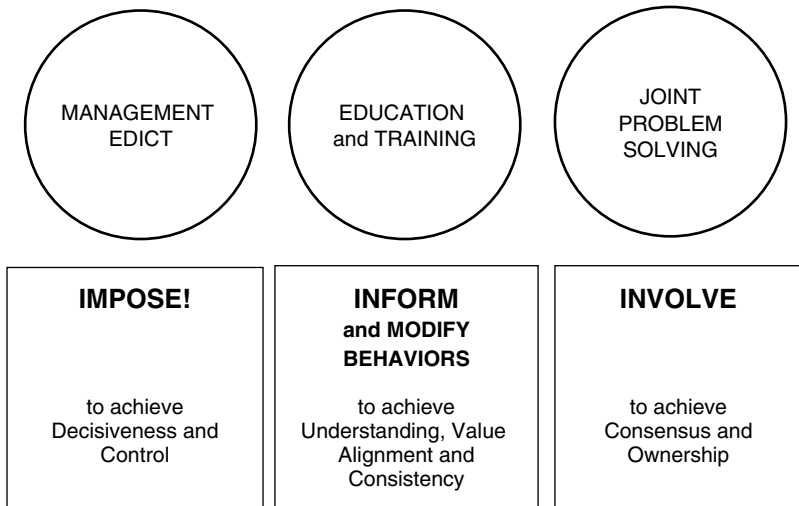


Figure 1.1 Rational approaches to change

the changes. Each of these is described in turn below, before their interrelationships are discussed and the implications of these for understanding the dynamics of change explored more fully.

Management edict

This represents the classic, top-down view of organizational change. It is often presented as the primary route to organization-wide transformation; and, for many managers, it is what change leadership is all about. As its title suggests, it is imposed on the organization by management. Bate (1994) calls this general approach “aggressive.” It presents an attractive view of the world to many managers because it takes for granted management’s ability to exert its will on the organization. Most high-profile stories of organizational change start from this perspective. Its main appeal is that it can achieve some highly visible “quick wins,” in terms of shifts in strategic direction, physical re-structuring, systems redesign, organizational re-sizing and so on. It can also appear radical and innovative; which matches the expectations of some key stakeholders (such as City analysts) for a “bold and decisive” style of leadership. It is usually built around a simple message and therefore reduces the feeling of ambiguity – for managers and staff alike – by setting out a clear vision of the way ahead and appearing

to offer a certainty of outcome. On the downside, it can lead to high levels of resistance from those on the receiving end of the imposed changes. Managers, though, often view this as an inevitable price to pay for the felt need – and management right – to take decisive action. Being imposed from above, it usually lacks buy-in from the organization at large, tends to be inflexible in its approach and can be difficult to sustain.

Leadership in the *management edict* mode sometimes flows from the personality of a high profile leader, who imposes his/her vision through new strategies, structures and systems. More often, it is vested in one who uses the legitimacy of their position to enforce the desired changes. Resistance is seen as undesirable and, by some, an illegitimate response to management's intentions; and from this perspective, it is something to be overcome, worn down or eliminated.

Management edict will often be put forward as the *only* way to act where there is a perceived crisis to be addressed. In such circumstances, it is argued that there is little time for structured participation or an incremental approach to change. Similarly, even where a more participative approach is planned, it is often preceded by a “dose” of management edict, to overcome any initial inertia. In these cases, the “burning platform”¹ metaphor is frequently invoked to motivate change. According to Conner (1993: 93), “The urgency of burning-platform situations motivates us to sustain major change. Two types of situation can generate this urgency: the high price of unresolved problems or the high cost of missed opportunities.”

The principles and practices embodied in the *management edict* view of change leadership can clearly make a significant impact on organizational performance and capability, as evidenced by the large number of company biographies that line management bookshelves. In challenging the status quo, the approach can create energy and revitalize a flagging business. It can also help to reinvigorate individuals who are lacking in challenge and motivation. But it can easily degenerate into confrontation and destructive conflict, if not handled well or if used as the sole tool for managing change. Crucially, it is also built on the false premise that the manager is an objective observer and controller of the change process. But more of that later. *Management edict's* dominant position in conventional management thinking and practice inevitably means that any consideration of organizational change must take account of the impact of this approach on the overall dynamics of the process.

The core assumptions of the *management edict* approach can be summarized as follows:

- Change occurs in episodes that are initiated by formal management action.
- Effective change requires decisive and integrated organization-wide programs.
- Management has the right *and ability* to impose change.
- Successful change depends on rational, emotion-free analysis and a design-and-build approach.
- The whole organization is improved by improving its parts.
- Outcomes can be predicted and controlled.

The pros and cons of the approach are summarized in Table 1.1.

Table 1.1 Management edict – strengths and weaknesses

Strengths	Weaknesses
✓ Can achieve some quick wins	× Generates high levels of resistance
✓ Appears radical	× Lacks “ownership” by those affected
✓ Can be idealistic and seemingly offers a clear vision of management’s intent	× Often rigid and inflexible
✓ Appears to offer certainty of outcome	× Difficult to sustain
✓ Can create energy to revitalize a flagging business	× Usually underestimates the complexity of change dynamics
✓ Can reinvigorate individuals	× Underplays social and psychological dimensions
✓ Provides focus in a <i>genuine</i> crisis	× Can easily degenerate into confrontation and <i>destructive</i> conflict
✓ Can help to overcome initial inertia	× Assumes management knows best
✓ Matches expectations of some key stakeholders (such as City analysts) for “bold and decisive leadership”	× Places immediate results ahead of capability development

Education and training

For those who view *education and training* (including *formal* communication strategies and practices) as the primary means of achieving organizational change, their aim is to immerse staff fully in a core message, and/or to instil a widely shared and aligned set of values, attitudes and

behaviors. Bate's (1994) use of the term "indoctrinaire" to describe this broad approach reflects the emphasis that it places, overtly or by implication, on themes such as compliance, consistency and control. Disney and McDonalds provide high profile examples of this strategy in action. But it also features prominently in most organizations' "toolkits," under the guise of such things as internal communications programs ("to get the message across"), competency frameworks (to develop the "right" behaviors) and disembodied cultural change programs. I have used the term "disembodied" to reflect the tendency of most conventional change strategies to treat culture as a separate building block of performance, which can be attended to independently of the structural aspects of the change process and everyday management action.

Education and training is a less pejorative way of describing this mode of thinking about change than Bate's indoctrinaire label. In essence, it sees change as being achieved through such things as developing shared understanding, modifying behaviors, redefining and supporting changed roles and responsibilities, and so on. It also points to the importance of continuously renewing organizational capability, although this lesson is not always learnt. From an *education and training* viewpoint, rational analysis, logical argument and behavioral conformity tend to be seen as the foundation stones of organizational leadership and performance; with adherence to a formally defined best way of doing things as the hallmark of success.

Education- and training-based change strategies and practices can provide structured learning opportunities, through which new knowledge, attitudes and behaviors can be developed. They can also reinforce the changes introduced through *management edict*; enabling these to penetrate more deeply into the organization than would otherwise be possible. In the extreme, though, no deviants are allowed; and this can lead to rigidity or "cloning," with a consequential lack of creativity and experimentation. It can also be difficult to sustain the initial momentum, as the intensity of structured communications and change-related training gives way to the messier and amorphous realities of business as usual.

As with *management edict*, the *education and training* approach is usually applied in ways that perpetuate the myth of management control; and it often adopts the modern-day equivalent of scientific-management assumptions about organizational dynamics. The term "McDonaldization" has even entered the language, to describe the extreme expression of this view of the dynamics of change and organizational performance.

The core assumptions of the *education and training* approach can be summarized as follows:

- Organizations work best by achieving consistency and predictability:
 - ensuring compliance with management’s intentions
 - developing and adopting a set of shared values and behaviors
 - adhering to formal roles, systems and procedures.
- Effective change requires a structured, programmed, design-build- and-communicate approach.
- Cultural change is best managed as a separate stream of the overall change process.

The benefits and drawbacks of the approach are summarized in Table 1.2.

Table 1.2 Education and training – strengths and weaknesses

Strengths	Weaknesses
✓ Emphasizes the critical importance of communication	× Communication is often limited to top-down message passing
✓ Provides structured learning	× In the extreme, no “deviants” are allowed
✓ Can help to reinforce changed behaviors	× Can result in excessive rigidity
✓ Can achieve greater penetration into the organization than <i>management edict</i> alone	× Paradoxically, can stifle learning and creativity by emphasizing conformity
✓ Can improve consistency of behavior and outcomes	× “Macdonaldization” can result in machine-like approach to people and relationships
✓ Can support longer-term capability development	× Difficult to sustain momentum when high profile programs fade

Joint problem solving

Joint problem solving reflects a more inclusive view of the dynamics of organizational change. It argues for a more collaborative approach to organizational leadership than those identified earlier. Proponents of this view therefore seek to tap into a wider pool of talent and ideas than do those who adopt the earlier perspectives. By working to achieve buy-in to the specific changes being adopted, its advocates feel that it can help to build mutual trust and generate greater commitment. Using participation as a key organizing principle, its approach is inevitably less dogmatic and more flexible than those discussed above. As a result, it is argued that its outcomes are likely to be more durable. This view of organizational

dynamics is characteristic of that advocated by the culture-excellence school, which grew in popularity and prominence during the 1980s and 1990s (see, for example, Peters and Waterman, 1982), and of the Human Resource Management movement in general. Here again, though, change is seen as a design-and-build activity, with the emphasis often placed on the “culture change” element of the overall program. This perspective usually sees team working and empowerment as critical elements of an organization’s working practices.

Managers who are reluctant to accept *joint problem solving* as the primary means of achieving change will usually support their position by arguing that it takes longer to arrive at decisions and can dilute management’s message or intent. Some would also claim that the approach shows a lack of leadership, vision and decisiveness; although, having the courage and insight to tap into the wealth of under-utilized talent that often exists in organizations would be seen by many others to be visionary in itself. It is generally agreed that, if this approach is to flourish, people need to be willing, able and allowed to collaborate. Effective group dynamics and an enabling work climate are therefore important factors in its success.

Action flows from this mode when shared acceptance of a way ahead is reached. At its best, this might reflect the creative integration of diverse views into a new approach, through open dialogue. More usually, though, it will be the result of compromise or, worse still, consensus around some lowest-common-denominator points of agreement. Management control of *joint problem solving* is often achieved through the framing of terms of reference, retention of the right to decide, or the imposition of resource limits on the implementation of any actions that might result.

Conventionally, *joint problem solving* groups are used at the “back end” of top-down change programs. Typically, these involve staff in the detailed implementation of already decided upon changes; and they may also be used to symbolize the principles of delegation and empowerment, where these form part of management’s “grand design.” More recently, though, several large-group change methodologies have been introduced, which place *joint problem solving* at the center of the change process. These include such approaches as Real-Time Strategic Change, Whole-Scale Change, Preferred Futuring, Open Space Technology and Participative Design (see Holman and Devane, 1999, for example).

The use of *joint problem solving* opens up the possibility of engaging a wider range of talent than is available through the earlier routes. Creating conditions in which such groups are *genuinely* unconstrained can be difficult, though. This is especially so for managers schooled in the established view of management prerogative and “heroic” forms of

leadership. Often, therefore, these participative sessions are still framed within a strategic context set by management (i.e. bounded by a *management edict* philosophy). As a result, the underlying assumptions about the nature of management control and the validity of the design-and-build notion of cultural change typically remain intact.

In summary, the core assumptions of the *joint problem solving* approach are that:

- Organizations work best by adopting people-based assumptions.
- Change can be facilitated and potentially improved by involvement.
- Results are achieved by analysis and a participative, design-and-build approach.

The benefits and drawbacks of the approach are summarized in Table 1.3.

Table 1.3 Joint problem solving – strengths and weaknesses

Strengths	Weaknesses
✓ More inclusive than <i>Edict</i> and <i>E&T</i>	× Takes time
✓ Taps into a wider pool of talent and ideas	× Can dilute management’s message
✓ Can create greater trust, commitment and buy-in	× Some argue that it lacks vision (compared to the “heroic leadership” model)
✓ Less dogmatic and more flexible	× People need to be willing, able <i>and allowed</i> to participate effectively
✓ Outcomes likely to be more durable	× Requires effective group dynamics to gain full benefits
✓ Cross-functional working can improve understanding and foster collaboration	× Often overly constrained by Terms of Reference
✓ Provides evidence of “walking the talk” when the plan advocates a more participative style	× Can create cynicism if seen as paying lip service to participation

Mixing the colors

The three approaches discussed so far are rarely – if ever – used in isolation. It is more likely to be the mix of approaches used and their practical application that will differ from situation to situation and user to user. As illustrated in Figure 1.2, the perspectives discussed so far cover a broad spectrum of approaches, from “tight” (imposed, directed and programmed) to “flexible” (more involving than imposed, facilitated

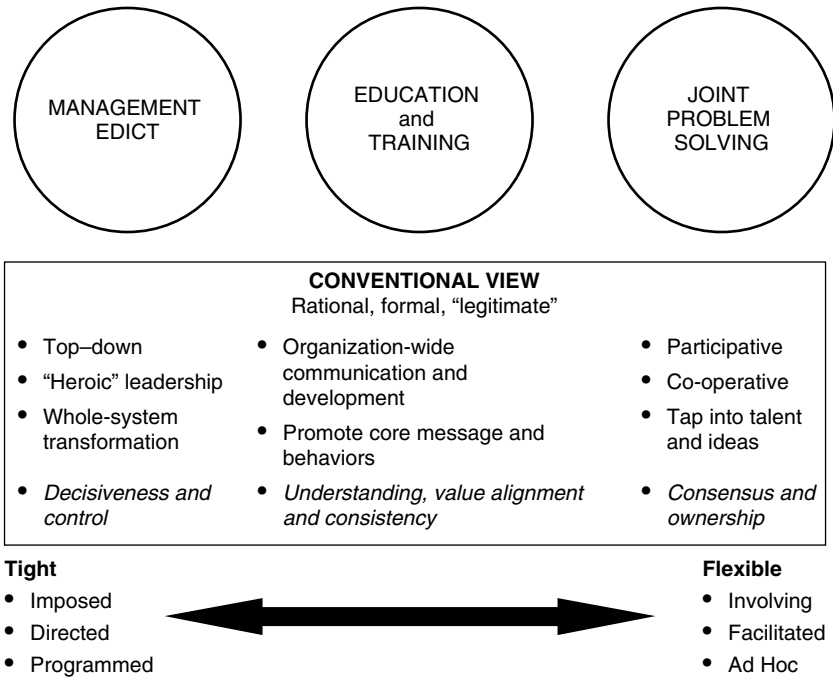


Figure 1.2 Spectrum of conventional approaches to change

rather than directed and with a degree of adhocracy as opposed to being overly programmed).

What’s missing?

Although these approaches embrace the full range of conventional views on how change happens in organizations, something is missing from the discussion so far. What this something might be is best addressed *initially* by considering what happens in an organization when management announces a specific change – whether organization-wide or more locally.

Invariably, people get together informally and talk to each other about it. They share their perceptions, interpretations and evaluations of what’s going on; and they decide – individually and collectively – what to make of what they’ve heard, and how they will react. This response is universal. When introducing this “What’s missing?” question into discussions on organizational change, everyone recognizes that this happens. This is not least because they initiate and/or participate in it themselves

on a continuing basis. It is a basic human need to make sense of the world in which we live. And these informal conversations with people in our personal networks and incidental encounters are the way in which we satisfy this need. Importantly too, people also agree that this activity *unavoidably* impacts significantly upon (i.e. *changes*) the nature, time to implement, and ultimate effectiveness of management’s original proposition, whether overtly or covertly.

This leads to a fourth view of how change happens in organizations, which is critical to a full understanding of change and organizational dynamics. Amongst other things, it is an approach that recognizes the impact that these informal conversations, power and politics have on organizational outcomes, whether or not these are seen as legitimate in the formal arenas of the organization. I call this fourth perspective *informal coalitions*.

Informal coalitions

Figure 1.3 adds *informal coalitions* to our earlier three views on how change happens in organizations: *management edict*, *education and training* and *joint problem solving*.

The dotted line signifies that the *informal coalitions* mode of change is qualitatively different from the other three. It differs fundamentally, for example, in terms of its assumptions about the dynamics of organizations and its view of the nature and role of leadership in the change process.

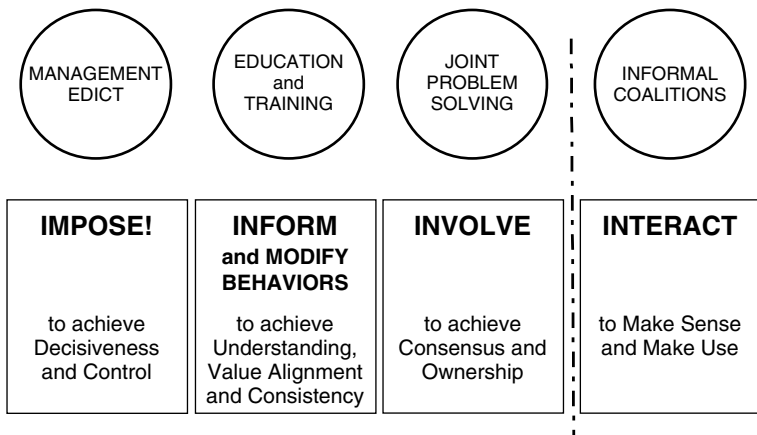


Figure 1.3 How change happens in organizations

The *informal coalitions* view of organizational dynamics stresses the complex, developing and unpredictable nature of the process. It therefore rejects the ability of managers to plan and control change in the ways that the other perspectives imply. Instead, it sees outcomes arising from the coalescing of people around particular “themes” that emerge from the informal networks of conversations that take place spontaneously around the organization – and beyond. These themes may either support or oppose the organization’s officially stated positions. Change in line with management’s intentions occurs where the informal conversations reinforce the official line. Other, unplanned changes occur where the informal conversations run counter to the formally stated position and themes emerge around which a sufficiently powerful coalition of support forms to make these other things happen.

Informal coalitional activity is present in all change, although it is usually only recognized in terms of so-called “resistance” to management-imposed initiatives. When viewed as a conscious approach to “managing” change, it is deliberately informal. It seeks to influence outcomes through everyday conversations and interactions – working with these natural dynamics to build support for the desired changes. Its disadvantages – from the perspective of a management world wedded to “keep it simple” mantras and quick-fix solutions – are that it appears “messy,” indecisive and lacking in structure. Change arising from this mode appears slow to build and unfocused. At first sight, therefore, it does not appear able to deal with crises or generate rapid step change. Its outcomes are also necessarily unpredictable. However, those who adopt an *informal coalitions* perspective would argue that this is no less so that in the *seemingly* more certain world created by the *management edict*, *education and training* and *joint problem solving* approaches. They would also maintain that its emphasis on the here-and-now of everyday organizational life inevitably makes it more adaptive and responsive to changing needs and conditions than are the more formally structured approaches outlined earlier.

The notion of a coalition is particularly important here, since it breaks away from the accepted wisdom that alignment behind a common and enduring set of values, beliefs and behaviors (a “strong culture”) is essential for effective organizational change. It’s important to recognize that coalitions don’t require people to buy into a set of shared values, only to agree the need to achieve a particular outcome. Coalitions also tend to be transient and issue-specific, rather than long-standing and all embracing. It is also particularly important to recognize that those who decide the intention, nature and timing of particular management edicts (ordinarily members of senior management), themselves participate in

informal coalitions. And these coalitions will often owe more to political accommodations and social networking than to the “unity of purpose” implied by the popular conception of a unified top team.

Informal coalitional activity is therefore unavoidably political. It is political in the sense that it recognizes the *inevitability* of differences of view and motivation within *all* organizations; and it also uses a wide range of informal power sources to influence the nature and direction of the change process. Bate (1994: 186) views this type of activity primarily as negative and uses the term “corrosive” to describe a politically based approach: “. . . corrosives tend to be covert and devious, skillfully manipulating relationships in order to achieve their ends. Theirs is a zero-sum game conception of life in which gains are made only at other people’s expense.” Clearly, the informality and potentially covert nature of this change strategy could lead to it being driven more by self-interest than organizational need. If abused, it could fuel suspicion and mistrust. Equally, if it is used by managers – or perceived and interpreted by others – as simply a more subtle form of top-down control (i.e. *management edict* in disguise), it is unlikely to add much to our understanding of organizational dynamics.

However, whilst recognizing the potential for these more negative characteristics to arise, I see coalition building both as an essential aspect of leadership *and* as a natural process of organizational dynamics, which *everyone* engages in. Furthermore, the *informal coalitional* mode is the only one of the four perspectives that overtly engages with the shadow-side dynamics of the organization. These are the characteristics of the “hidden organization,” as embodied in its informal networks, social and political processes, underlying patterns of taken-for-granted cultural assumptions, and so on. It is here that much of the real business takes place, even though what goes on is not discussed in the organization’s formal arenas. Those wishing to influence the outcome of change in organizations must therefore become aware of these dynamics, *including the impact of their own talk and actions on the emerging pattern of relationships, assumptions and outcomes.*

From this perspective, *constructive* engagement with the political nature of organizations is seen as the very essence of leadership. For the dynamics of *informal coalitions* to be properly understood, though, some of the cherished assumptions of management need to be set aside; and we will explore this aspect of the model later. For now, it is sufficient to note that leadership in the *informal coalitional* mode, like the strategies and changes that result from it, is emergent. It is not based

upon formal position or even expert technical knowledge. Instead, it arises from an ability to get people willingly to engage in things that matter. It is about helping them to make sense of the events that are going on around them, and to act in ways that advance the change agenda. In short, it is about interaction, sensemaking and coalition building.

In summary, the core assumptions of the *informal coalitions* approach are that:

- Change is continuous and outcomes are uncontrollable by any one individual or group.
- Power and political processes are central to effective performance.
- Organizations do not behave in line with conventional wisdom:
 - mess is inevitable and can be productive
 - small changes can have large, unpredictable effects
 - outcomes are jointly created (“co-created”) by participants through their everyday interactions and conversations
 - managers are active participants in this process, not detached, objective observers
 - leadership is informal and often invisible.

The benefits and potential drawbacks of this as an approach to change are summarized in Table 1.4.

Table 1.4 Informal coalitions – strengths and weaknesses

Strengths	Weaknesses
✓ In tune with the natural, everyday dynamics of organizations	× Initially invisible – could be seen as covert and devious
✓ People “sign up” voluntarily	× Potentially subversive – could be used to promote own self-interest at organization’s expense
✓ More adaptive and responsive to changing needs and conditions	× Ordinarily slow to build
✓ Overtly engages with the political dimensions of organizations	× Outcomes unpredictable
✓ Uses a wide range of power sources	× Relinquishes management’s (apparent) control
✓ Welcomes ambiguity, paradox and contention as sources of energy and creativity	× Diffuse rather than focused
✓ Values diversity	× Out of step with “heroic,” visibly decisive model of leadership
✓ Adopts a relationship-building and sensemaking view of communication	

In reviewing this, it is critical to recognize and act upon the following point: Managers cannot prevent informal coalitional activity from happening. The only choice they have is whether or not they wish to engage with it in an informed and deliberate way.

We can now complete the picture of how change happens in organizations, as shown in Figure 1.4.

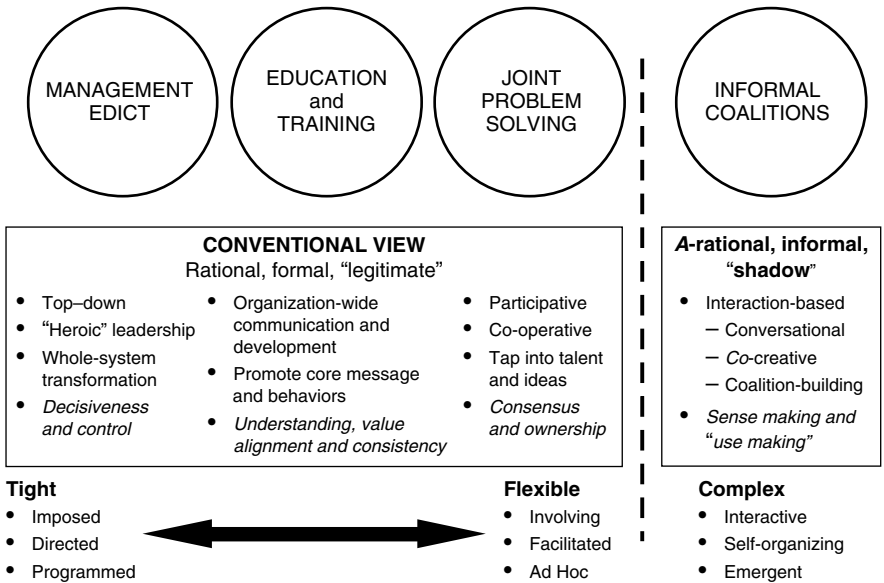


Figure 1.4 The dynamics of organizational change

Interrelationship of the four views of change

The four basic views of the dynamics of change, outlined above, do not occur in isolation. They each exert their influence, to a greater or lesser extent, in all organizational change. This is illustrated in Figure 1.5, the core of the Change Map, which shows the four perspectives overlapping. Moving in a clockwise direction, the diagram arranges the earlier "continuum" of rational change modes, from imposed and so on (top left) through to involving and so on (bottom right). The *a-rational* dynamics of the *informal coalitions* mode occupies the bottom left zone of the resulting Map.

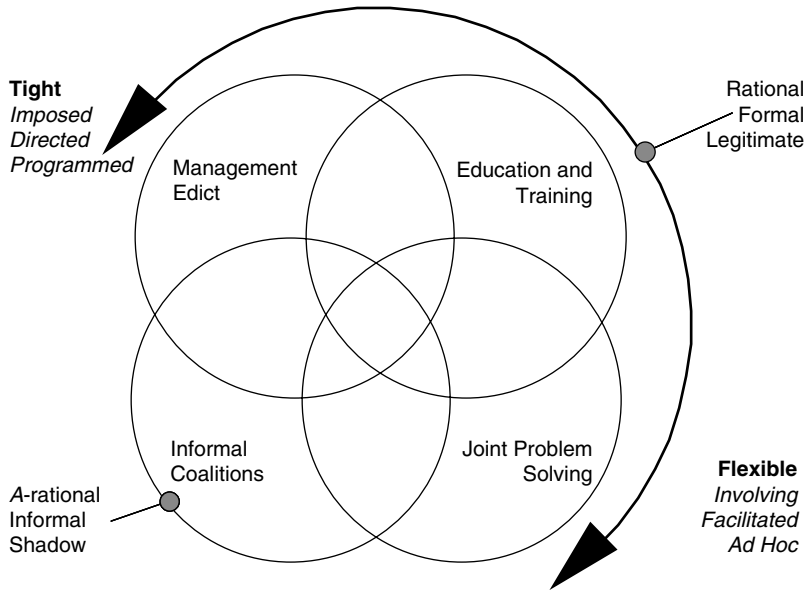


Figure 1.5 Mixing the colors

The change context

Change does not exist in a vacuum. It occurs within (and impacts upon) a change context, formed from the perceptions, interpretations and evaluations that organizational members make of their personal circumstances, organizational factors and external environment. A full appreciation of the dynamics of change therefore needs to reflect its contextual nature, as suggested in Figure 1.6.

Conventional views of managing change recognize the importance of an organization's external environment to the nature, direction and success of change; but less attention is usually paid to its internal context when seeking to import ideas and concepts from elsewhere. Appreciation of this aspect of change dynamics is critical because of the *unavoidably* complex nature of organizations. Complexity here does not mean complicated. Organizations are complex because they comprise an intricate and ever-changing web of interdependencies and interrelationships.

As a result of this, it is important to recognize that initiatives that have been successful elsewhere have been so within the context of specific *local* circumstances and the *unique* network of relationships that

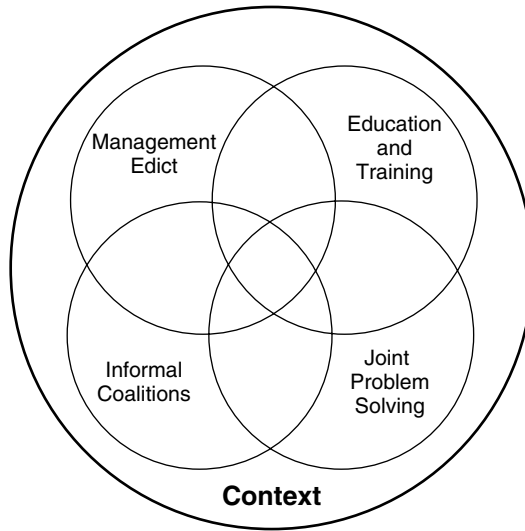


Figure 1.6 The change context

comprises that organization. This has important implications for such things as:

- the blind application of fads and fashions, however successful these appear to have been in other circumstances;
- the notion, interpretation and application of so-called “best practice;” and
- the way that external benchmarking is used as an improvement tool.

Key aspects of organizational dynamics

The interplay of the four primary views of the change process, as illustrated in the Change Map, highlights four key aspects of organizational dynamics that are central to an understanding of organizational change. These are identified in Figure 1.7 and described briefly below.

Overt management philosophy

The development, formal communication and adoption of a core management philosophy are key elements of all strategies that rely primarily on *management edict* and *education and training* as the prime movers

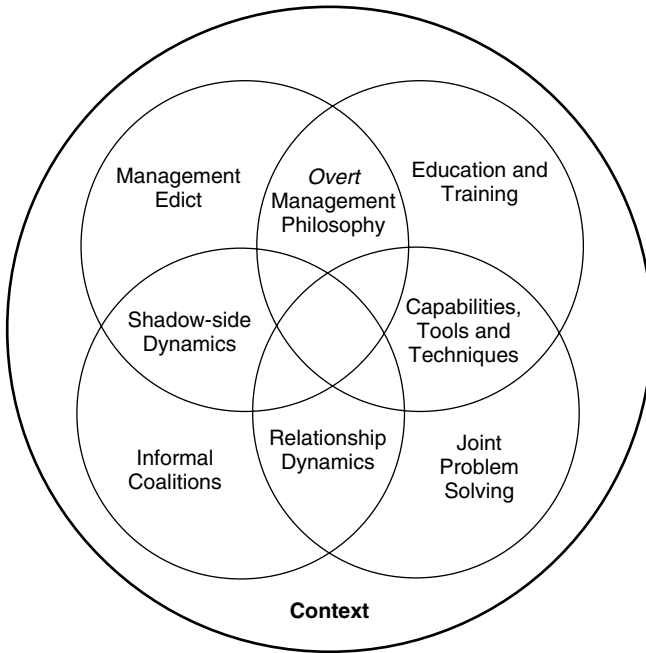


Figure 1.7 Key aspects of organizational dynamics

of organizational change. This statement of philosophy typically covers aspects of organizational “hardware,” such as strategy, structures and systems; but it is also likely to refer to the publicly stated beliefs and values that the organization sees as the desired “recipe for success.” Purpose, mission and vision statements, brand promises, annual reports, organizational manuals, press briefings and formal presentations are the most likely places to find this philosophy articulated. This segment of the Change Map is labeled *overt* management philosophy to recognize that, more often than not, there is a gap between the *formally stated* position and that which people experience in practice.

Capabilities, tools and techniques

As the emphasis shifts toward a more participative view of the change process, *education and training* interventions aim to enrich the *joint problem solving* approach by introducing new capabilities, tools and techniques through which organizations can function more effectively.

The range of change enablers is unlimited, but these might typically include:

- access to relevant organizational, team and individual assessment frameworks, including psychometric instruments, diagnostic questionnaires and so on;
- a practical understanding of the concepts and techniques of group dynamics and situational leadership techniques;
- a compendium of performance- and capability-enhancing models, concepts and interventions;
- a toolkit of problem solving and opportunity-search tools and techniques;
- new behavioral competency frameworks to support more empowered and participative working.

Similarly, besides addressing issue-related tasks, *joint problem solving* groups may be used to create and develop new capabilities, tools and techniques for wider dissemination through various *education and training* interventions. The latter distribution routes might include communication programs, leadership development initiatives, competency frameworks, focused training courses and so on. Sustaining and developing the capability to deliver *both* the desired changes *and* the continuing demands of current business commitments are central to this aspect of the change process.

Relationship dynamics

Since organizations are nothing more than people interrelating with each other for a purpose, the dynamics of these relationships are of critical importance to an organization's capability and performance.

Relationship dynamics are positioned within the *joint problem solving* mode to emphasize that the effectiveness of (formal) problem-solving groups as agents of change depends heavily upon the quality of interpersonal relationships that exist within and beyond the business. Building a context of collaboration and promoting the active networking of knowledge, ideas and resources across the organization are therefore usually seen as being crucial to the effective delivery of these more empowered approaches to change. This is reflected in the emphasis that many organizations place on team building, team working and related issues, as part of their planned organizational change programs.

At the same time, the positioning of relationship dynamics within the *informal coalitions* mode recognizes that all organizational relationships are power relationships. And these will not necessarily embody the ethos of trust, collaboration and mutual support implied by the *joint problem solving* ideals set out above. Whilst the existence of informal coalitions may lead to increased trust within them, this is not the issue. The notion of *informal coalitions* recognizes that it is the fluid network of power relationships that will govern the dynamics of the change process. And this will be the case *irrespective of* the “quality” of those relationships. Key influences on the dynamics of relationships from an *informal coalitions* perspective include:

- the relative power of participants;
- their personal motivations;
- the opportunities that present themselves for them to interact; and
- their sense of identity that may be threatened, reinforced or transformed by the relationship.

During a workshop, a group of senior managers suggested that relationships within a *joint problem solving* mode are essentially relationships of the “head.” That is, the functional needs of the task and a rational assessment of group members’ capabilities primarily determine these role-based relationships. In contrast, they suggested that *informal coalitions* are relationships of the “heart.” These are driven primarily by an emotional commitment or attraction to a particular cause. This insight will be important later, when we consider in more depth how managers can engage effectively with the complex, messy and self-organizing dynamics of *informal coalitions*.

Shadow-side dynamics

I first came across the notion of the shadow side of organizations in the work of Egan, and later in the complexity-based writings of Stacey. Egan (1993: 91) describes the shadow side of an organization as:

... [those] realities that often disrupt, and sometimes benefit, the business but are not dealt with in the formal settings of the organization.

The shadow-side dynamics of an organization have a powerful impact on all aspects of its performance and capability. However, *by definition*,

such issues are rarely raised in open, formal meetings and publications, where these ordinarily remain undiscussable.

Egan identifies five components of the shadow side of organizations. These are:

- 1 the impact of real-life *messiness and informality* on business strategy, organization and management, which doesn't sit easily with the way that orthodox, "rational" theories of management suggest things should work;
- 2 the *problems and idiosyncrasies of individuals*, which run counter to the "universalist" assumptions and approaches that tend to dominate conventional management thinking and practice;
- 3 the operation of the *organization as a social system*, with its in-groups and out-groups, social routines and rituals, all of which "distort" the interrelationships and decision-making processes implied by the "legitimate" organization;
- 4 the *organization as a political system*, which recognizes that *all* organizations reflect a diverse range of viewpoints, motivations and self-interests, leading to competing coalitions of people, each seeking to define the organization's agenda and to shape its course of action;
- 5 the *cultural assumptions* of the organization, through which many of the above characteristics become embedded and taken-for-granted ways of operating – whether these are outside people's immediate awareness or known but undiscussable.

In later chapters we will further explore and extend the themes that organize shadow-side activity and the dynamics that these generate. For now, it is sufficient to recognize two things. First that shadow-side dynamics are a powerful and unavoidable characteristic of organizational activity, even though these are not formally acknowledged. Secondly that shadow-side behaviors are not necessarily negative or destructive, despite the sinister sounding name. Indeed, a central proposition of this book is that active engagement with these dynamics is a key leadership task.

Why "*shadow-side dynamics*?"

I have been asked on a number of occasions why, given these potentially negative connotations, I continue to use the term "shadow-side dynamics." My answer is twofold. First, the term has gained some currency in recent years through the writings of Egan, Stacey and others. And, secondly, the idea of a shadow conveys the sense that any action by management will *necessarily* generate shadow-side activity, in the same way that shining a light on an object will *always* cast a shadow. You

can't have the light without the shadow. Nor can you have a management action without its shadow-side effects.

In the Change Map, therefore, shadow-side dynamics sit on the cusp between the formal, top-driven, decide-and-impose, *management edict* view of change and the *informal coalitions* that significantly influence change in the "real world." Its positioning in the model also serves to emphasize the inherently paradoxical nature of organizational dynamics, which belies the simplistic, either-or choices that many managers equate with decisive leadership.

Organizational outcomes

Figure 1.8 suggests the outcomes that might be expected to occur, if the different views of change dynamics outlined above were translated into specific change strategies. Over recent years, most change programs have sought to design and build the characteristics of a so-called "strong culture." The five shown in the model are:

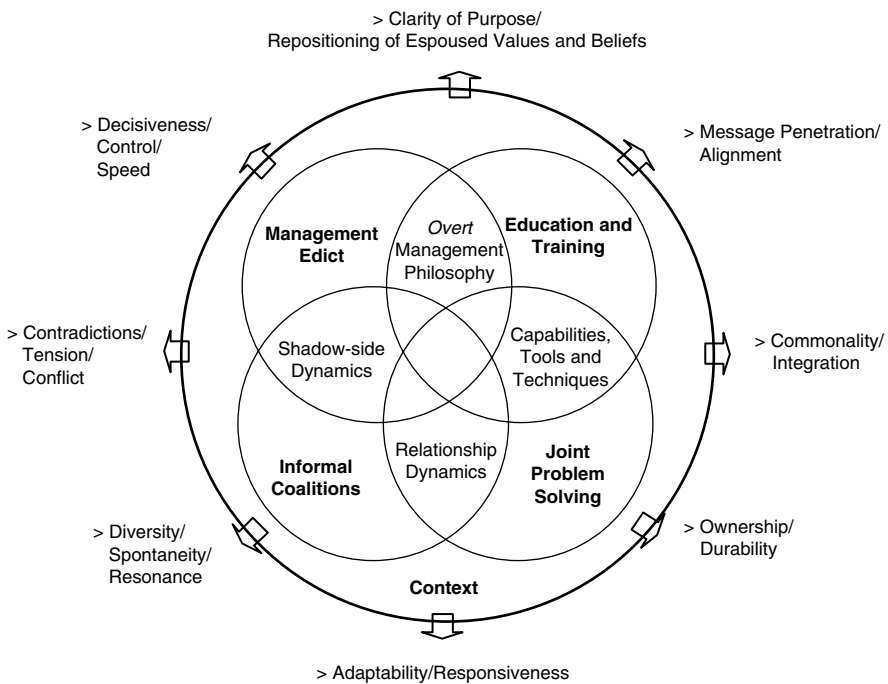


Figure 1.8 Organizational outcomes

- strong leadership, characterized by *decisiveness*, *control* and *speed*;
- greater *clarity* of purpose and *repositioning* of values and beliefs;
- *penetration* of key messages into the depths of the organization and *alignment* of organizational members behind a new set of behavioral norms;
- greater *commonality* of approach and *integration* of effort across the organization; and
- high *durability* of the changes over time, through generating a widespread sense of *ownership* of the changes.

More recently, the rapidly changing demands of the business environment and recognition of the complexity of the internal dynamics of organizations have pointed to the need for greater *adaptability* and *responsiveness* to change. The greater *diversity*, *spontaneity* and *resonance* that can be achieved and/or exploited through less formal and seemingly less rational approaches are also increasingly being recognized.

The juxtaposition of these attributes of what has ordinarily been viewed as a “weak culture” with those that have historically been pursued, adds to the *tension and conflict* identified alongside the shadow-side segment of the model. The task for organizations is to work to ensure that these *inevitable* tensions are managed creatively and that any conflict is handled insightfully. It means seeking to move the organization away from divisive and adversarial “either–or” thinking towards a paradoxical, “both–and” approach that will be discussed later.

Roles within the change process

Three roles are of particular interest when considering the dynamics of change. These are change leader, change “specialist” (sometimes referred to as the “change agent”), and change participant. In the language of the *management edict* and *education and training* approaches, the term “change target” is sometimes used to describe the last of these (see Conner, 1993, for example). However, this label misrepresents the position on three counts:

- First, it focuses solely upon those participants *within* the business and ignores the critical impact that *external* stakeholders have on the dynamics and outcome of change.

- Secondly, it implies that those “on the receiving end” of change are *passive* participants in the process, rather than active, co-creators of its outcomes.
- Thirdly, its use sets apart those in the change leadership and change agent roles (the “doers”) from those who are “done to” – preserving the myth that the first two roles exist outside the process, as objective observers and controllers of the actions of others.

Leaders and change agents are participants too – “on the pitch playing,” so to speak, not objectively observing and commanding events “from the stands”! This should be borne in mind when looking at Figure 1.9, which illustrates six elements of the change leader’s role (R1–R6); each of which relates to a particular area of the Change Map. Similarly, there are six corresponding aspects to the change specialist’s role that can be mapped onto the diagram.

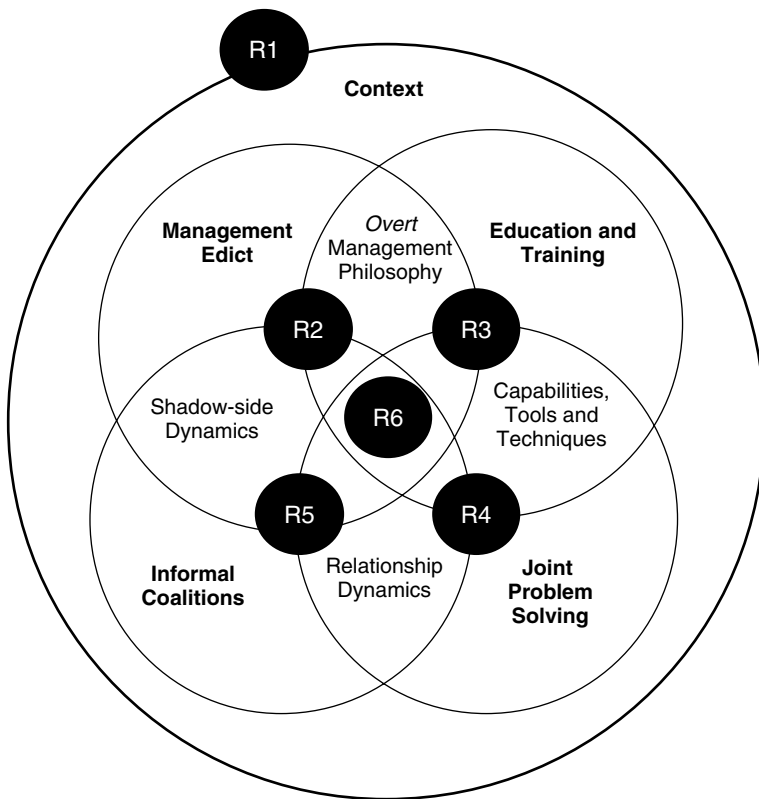


Figure 1.9 Roles in the change process

Change leadership

Clearly, the role that a leader carries out when operating from a *management edict* perspective is different in approach and content from that which he or she carries out to support, for example, *joint problem solving*. The ability of the leader to recognize this, and to adapt to different role requirements according to their intentions and the prevailing circumstances, is therefore essential, if the rational approaches to change are to make a meaningful contribution to organizational outcomes. Specific aspects of the change leader's role, as embodied in the Change Map, are summarized in Table 1.5.

Table 1.5 Summary of change-leadership roles

Change mode	Role	Change leader (Line manager)	
		Description	Explanation
Mode-specific			
MANAGEMENT EDICT Impose the change on the organization. <i>Aims:</i> decisiveness, control and compliance.	R2	Dictator/Driver	<ul style="list-style-type: none"> • Imposing changes in strategy, structure, systems and philosophy. • Driving major, centrally managed change programs "from the front".
EDUCATION and TRAINING Inform and persuade people about the change. <i>Aims:</i> alignment, consistency and willing acceptance.	R3	Advocate/Teacher	<ul style="list-style-type: none"> • Formally selling the need for change and explaining its intended outcomes. • Articulating the new management philosophy and its practical implications. • Teaching others, through formal, structured processes.
JOINT PROBLEM SOLVING Involve people in developing the changes. <i>Aims:</i> active participation, joint agreement and ownership.	R4	In-line Coach/ Boundary Manager	<ul style="list-style-type: none"> • Observing and reflecting • Challenging, guiding and supporting team members. • Clarifying and managing boundaries, such as: <ul style="list-style-type: none"> – required contributions – interdependencies – constraints, etc.

Table 1.5 (Continued)

Change mode	Role	Change leader (Line manager)	
		Description	Explanation
<p>INFORMAL COALITIONS</p> <p>Interact with people to engage them in the changes.</p> <p><i>Aims:</i> joint sensemaking, engagement and personal resonance.</p>	R5	Coalition Builder/Sensemaker	<ul style="list-style-type: none"> • Working with the hidden, messy and informal dynamics of the organization. • Building informal coalitions of support for desired changes. • Dynamically managing in-built structural and political tensions. • Stimulating and engaging in ongoing sensemaking and relationship building. • Role-modeling the desired values and behaviors during everyday interactions.
<p><i>Note:</i> The adjacent roles support all four of the change modes. These roles will be expressed in different ways, according to the primary focus of the intervention.</p>	General		
	R1	Context Setter/Visionary	<ul style="list-style-type: none"> • Understanding the context. • Setting the strategic and conceptual framework for the changes. • Providing vision.
	R6	Sponsor/Enabler	<ul style="list-style-type: none"> • Demonstrating consistent, sustained and <i>active</i> support for the changes throughout the program. • Providing relevant inputs and removing barriers, to underpin other roles and enable the effective and efficient implementation of the changes.

Roles R2–R4 comprise the conventional view of change leadership. An appropriate mix of these would be performed as part of the formal change-management process. These would be designed to suit the specific demands of the change task and preferred leadership style, from directive (R2), through informative (R3) to participative (R4).

Role R5 relates to the leader’s ability to engage with the underlying dynamics of organizations, as reflected in the *informal coalitions* view

of change. This “below the line” capability differentiates the practiced change leader from those whose knowledge is limited to the textbook, project- and program-management elements of the process. Successful change leadership requires the leader to engage effectively with these dynamics, irrespective of other aspects of the role that they might decide to carry out.

Roles R1 and R6 support all four of the change modes. These will be expressed in different ways, according to the primary focus of the intervention. Many initiatives under-deliver because managers fail to *actively* sponsor the changes throughout the *line* organization (Role R6). Too often, senior managers see their sponsorship role as having been fulfilled when they sign the authorization to commit resources to a particular change effort. Or when they endorse it as part of a formal communication plan. Others feel that they can satisfy this role by turning up when asked to “lend their weight” to specific structured events in the change program. However, *active and sustainable* sponsorship requires much more of a commitment than this. Additional guidance on this critical aspect of a leader’s role is therefore set out in Box 1.1.

Box 1.1 – The need for *active* sponsorship

Line managers have a pivotal role to play in legitimizing specific strategies, initiatives and activities, by providing *active* sponsorship throughout the implementation process. It is not sufficient simply to “roll out” these changes to staff in a matter-of-fact way. Or to believe that sponsorship is complete when the decision has been taken to proceed and a senior, project-specific “sponsor” appointed. Active sponsorship, *throughout the line*, demonstrates commitment to the changes; and it also validates any actions that staff need to take to bring these about. Equally, its absence severely reduces the likelihood of success. For sponsorship to be effective, leaders need to:

- help staff to make sense of what needs to change and why, in ways that connect with their intellectual and emotional needs;
- provide active and visible support for the changes throughout the program – including the provision of any necessary time, information and resources;

- reinforce their formally stated commitment to the changes through their informal interactions;
- recognize and empathize with the inevitable disruptions that individuals will face, as the personal impacts of the changes become clear;
- continue to show genuine interest in the progress of the changes, even when other demands put pressure on available time and resources;
- talk regularly with staff about the changes, to ensure that any issues of concern are adequately addressed;
- ensure that sponsorship is carried out equally effectively throughout their own line organization.

See also Conner (1993).

Change facilitation

As with the change-leadership roles outlined above, distinct facilitation roles are required to support different leadership interventions. For example, if change leaders are operating from a *management edict* perspective (i.e. dictating what is required and seeking to drive these changes through “from the front”), they might decide that they require support in two areas. First, they may need expert input to develop the detailed design for the changes that they intend to impose (“Architect”); and, secondly, they may need support to orchestrate the implementation of these changes on their behalf (“Engineer”). Traditionally, large, strategy-based consultancies have offered to fulfill these two roles. In contrast, where a more participative leadership style is adopted, such as when operating in a *joint problem solving* mode, the leader’s in-line coaching and boundary setting might need to be supported by the more directly facilitative role of “Team Coach/Facilitator.” Each of the change-leadership roles set out above is therefore supported by a corresponding change-facilitation role. These pairings are set out in Table 1.6.

These corresponding aspects of the change facilitator’s role are also embodied in the Change Map, as summarized in Table 1.7. Dependent upon the nature of the challenges faced and the capabilities of participants, these roles might either be combined with those of change leader or separately resourced.

Table 1.6 Links between change-leadership and change-facilitation roles

Change leadership	Role	Change facilitation
Context Setter/Visionary	R1	Envisioner/Diagnostician
Dictator/Driver	R2	Architect/Engineer
Advocate/Teacher	R3	Modeler/Developer
In-line Coach/Boundary Manager	R4	Team Coach/Facilitator
Coalition Builder/Sensemaker	R5	Process Consultant/Catalyst
Sponsor/Enabler	R6	Enabler/Implementer

Table 1.7 Summary of change-facilitation roles

Change mode	Role	Change facilitator (External/Internal consultant)	
		Description	Explanation
Mode-specific			
<p>MANAGEMENT EDICT Impose the change on the organization. <i>Aims:</i> decisiveness, control and compliance.</p>	R2	Architect/Engineer	<ul style="list-style-type: none"> • Prescribing approaches to strategy development and implementation. • Designing structures, processes and systems. • Planning and orchestrating integrated change programs.
<p>EDUCATION and TRAINING Inform and persuade people about the change. <i>Aims:</i> alignment, consistency and willing acceptance.</p>	R3	Modeler/Developer	<ul style="list-style-type: none"> • Supporting formal, structured communication processes. • Introducing frameworks, maps and models to guide and support the changes. • Developing new capabilities and behaviors through structured training and development programs, competency-based development schemes, etc.
<p>JOINT PROBLEM SOLVING Involve people in developing the changes. <i>Aims:</i> active participation, joint agreement and ownership.</p>	R4	Team Coach/Facilitator	<ul style="list-style-type: none"> • Facilitating participative, group-based problem solving processes and issue-based workshops. • Designing and orchestrating large-group change methodologies. • Addressing group/team processes, relationships and performance. • Facilitating Action Learning groups.

Table 1.7 (Continued)

Change mode	Role	Change facilitator (External/Internal consultant)	
		Description	Explanation
<p>INFORMAL COALITIONS Interact with people to engage them in the changes. <i>Aims:</i> joint sensemaking, engagement and personal resonance.</p>	R5	Process Consultant/ Catalyst	<ul style="list-style-type: none"> • Enabling managers to gain insights into their own processes and resolve their own issues. • Helping them to understand and work with the underlying dynamics of the organization. • Detecting the patterns of assumptions, beliefs and behaviors that are channeling everyday sensemaking and action. • Provoking new perspectives, exploring possibilities and identifying latent potential.
General			
<p><i>Note:</i> The adjacent roles support all four of the change modes. These roles will be expressed in different ways, according to the primary focus of the intervention.</p>	R1	Envisioner/ Diagnostician	<ul style="list-style-type: none"> • Envisioning potential futures. • Assessing the current situation. • Diagnosing needs. • Conducting appreciative-style inquiry.
	R6	Enabler/ Implementer	<ul style="list-style-type: none"> • Supporting each of the other contributions as appropriate, to secure maximum value from the various interventions. • Providing implementational support (such as additional resources) where necessary.

As before, Roles R2–R4 comprise the conventional view of change facilitation. An appropriate mix of these might be performed as part of the formal change-management process. These would be designed to suit the specific demands of the change task and prevailing change-leadership roles, from prescriptive (R2), through informative (R3) to facilitative (R4).

Role R5 reflects the facilitator’s ability to engage with the underlying dynamics of organizations, as reflected in the *informal coalitions*

view of change. This “below the line” capability makes the difference between the mechanistic application of conventional change theory and the informed facilitation of “real world” change and development. Successful change facilitation requires effective engagement with these dynamics, irrespective of other aspects of the role that might be required. Roles R1 and R6 support all four of the change modes. These will be expressed in different ways, according to the primary focus of the intervention.

The Change Map as a whole

For completeness, Figure 1.10 shows the Change Map in its entirety.

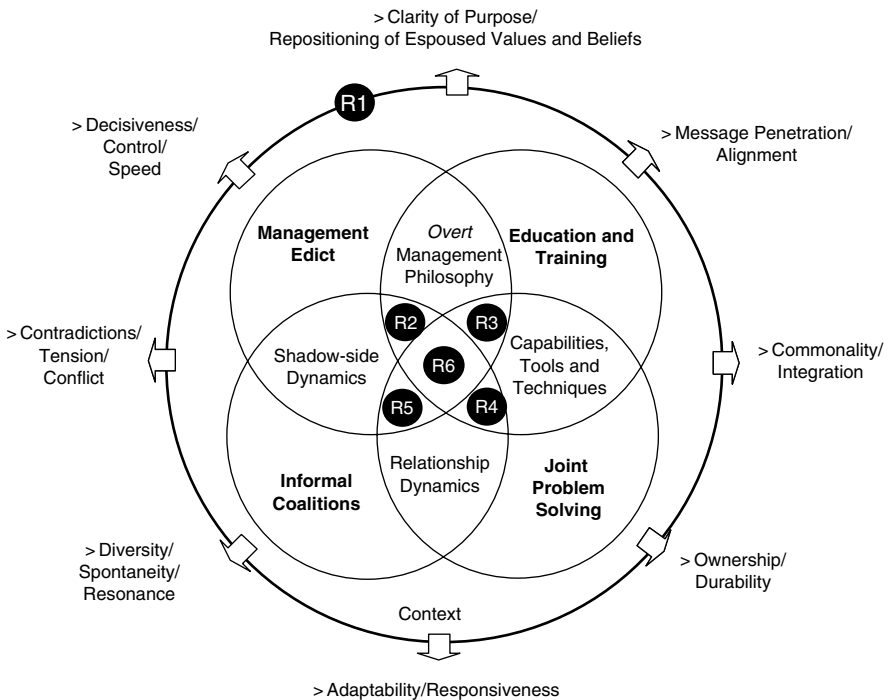


Figure 1.10 The Change Map

The rational view of change

Management edict, education and training and *joint problem solving* provide the main routes for managing change from a “rational” mindset. Those who advocate these perspectives share a common set of beliefs about organizational change, including the view that:

- change takes place in discrete episodes between periods of (relative) stability;
- change is brought about deliberately, and within the formal settings of the organization;
- the meaning of a particular change is determined by management, who are external, objective observers and controllers of other people’s actions;
- change strategies and programs have predictable outcomes, if cause and effect are properly analysed and “leveraged” to achieve the desired ends (e.g. through incentives).

This viewpoint goes on to argue that *effective* change is change which:

- is thoroughly planned, organized and controlled;
- follows organizationally legitimate power structures, systems and processes, with top–down leadership being critical;
- focuses on the textbook functions of management, such as organization, planning and decision-making, co-ordination and control, formal communication, extrinsic incentives-based motivation, and detailed resource management;
- emphasizes, and seeks to instil, organizationally legitimate themes (such as top management’s vision for the organization, and formally adopted policy stances on particular issues);
- views opposition to these themes as “resistance,” which needs to be overcome, if organizational success is to be achieved;
- values analysis and being right, in the sense of finding and adopting the “one best way” to proceed;
- suppresses emotions, politics, “mess” and informality, which are seen as illegitimate aspects of organizational life and signs of poor management;
- uses as its reference point “the real world,” where reality is seen as a universally recognized given, which is already known or that can be discovered through experience and/or expert analysis.

Theories such as these underpin the stories of corporate transformation and inform the best-practice guides that populate management bookshelves. They also provide the principal rationale behind the change-management offerings of the mainstream consultancy firms. At best, these provide a partial view of how change happens. At worst, the failure of these to address the hidden, messy and informal aspects of organizations means that they provide seriously flawed prescriptions for moving forward.

Integrating the rational and *a*-rational dynamics of change

Acknowledging the impact of shadow-side issues and power relationships on organizations is the missing ingredient in the many approaches to change that embrace the rational assumptions set out above. Dealing with the effects that these have upon organizational dynamics must therefore provide a central focus for managers who wish to take change seriously.

The Change Map brings the issues of power relations and shadow-side dynamics into the open. It reveals why change strategies that ignore the underlying dynamics of organizations are doomed to underachieve. At the same time, it integrates the rational and *a*-rational aspects of organizational change into one sensemaking framework. Managers and organizational specialists can use this to help them make sense of what's going on in their organizations and to intervene more effectively.

However, managers who have thrived under the assumptions – and privileges – of the well-established and rational concept of management may not welcome this challenge to their relatively comfortable worldview. Nor will the need to manage paradox and to deal with the shadow-side realities of organizations appeal to those who crave certainty, are uncomfortable with complexity or see the world in win–lose, either–or terms. Sadly, managers' thinking in these areas is rarely challenged at a fundamental level. Instead, their felt need for control and predictability continue to be fed by “ten easy steps”-type recipes, and the change-management equivalent of satellite navigation that is promised by a plethora of scorecards, dashboards and IT-steered project plans.

In contrast, the Change Map argues for a “stripped down” version of the rational, formal and “legitimate” approaches to change to be melded with its *a*-rational, informal and messy dynamics. This then enables managers:

- to gain the benefits that can accrue through the use of a structured approach to the management of certain “structural” aspects of organizational change; and, at the same time,
- to engage with the messy, informal and uncontrollable dynamics of “real world” organizational change, as embodied in the *informal coalitions* element of the Change Map.

In Chapter 2, we will examine in more detail the underlying aspects of organizations that are typically ignored by the conventional views of leadership, change and organizational dynamics. As for the rational, structured elements of the change-management task, there is already a surfeit of books that provide recipes, tools and techniques in these areas. I therefore don’t intend to labor these here.

Any map will do

Finally, in his book on organizational sensemaking, Weick (1995) tells the story of a small group of Hungarian soldiers who had lost their way in the icy wilderness of the Alps. Having been missing for over two days, they eventually found their way back to base camp, weary but alive. They said that they had almost given up hope of survival, when one of their number had discovered a map in his pocket. This had enabled them to gain their bearings and make their way to safety. When the senior officer asked to see it, he was astonished to find that it was not a map of the Alps at all, but of the Pyrenees. Weick uses this story to suggest that, when sensemaking takes hold, “any map will do.” The fact that the map was not the right map was irrelevant. It was good enough. It spurred them into action, and gave them confidence that they could make progress. In particular, it enabled them to ask useful questions of themselves. They were then able to make sense of where they were, and make use of that understanding to get to where they needed to be.

Similarly, the issue here is not whether the Change Map is “right” in an academic sense – although it is based on sound principles. More important is whether or not it is useful to those whose job is to lead their organizations through the often “icy wilderness” of organizational change.

INDEX

Note: Page numbers of tables and diagrams are shown in bold type. Cross-references are indicated in small capitals

- Abilene Paradox, 267
acting politically, *see* POLITICS
action coalitions
 coalition building: generic strategies for, 165–8; for, 165–8; key factors in, 168; crafting the story, 169–71; shifting conversational patterns, 171–2; strengthening connections, 172; enabling context, 172–6; conducting the change process well, 176–7
 conversion path in, 165, 191
 defined, 156, **163**
 goal of active engagement, 164
 psychological and emotional impacts, dealing with, *see* TRANSITION PROCESS
 transition path in, 165
 see also COALITIONS *and* ISSUE COALITIONS
appreciative stance
 Appreciative Inquiry (AI), 218, 254
 during psychological and emotional transition, 185
 in reviewing organizational potential, 254
 Solutions Focus (SF), 255
Argyris, C.
 organizational defense routines and undiscussability, 40
assumptions, *see* CULTURAL ASSUMPTIONS
authenticity, 67, 77
awareness (phase of POLITICAL ACTION)
 other awareness: importance of, 143–4; mapping the territory, 144, 157–9, 163–5
 of political dynamics, 142
 self-awareness, 142, *see also* PERSONAL FRAME OF REFERENCE
 situational awareness, 144, *see also* RELATIONSHIP DYNAMICS *and* CULTURAL ASSUMPTIONS
Balanced Scorecard, 206–9
Barings Bank, 199
Bate, P.
 change approaches: aggressive, 3; indoctrinaire, 6; corrosive, 13
 conversations, changing, 76, 100
 “fiction writers”, managers as, 54
 on thinking culturally, 49
Bell, D.
 on passion, 255
Bellman, G.
 on perspective, 232
Bennis, W.
 leaders *v* managers, 198–9
Bridges, W.
 endings, managing, 183
 the past, need to respect, 167
 transition phases, 178, 180; building coalitions, *see* COALITIONS
“burning platform” metaphor, 4, 266
business process re-engineering, 243

- capabilities, tools and techniques, 18–19
- case studies, walking, xvi
- change
- change context: complexity of, 16; as function of *local* circumstances and *unique* relationships, 16–17; implications for “best practice” and benchmarking, 17
 - change facilitation, as part of CHANGE MAP, 28–31, **29–30**
 - CHANGE LEADERSHIP, *see separate entry*
 - change management: lost keys of, 2; n-step change models in, 2, 48, 51, 267; summary of rational view of, 32–3; integrating rational and *a-rational* dynamics of, 33–5
 - as occurring through shifts in conversational patterns, 59
 - origins of, 56–8, **57**, 119
 - overall dynamics of, **15**
 - resistance to, *see* RESISTANCE TO CHANGE
 - see also* CHANGE MAP
- change leadership
- agenda: summarized, 60–1; as doing things *differently v* doing *more* things, 262
 - change leaders as participants (“on the pitch”) not objective observers (“in the stands”), xiii, 4, 10, 24, 38, 56, 59, 85, 119
 - change leadership roles, 25–7
 - through everyday conversations, 78–80, 230, 265
 - “heroic” model of, xiii, 8, 216
 - in informal coalitions mode: as emergent, 13–14; invisible nature of, 60, *see also* INFORMAL COALITIONS
- Change Map
- “any map will do”, 34–5, 81
 - blending rational and *a-rational* approaches, 2, **31**
 - change modes: rational, 2–10; *a-rational*, 10–16, *see also under* EDUCATION AND TRAINING; INFORMAL COALITIONS; JOINT PROBLEM SOLVING *and* MANAGEMENT EDICT
 - key aspects of organizational change, **18**: overt management philosophy, 17–18; capabilities, tools and techniques, 18–19; RELATIONSHIP DYNAMICS, 19–20; and SHADOW-SIDE DYNAMICS, 20–2
 - mixing the colors, 9
 - and options for POLITICAL ACTION, 138–41, **139**
 - outcomes sought from each mode of change, 22–3, **22**
 - roles in change process: “change target”, 23–4; CHANGE LEADERSHIP, **25–6**, 25–7; change facilitation, 28–31, **29–30**; links between, **29**
 - spectrum of rational change modes, 9–10, **10**
 - tension and conflict within the CHANGE MAP, 23
 - see also* CHANGE
- Clancy, J.
- on metaphor, 235
- coalitions
- building: as essential aspect of leadership, 13, 78, 263–4; basic tasks in, **155**; focus of, 156
 - dynamics of: “pulling together”, 154; “splitting apart”, 154
 - formation of, as a natural and dynamic process, 153

- nature of: in outline, 12–13;
 “membership” voluntary,
 20, 153, 173; as challenge
 to shared values, 153–4,
 242; leadership in, 154;
 as transient and issue
 specific, 154
see also ACTION COALITIONS;
 INFORMAL COALITIONS *and*
 ISSUE COALITIONS
- co-creation, 14, 24, 98, 110, 128
- communication, *see* LEADERSHIP
 COMMUNICATION
- Competing Values Framework,
 206
- complexity
v complicatedness, 16
 and “keep it simple” mantra, 12,
 216
 and myth of objective observer,
 xiii, 4, 24, 38, 59, 85
 and patterning process in
 organizations, 91–2,
 266
 of psychosocial dynamics in
 organizations, 168
 and strategic management,
 208
 and underlying dynamics
 of organizations,
 13, 241
- Conner, D.
 burning platform, metaphor of, 4
 change: roles in, 23; resistance to,
 175; positively perceived,
 193
 on sponsorship, 27–8
- consolidation (phase of POLITICAL
 ACTION)
 impression management, 150
 maintaining credibility, 149
 need for rationalization during,
 150–1: lateral thinking
 analogy, 150; use of models
 in, 151
- contribution statements, 240–1
- control
 myth of (“do it better and get it
 right”), 6, 50, 117, 204,
 283, 241
 paradox of, 202, 204, 241, *see*
also LEADERSHIP PARADOX
- conversation continuum, 70
- conversational networks
 influence hierarchies in, natural
 (informal), 78, 162
 influencing the networks, 78
 managers as active participants in,
 xiii, 4, 10, 24, 38, 56, 59, 85
 ORGANIZATIONS as, 54–6, 63,
 98, 170
 outcomes: self-organizing
 and emergent, 13;
 enacted through *local*
 conversations, 77
 patterning process in, 82, *see*
also COMPLEXITY
 SHADOW-SIDE aspects of, 54–5
 shifting power relationships in, 56
 as transmitters of folklore,
 mythology, humor and
 rumor, 55
 working with natural dynamics of,
 78, *see also* LEADERSHIP
 COMMUNICATION *and* TALK
- conversations, sensemaking and use
 making
 channeled by existing patterns of
 CULTURAL ASSUMPTIONS,
 48–9, 91–2, 98, 177
 during coalition building, 155:
 influencing, 168–77
 emotionally biased “landscape”,
 177–8
 and locally constructed meaning,
 106
 official communications and, 80–1
see also CONVERSATIONAL
 NETWORKS; LEADERSHIP
 COMMUNICATION *and* TALK
- credibility paths, 162
- Cromwell, Oliver, 255, 269

- Culbert, S.
 artifact of mind, 43–4
 personal competence, on need for, 123
 on politics, 114
- cultural assumptions
 clues to, 49, 95–7, **97**, 249:
 detecting patterns in, 96–8
 enabling *and* constraining behavior, 48–9
 formed through conversational process, 91–2: channeling sensemaking, 48, 91–2, 98, 177; brain analogy, 90–1
 implications for mergers and acquisitions, 94, 98–9
 importance of surfacing, 48
 as key to CULTURAL CHANGE, 94–8
 multiple interpretations in, 49, 60
 taken-for-granted nature of, 94–5
- cultural change
 all change is cultural change, 92–3
 “back burner”, can’t put on, 100
 cultural change programs,
 traditional: “disembodied”, 6, 93; as separate work stream, 48; failure of, 94, 98, 105
 cultural patterns: shifting, 49, 90;
 in PERFORMANCE MANAGEMENT FRAMEWORK, 210; *compare to* “design-build-and-communicate” approach, 88–90
 culture-change industry, 87–90
- cultural symbols
 interpretation of, 54
 leaders as: “moments of leadership truth”, 105; others’ interpretations of, 105–6, **107**; example behaviors, **108**; golf ball analogy, 113; *compare* conventional culture-change initiatives
- culture
 analysis tools: benefits and drawbacks of, 89; examples of, 89
 “cultural conversation”, 48, 92
 cultural “snapshot”, 93: artifacts, 93; espoused values, 94; underlying assumptions, 94–5
 existing “inside and between” people, 48: as patterns in the mind, 90–1
 formed through local interactions, 98
 leaders as part of culture too, 110–11
 myths that obscure understanding of: hard *v* soft, 100; good *v* bad, 101; uniform is strong, 102; starting with a “blank sheet of paper”, 103–4
 as the ongoing process of shared sensemaking (meaning making), xv, 39, 48, 60, 90, *see also* CONVERSATIONS, SENSEMAKING AND USE MAKING
 popular view of, 87–8
 “strong” culture, elements of, 22–3
 “weak” culture, elements of, 23
see also CULTURAL CHANGE, CULTURAL SYMBOLS *and* THINKING CULTURALLY
- Dannemiller, K.
 communication, enabling space for, 72
- de Bono, E.
 asset types, 250
 brain, pattern-making nature of, 91, 266, 267
 logic bubbles, 43
 on mistakes, humor and chance, role of, 250
 opportunity search, 249

- outcome validation, need for, 150
- on perspective, 262
- on polarization, 45
- Deal, T. and Kennedy, A.
 - cultural analysis, 89
- DeLuca, J.
 - credibility paths, 162
 - political savvy, 153
 - on stakeholder mapping, 158
- Downs, A.
 - narcissism, 45
- Drucker, P.
 - on communication, 62
 - management by objectives, 206:
 - and self-control, 209
 - on strengths and weaknesses, 219
- Eccles, R. and Nohria, N.
 - competing coalitions,
 - organizations as, 46
 - on leader's role, 229
 - on planning and goal setting, 228
 - reality, socially constructed nature of, 52–3
- education and training (mode of change)
 - assumptions of, 7
 - Macdonaldization, as extreme expression of, 6
 - and mode C1 in LEADERSHIP COMMUNICATION GRID
 - outline of, 5–7
 - and strategies for POLITICAL ACTION, 139–40, **139**
 - strengths and weaknesses of, **7**
- Egan, G.
 - hidden organization, 42
 - shadow side, organizational,
 - definition of, 20
 - social networks, importance of, 45
- Ekman, G.
 - small talk, relevance of, 68
- Ellinor, L. and Gerard, G.
 - conversation continuum, 70
- embracing paradox
 - barriers to: either-or thinking, 197–8; from-to thinking, 198–9; lack of tools and techniques, 199
 - as challenge to conventional wisdom, 47, 216
 - essence of leadership in, 199, 264
 - heavyweight challenge to, 201–2
 - importance of, 200–1
 - meeting the challenge: managing paradoxes dynamically, 201–2; summary guidelines, 224–5
 - and organizational “Big Dipper”, 196
 - see also* PARADOX
- emotion in organizations
 - and cognition and action, 256
 - emotional “clusters”, 121, 187
 - emotional impact of change, *see* TRANSITION PROCESS
 - formal *v* informal communication, 68–70
- engagement (phase of POLITICAL ACTION)
 - building momentum behind issue, idea or change agenda, 146
 - key factors in, 147–8 (content, connections and context)
- Enron, 199
- entry (phase of POLITICAL ACTION)
 - core story, developing:
 - issue-specific outcome, 145; critical questions, 145–6
 - “half-open doors”, pushing at *v* “roll-out”, 144, 162
 - timing of: as critical, 146; “planned opportunism”, 146
- Evans, P.
 - on paradox, 47
- Fairhurst, G. and Sarr, R.
 - on framing, 235
- Fletcher, J. and Olwyler, K.
 - paradoxical thinking, 218–19, 222

- Fonseca, J.
 on innovation, 250
- Ford, J.D. and Ford, L.W.
 conversational networks,
 organizations as, 82
- Gallwey, T.
 cultural conversation, 48, 82, 92
 performance equation, 252
- Gandhi, Mahatma, 87
- Gladwell, M.
 key influencers in organizations,
 172
- Goffee, R. and Jones, G.
 cultural analysis, 89
- Grant, D., Keenoy, T. and Oswick, C.
 on metaphor, 235
- Grint, K.
 banal paradox, 51
- Hamel, G. and Prahalad, C.
 on paradox, 201–2
- Handy, C.
 cultural analysis, 89
 negative power, 135
- Harrison, R. and Stokes, H.
 cultural analysis, 89
- Harvey, J.
 Abilene Paradox, 267
- Hatch, M. J.
 sharing, the meaning of, 103
- Hillsborough disaster, April 1989,
 233–4
- Holman, P. and Devane, T.
 large-group change, 8
- humor in organizations, 250–1
- Icarus Paradox, 102, 216
- individual differences and
 idiosyncrasies
 biases can't be bypassed, 44
 “complex man” *v*
 “rational-economic
 man”, 43
 and personal agendas, 44
 and personal “logic bubbles”, 43,
see also SOCIAL
 CONSTRUCTION OF REALITY
 primacy of personal values, 44
see also PERSONAL FRAME OF
 REFERENCE *and*
 SHADOW-SIDE DYNAMICS
- informal coalitions (mode of change)
 assumptions of, 14, 58
 characteristics of: outline, xii,
 11–14; present in *all* change,
 12; *everyone* participates in,
 12; shared outcomes *v*
 shared values, 12; political
 nature of, 13; *compare with*
 “unified top team”, 13
 implications of, 59–60
 as individual action mobilizing
 collective action, 228, 242
 informal coalitions as source of,
and barrier to, progress, 39
 and modes C3 and C4 of LEADER-
 SHIP COMMUNICATION
 GRID, 74–85
 nature of leadership in, xiii–xiv,
 56, 229, 262–5
 seeking RESONANCE with broad
 constituencies of people,
 140
 and strategies for POLITICAL
 ACTION, 139, 140
 strengths and weaknesses of,
 14–15
 “initiativitis”
 overcoming, “football *v* dried
 peas” analogy, 81
- intention
 and the leadership role, 81–2
 “planned spontaneity”, 82–3
 and SOCIAL CONSTRUCTION OF
 REALITY, 82
- issue coalitions
 credibility, need for, 161 (in
 content, connections and
 context)
 defined, 156

- generic coalition-building
 strategies, 159–60
 mapping the territory, 157
 turning strategy into action, 160–1:
 “door knocking” plan, 162
see also COALITION *and* ACTION
 COALITIONS
- Jackson, P. and McKergow, M.
 Solutions Focus, 255
- Janov, J.
 on power, 116
- Johnson, B.
 on paradox, 48
 Polarity Management™, 222, 224
- joint problem solving (mode of
 change)
 assumptions of, 9
 and large-group change
 methodologies, 8, 56
 and mode C2 in LEADERSHIP
 COMMUNICATION GRID, **64**,
 70–4
 outline of, 7–9
 and strategies for POLITICAL
 ACTION, **139**, 140
 strengths and weaknesses of, **9**
- Kaplan, R. and Norton, D.
 Balanced Scorecard, 206: linear
 cause and effect in, 209
- Kohn, A.
 rewards, punished by, 135
- Kotter, J.
 vision, in eight-step change
 process, 227
- Kübler-Ross, E.
 emotional response, patterns of,
 268–9
- large-group change methodologies,
 8, 56
- leadership, *see* CHANGE LEADERSHIP
- leadership communication
 and authenticity in, 67, 77
 emotion and, 67–70
- formal communication, as
 reflection of formal power
 relationships and rational
 management model, 85
- LEADERSHIP COMMUNICATION
 GRID, **64**
- local perceptions and
 interpretations, role of in,
 63, *see also* CULTURAL
 CHANGE
- myths of, 68–9
- sender–receiver model of, 62, 68:
 message-passing focus, 62;
 strategy for, 68; information
about the change, 69
- as sensemaking and relationship
 building, xv, 78–80, 257,
 262
- written materials in, 67
see also TALK
- Leadership Communication Grid
 conventional forums and
 processes (mode C1) in,
 65–6: formal
 communication programs,
 66; examples of, 68
- everyday conversations and
 interactions (mode C3)
 (mode C3) in, 74–83:
 essence of leadership, 74;
 communication *is* change,
 74
- outline of, 63–5, **64**, 86
- as a practical tool *and* changed
 mindset, 86
- role modeling (mode C4) in,
 83–5: as “X-factor”
 communication, 84; leaders
 as cultural symbols, 84–5
- workshops and structured dialogue
 (mode C2) in, C2) in, 70–4:
 characteristics of dialogue,
 70–1; benefits of, 71;
 creating an enabling space
 for communication, 72–4;
 limitations of this mode, 74

- leadership paradox
 anxiety of, 198, 203
 as being both in control and not in control at the same time, 202–4, 224
 and “command and control” management, 204
 and control, felt need for, 50–2, *see also* CONTROL
 embracing the leadership paradox, 52, 60, *see also* EMBRACING PARADOX
 rejecting the PARADOX, 51–2
- Lennon, John, 36
- management edict (mode of change)
 assumptions of, 5
 outline of, 3–5
 and strategies for POLITICAL ACTION, 139
 strengths and weaknesses of, 5
- Martin, J.
 fragmentation culture, 39
- mergers and acquisitions
 and CULTURAL ASSUMPTIONS, 94, 98–9
 impact of hidden, messy and informal processes in, 203
- mess
 as challenge to felt need for CONTROL, 42–3
 as informality and loosely coupled nature of organizations, 42
 and organizational dynamics, importance to, 42
 rational view of, 40–2
- Michaelangelo’s *Statue of David*, 231
- Miller, D.
 Icarus Paradox, 102, 216
- Mintzberg, H.
 on politics, 115, 116
 and visionary leadership, 226, 227, 229, 230
- Morgan, G.
 on metaphor, 235
 on paradox, 195, 197
- National Power launch video, 66–7
- Nicholson, N.
 behaviors, hard-wired, 123
- Odiorne, G.
 Activity Trap, 239
- organizational change, *see* CHANGE
- organizational culture, *see* CULTURE
- organizational design
 horizontal processes *v* vertical measures, 122
 inbuilt structural dynamics of, 119–20: worked example, 120–2; distorting perception and behavior, 121
 and “making the numbers” game playing, 122
see also POLITICS
- organizational paradoxes
 examples of, 215
 as mixed messages, 215, 216
 paradoxical thinking tool, 218–21: core paradox, 219; example, 220–1; strengths and weaknesses as complementary, 225
 Polarity Management™ tool, 222–4: example, 222–3
 reframing negatives in, 217–18
 “too much of a good thing” in, 216–17: Icarus Paradox, 217
see also PARADOX
- organizations
 as coalitions of shifting power relationships and interest groups, 46, 118
 as networks of self-organizing conversations, 54–6, 63, 98, 170: cultural implications, 99–100
- overt management philosophy, 17–18

- paradox
- banal paradox of management, 51
 - embracing, *see under* EMBRACING
 - PARADOX
 - and mixed messages, 47, 215
 - nature of, 196: dynamic, 202;
 - endemic, 47, 195, 201, 202
 - and polarization, 196, 198
 - as source of creativity, 38, 47
 - types of, *see under* LEADERSHIP
 - PARADOX, PERFORMANCE
 - PARADOXES *and*
 - ORGANIZATIONAL
 - PARADOXES
- paradoxical thinking, *see under* ORGANIZATIONAL PARADOXES
- Pascale, R. and Athos, A.
 - on organizational culture, 88
- passion (strand of providing vision)
 - as energy *v* event, 255–7
 - “heart and soul” focus of, 256
 - through high-energy, trusting relationships, 258
 - managing tension between change
 - and continuity, 258
 - and motive, means and opportunity to excel, 257–8
 - see also* EMOTION IN ORGANIZATIONS *and* TRUST IN ORGANIZATIONS
- performance management
 - ahead of performance measurement, 208–9
 - and the “performance package”, 246
- Performance Management Framework
 - components of, 210–11
 - embracing paradoxes within, 211
 - linkages within, 212
 - outline of, 209–10, **209**
 - using the framework: strategy workshops, 212; overview, 212–13; strategic focus (“kite”), 213–15, **214**; avoiding excess, 217–18
 - see also* PARADOX
- performance paradoxes
 - compared to* linear cause and effect, 208
 - dimensions of performance, 204–5, **205, 207**
 - see also* PERFORMANCE MANAGEMENT FRAMEWORK *and* PARADOX
- personal frame of reference
 - aim to maintain intact, 122, 129
 - and the context of change, 173–4: losses “cracking” the frame, 174, 181, 187, 190; support during transition phases, 185
 - dimensions of, 122–4, **123** (environment, behavior, capability, belief, identity and spiritual)
 - as integral part of the POLITICAL PROCESS, 130
 - and PASSION, 256
 - political implications of, 125–7
 - as reflection of self-centered interests, 125–6
 - and VISION, 261
 - see also* RELATIONSHIP DYNAMICS
- perspective (strand of providing vision)
 - framing: as fundamental communication skill, 233; its part in Hillsborough disaster, 233; providing meaning and determining action, 235
 - meaning of, 232–3
 - metaphor: as powerful framing device, 235; assumptions in, 235–6; leader’s own metaphors, 236–7; and power relations, 237, 239; impact on ways of knowing, being and acting, 239

- perspective (strand of providing vision) – *continued*
 stories: as extended metaphors, 238; and storytelling, 238; as made-up accounts of everyday events, 238–9
- Peters, T. and Waterman, R.
 on organizational culture, 88
- Pfeffer, J.
 rationality, need for the perception of, 151
- planning and goal setting
 leaders as “robust actors”, 228
 and rhetoric of rationality, 228
 useful functions of, 228
- “plate spinning” analogy, *see* RELATIONSHIP DYNAMICS
- Polarity Management™, *see* *under* ORGANIZATIONAL PARADOXES
- polarization
 in dynamics of “in groups” and “out groups”, 45
 institutionally embedded, 198
 polarized position taking, 196
 polarizing tendency in the patterning nature of the brain, 45
- political action
 options for, 138–41, **139**
 phases of, 141–51: not neatly packaged, 141; *see under* AWARENESS, ENTRY, ENGAGEMENT, WITHDRAWAL *and* CONSOLIDATION phases of political action
 primary strategies for, **151**
- political process
 networks of conversations
 key, 129, **130**: channeled by cultural assumptions, 129; tendency to reinforce existing patterns, 129
 outcome dynamics, 132
 process dynamics, 131–2
 three constituencies in, 132
see also POLITICS
- politics
 as central aspect of leadership, 114, 118, 152, 263:
compare “politics as playing dirty”
 common perceptions of, 115
 constructive (functional) politics, 60, 132–8, 145
 conventional response to, 116–17
 as essential condition for success, 118, 157
 as the management of differences, 46, 152
 and meaning, 127–9: co-created locally, 128
 as natural aspect of organizational and psychosocial dynamics, 46: argument in outline, 118–19, 151–2; inbuilt structural dynamics, 119–20, *see also* PERSONAL FRAME OF REFERENCE
 political behavior, seeds of, 119
 as potentially organizationally enhancing, 46, 152
 and territory: territorial games, 115; territorial impulse, 115
see also ORGANIZATIONAL DESIGN, POLITICAL PROCESS, POWER *and* PERSONAL FRAME OF REFERENCE
- possibilities (strand of providing vision)
 challenging assumptions, 248–9
 exploiting “possibility space”, 249–50
 facilitating new patterns of behavior, 247–8
 political implications of new ideas, 251
 stimulating creativity and innovation, 250–1

- potential (strand of providing vision)
 active engagement as goal of, 254
 coaching for performance:
 removing interference, 252;
 coaching mindset, 252;
 coaching conversations, **253**
 positive spin: importance of, 252,
see also APPRECIATIVE
 STANCE
- power
 categories of, **47**: *also see under*
 POWER, EMBEDDED; POWER,
 INNER; POWER,
 INSTRUMENTAL; *and*
 POWER, RELATIONAL
 as essential condition for
 improving performance, 133
 and influence, 133
 interrelated aspects of, 47
 “negative power”, 135
 power relationships, *see* POWER,
 RELATIONAL
see also POLITICS
- power, embedded
 “containers of” as cultural
 artifacts, 138
 embedded in formal structures,
 systems and processes, 40
 and “political correctness”, 138
- power, inner
 and coaching, 136
 increasing potency and integrity,
 135–6
- power, instrumental
 coercive power, 134–5
 examples of, 134
- power, relational
 exercised *in relationship with*
 others, 136–7: *v* power over
 people, 116
 and instrumental power bases:
 comparative, 137; in eye of
 beholder, 137; interrelated,
 137
 power relationships, 57, 85, 137,
 237
- processes (strand of providing vision)
in contrast to business process
 re-engineering, 243
 conversations for boundary
 management, 245
 conversations for
 self-management and
 collaboration, 244–5
 conversations to uncover and
 remove system barriers,
 245–7
 as essential component of
 providing vision, 242–3
 performance “package” in, 246,
 247
 and primacy of system dynamics,
 247
 understanding the process, 243
- profound simplicity, 216
- Proust, Marcel, 226
- providing vision, *see* VISION
- purpose (strand of providing vision)
 embracing uncertainty and
 complexity, 241–2
 focusing on outward contribution:
 the “Why?” question, 239;
 avoiding Activity Trap, 239
 gaining a sense of purpose: clear
 line of sight, 239; personal
 purpose and ambitions, 240
 making contribution visible,
 240–1
- Quinn, R.
 Competing Values Framework,
 206
 on paradox: and peak
 performance, 47;
 embracing, 199
- reality
 as a given, 33
see also SOCIAL CONSTRUCTION OF
 REALITY
- reframing communication, *see*
 LEADERSHIP COMMUNICATION

- relationship dynamics
 as part of CHANGE MAP, 19–20
 “head” *v* “heart” in, 20
 key influences on, 20
 nature of, 37
 organizational implications of,
 37–40: challenge to
 teamwork, 38; challenge to
 behavioral competencies,
 38; important people
 “present” in every
 interaction, 131
 organizational “plate spinning”:
 analogy, 36–7, 82, 125, 131,
 173, 176; no “Great Plate
 Spinner in the Sky”, 37
 and power relationships, 38, 57,
 85, 137
- resistance to change
 in conventional (rational) view of
 change, 12, 57, 82, 117
 as drive to maintain PERSONAL
 FRAME OF REFERENCE, 126,
 175, 180–1
 as natural dynamic of change in
 building COALITIONS, 165,
 177, 182
 rethinking, 190
- resonance
 active engagement and, 140
 building COALITIONS and: aim of,
 161; by addressing personal
 feelings and goals, 173, 186
 communication and, 256
 competing values and, 201
 organizational purpose and, 239,
 242
 resonant co-action, 156
 VISION and, 229, 230
- Schein, E.
 complex man, 43
 on culture, 93
- Schumacher, Michael, 245–6
- Schutz, W.
 profound simplicity, 216
- Seddon, J.
 modern-day management, flawed
 logic in, 247
- shadow-side dynamics
 as part of CHANGE MAP, 20–1
 categories, 21, 41: MESS, 40–3;
 INDIVIDUAL DIFFERENCES,
 43–4; SOCIAL NETWORKS
 AND PROCESSES, 44–5;
 POLITICS, 46–7; PARADOX,
 47–8; CULTURE, 48–9
 definition, 20
 engaging with, as a key leadership
 task, 21
 shadow conversational themes,
 examples of, 38
 why “shadow-side” dynamics?, 21
- Shah, I.
 Nasrudin, “There Is More Light
 here”, 1
- sharing
 as doing something separately
 together, 103: community
and diversity, 103
see also VALUES
- Simmons, A.
 on emotions, 121
 territorial games, 115–16
- Sjöstrand, S.-E.
 small talk, importance of, 77
- social construction of reality, 53–4,
 229
- social networks and processes
 as organizational “lubricants”, 44
 risks of, 44–5
see also POLARIZATION
- Solutions Focus (SF), *see*
 APPRECIATIVE STANCE
- “soul” of an organization
 (metaphorical)
 leading with soul, 201
 residing within PARADOX and
 contradictions, 200
 soul-less *v* soul-ful organizations,
 201, 256
- sponsorship, active, 27, 173

- Stacey, R.
 change, origins of, 56
 communicative interaction, 53
 conversational themes: legitimate
 v illegitimate (shadow), 46,
 54; shifting, 228
 intention, nature of, 82
 mess, importance of, 40, 42
 on paradox, 195: and creativity,
 47; both-and choices at the
 same time, 48
 on polarization, 45
 shadow side, organizational, 20
 stakeholder mapping, 157–9
 Stewart, V.
 Michaelangelo's *David*, as vision
 metaphor, 231
- Stone, B.
 politics, as negative, 114
- Stone, D. et al.
 on conflict, 79
- stories and storytelling in
 organizations, *see under*
 PERSPECTIVE
- Streatfield, P.
 paradox of control, 50, 202, 204,
 241
- supervision, *see under* VISION
- talk
 as primary *action* tool of leaders,
 xiii–xiv, 53, 60, 74, 75, 182
 role of, 76, 78
 scope of, 53
 small talk, crucial role of, 68, 77
 how we talk about talk, 75
 talk *is* action, 76
see also LEADERSHIP
 COMMUNICATION
- target setting, 42, 247
- thinking culturally
 fostering enabling environment,
 110
 meaning of, 49
 shifting the conversations, 107–9
 in summary, 111–12, 262–3
- transition process, psychological and
 emotional
 conversations to facilitate
 transition: “holding on”,
 182–3; “letting go”, 183–5;
 “engaging”, 185–6
 emotional response to negatively
 perceived change (typical):
 feelings, 187; responses,
 188; avoiding, 188;
 confronting, 188–9;
 bargaining (and opting out)
 189–91; acquiescing,
 191–2; confirming, 192;
 embracing, 192
 emotional response to positively
 perceived change, 193
 exploiting conversational
 networks during, 186–7
 phases of, 180–7: holding on,
 letting go and engaging,
 181
compared to intellectual and
 physical changes, 178–80,
 179
- trust in organizations
 as essential condition of
 high-energy environments,
 258
 as multi-dimensional, 259–60
- values
 communicated through leaders’
 actions, 110
 shared values: and teamwork, 38;
 as “organizational glue”, 88
- vision
 aiming for 20 : 20 vision, 260–1
 as desired end-state, 226–9: fatal
 flaw in, 227–8; link with
 planning and goal setting,
 228–9
 as everyday engagement, xv, 161,
 186, 229–32: visionary
 challenge of, 230; endless
 “re-hearing”, 230

- vision – *continued*
about *insight* as well as *far* sight,
229; new ways of seeing,
229, 264
supervision: defined, 230;
components of, 231–2
also see PERSPECTIVE, PURPOSE,
PROCESSES, POSSIBILITIES,
POTENTIAL *and* PASSION
- Watkins, J. and Mohr, B.
Appreciative Inquiry, 218, 254
- Weick, K.
sensemaking “map”, 34
withdrawal (phase of POLITICAL
ACTION)
opportunity for reflection and
learning, 149
managing relationships during,
148
- X-factor communication,
84