

# Managing Organizational Change

**A Multiple Perspectives Approach**

Third Edition

**Ian Palmer**

**Richard Dunford**

**David A. Buchanan**

**Mc  
Graw  
Hill  
Education**

# Brief contents

## **Preface ix**

<b>PART 1</b>	<b>Groundwork: Understanding and Diagnosing Change</b>	<b>1</b>
1	Managing Change: Stories and Paradoxes	3
2	Images of Change Management	31
3	Why Change? Contemporary Pressures and Drivers	61
4	What to Change? A Diagnostic Approach	101
<b>PART 2</b>	<b>Implementation: The Substance and Process of Change</b>	<b>137</b>
5	What Changes—and What Doesn't?	139
6	Vision and the Direction of Change	171
7	Change Communication Strategies	205
8	Resistance to Change	249
9	Organization Development and Sense-Making Approaches	279
10	Change Management, Processual, and Contingency Approaches	315
<b>PART 3</b>	<b>Running Threads: Sustainability, and the Effective Change Manager</b>	<b>353</b>
11	Sustaining Change versus Initiative Decay	355
12	The Effective Change Manager: What Does It Take?	385
	<b>Name Index</b>	<b>423</b>
	<b>Subject Index</b>	<b>433</b>