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Record Nr.	UNINA9910965610903321
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Titolo	Leading and implementing business change management : making change stick in the contemporary organization / / David J. Jones and Ronald J. Recardo
Pubbl/distr/stampa	Abingdon, Oxon ; ; New York, N.Y. : , : Routledge, , 2013
ISBN	1-135-10620-7 1-135-10621-5 0-203-07395-9
Edizione	[1st ed.]
Descrizione fisica	1 online resource (xx, 280 pages)
Altri autori (Persone)	RecardoRonald J
Disciplina	658.4/06
Soggetti	Organizational change - 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 and index.
Nota di contenuto	Cover ; Title Page ; Copyright Page; Table of Contents; List of figures; List of tables ; Preface; Acknowledgements; 1 The evolution of organizational change practices to Business Change Management; The challenge of understanding and embracing change management; A codification of business practices aimed at an elusive organizational goal ; The emergence of change management in response to the evolving needs of business change; An integrated model for effective change: Business Change Management; 2 Change risks and best practices in Business Change Management Unmanaged change risk leads to problems for change management initiativesTen common change risks (and issues); Business Change Management best practices; Case Study - Applying best practices in Business Change Management: How Quintiles navigated the change process to implement a global performance management process; 3 Change leadership and management ; The right leadership is essential to change initiatives; Leadership is integral to engaging people in the change effort; The Change Leadership Team (CLT); The importance of stakeholder management Change Levers: the "hot spots" for leadership in a change initiative4 Change resistance; Resistance is a high risk for change initiatives; Indicators of resistance; How resistance evolves on change initiatives;

Managing resistance risk; Surfacing and countering resistance; Addressing resistance at the organizational level; Readiness: a critical aspect of surfacing change resistance; Case Study - Addressing change resistance: Overcoming resistance at Easter Seals to embrace change and a new model for growth; 5 Creating and sustaining culture change Organizational transformation depends on changing cultureChange capability and culture; Success factors for culture change; Aligning culture to change in business direction; Institutionalizing culture; Case Study - Addressing culture change in alignment with strategic direction: How a consumer marketing company realigned its culture around a new direction for the healthcare marketplace and the emerging healthcare consumer; Conclusion; Appendix A: Business Change Management (BCM) methodology description ; BCM methodology description contents; An overview of the methodology Phase 1: Create Change PlatformPhase 2: Design Change; Phase 3: Implement Change; Phase 4: Institutionalize Change; Appendix B: Business Change Management (BCM) methodology tools ; BCM methodology tools contents; An overview of the tool set; Methodology mapping to tools and deliverables; Phase 1: Create Change Platform task mappings; Phase 2: Design Change task mappings; Phase 3: Implement Change task mappings ; Phase 4: Institutionalize Change task mappings; Business Change Management tools; Appendix C: Characteristics of business change approach evolutionary stages ; Bibliography; Index

| Sommario/riassunto | <P>Being <I>change capable</I> is the ""new normal"" for today's growth-minded organizations. The ""do more with less"" strategies of the past are no longer effective in preparing organizations to meet the increasing challenges for growth, competitiveness and innovation required of them in this new era. Business change challenges including customer and market shifts, legal and regulatory requirements, strategic redirection, acquisitions, strategic partnerships, and cultural transformation are demanding that organizations effectively and efficiently manage change across multiple dimensions. To |