

1. Record Nr.	UNINA9910823813103321
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Titolo	Strategic change management in public sector organisations // David Baker ; case studies researched and written by Kathryn Taylor
Pubbl/distr/stampa	Oxford, England : , : Chandos Publishing, , 2007 ©2007
ISBN	1-78063-158-8
Descrizione fisica	1 online resource (329 p.)
Altri autori (Persone)	TaylorKathryn
Disciplina	658.406
Soggetti	Organizational change Public administration Nonprofit organizations - Management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references at the end of each chapters and index.
Nota di contenuto	Cover; Strategic Change Management in Public Sector Organisations; Copyright; Dedication; Contents; List of boxes, case studies, figures and tables; List of abbreviations; Acknowledgements; Note on the case studies; Preface; About the author; 1 Introducing change and strategic change management; Introduction; Change; The organisation; Not-for-profit organisations; The necessity for change; The user; Competition; Diversity and diversification; Legislation; Human resource management; Technology; Finance; Types of change; Organisational readiness for change; Change management Strategic change management Defining strategy; Why is strategy so important in change management?; Summary; Notes; References; 2 Structure and culture; Introduction; Structure; Types of structure; ICT and structure; Culture; Organisational culture; Types of culture; Sub-cultures; Power; The challenge of changing organisational cultures; Approaches to culture change; Recognising diversity; Culture change in context; People change; Summary; References; 3 Building blocks; Introduction; Rationale for change; Environmental knowledge; Frameworks; Timing; Time; Resource allocation; Changing direction Iteration Commitment; Consistency; Integrity, truthfulness, openness, ethical standards; Communication; Communication techniques and

approaches; Motivation; Involvement and engagement; Encouragement; Empowerment; Bottom-up and top-down approaches; Change versus continuity; Managing resistance; Conflict management; Summary; Note; References; 4 Roles and responsibilities, partners and players; Introduction; Managers; The change manager; The workforce; Change agents; The HR manager; External stakeholders; Governors and leaders; Leadership; Leadership and management; Style; The single leader TeamsPartnership working; Summary; Notes; References; 5 Learning for change; Introduction; Strategic human resource management; Recruitment, selection and promotion; Training and development; Leadership development; Management development; Lessons learned; The learning organisation; Summary; References; 6 Strategy development; Introduction; Strategy development; The strategic plan; Vision; Mission; Values; Aims and objectives; Position and operating statements; Action plans; Summary; References; 7 Route mapping for change: techniques and tools; Introduction; Forecasting; Delphi Environmental analysisStakeholder analysis; Benchmarking; Portfolio analysis; Market analysis; Balanced scorecard; Innovation scorecard; SWOT analysis; 7S model; Content, context and process model; Force field analysis; SIPOC; Summary; Notes; References; 8 Change implementation: techniques and tools; Introduction; Strategic and operational levels; Systems thinking; Hard Systems Approach; Soft Systems Methodology; Systems Intervention Strategy; Appreciative Inquiry; Spiral Dynamics2; Organisational Development; Business Process Re-engineering; Investors in People; Total Quality Management EFQM

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### Sommario/riassunto

This book covers all the major aspects of change management for those working in public sector and not-for-profit organisations. It summarises key theories and approaches to change management and includes detailed, worked descriptions of key techniques used in change management processes and programmes, with extensive reference to case studies drawn from a range of public sector, not-for-profit organisations and other environments. Written by a highly knowledgeable and well-respected practitioner in the field Draws on the author's wide-ranging practical experience of maj

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