Power Dynamics and Organizational Change: A Comparison of Perspectives

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This article offers a framework for understanding power dynamics and organizational change. We use five perspectives to explore the relationships between change approaches, the power used to effect changes, the agents involved in the change process, the most prominent change strategies and influence tactics, and the behavioural outcomes. The perspectives are related to different levels of analysis and contingency factors. New research questions are being raised about the scope and connection of the five perspectives, the institutionalization of power, the way power dynamics hinder organizational change, the will and skill to use power in change processes, and the power of communication and democratic dialogue in organizational learning.

INTRODUCTION

This special issue of the European Journal of Work and Organizational Psychology is about power dynamics and organizational change. In this issue theoretical models, research findings and practical experiences are presented to examine power processes, decision making, influence tactics, resistance to change, management of change, and effects of change processes in organizations. As guest editors we wanted to introduce this issue by discussing different perspectives on power and organizational change, and to explore the relationships between power dynamics, organizational change, and the results of change efforts.

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