

the manager as change agent

*a practical guide to
developing high-performance
people and organizations*

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NEW PERSPECTIVES IN ORGANIZATIONAL LEARNING, PERFORMANCE, AND CHANGE



Manager As Change Agent A Practical Guide To Developing High Performance People And

**David W. Jamieson, Robert C.
Barnett, Anthony F. Buono**



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The Manager as Change Agent Jerry W. Gilley, 2001-10-01 Any human resource development HRD initiative involves change by definition HRD implies a commitment to improving organizational effectiveness enhancing employees performance productivity Managers at all levels of the organization are being called upon to serve as change agents responsible for developing implementing sustaining HRD initiatives Here Gilley offers a practical approach to developing the skills necessary for leading change at any level of your organization From motivating people who are resistant to change to resolving conflict building consensus this book shows how managers can bring out the best in everyone with a direct effect on corporate competitiveness productivity

The Change Agent's Field Guide Kyle Bradley Stone, 2025-10-14 While there are many books specific to change management or continuous improvement there are few if any books that address the intersections between change management and continuous improvement After 30 years as a change agent implementing lean and process improvement the author's hypothesis on why continuous improvement efforts stick sometimes and other times not is that many leaders of these efforts fail to understand the importance of change management and the critical intersections between people and process improvement He provides a blueprint or roadmap for leaders of continuous improvement aka change agents efforts on how to anticipate manage and measure change while engaging in continuous improvement Managing these critical intersections is key to successful outcomes for both planned and unplanned change initiatives This book helps anyone involved in leading continuous improvement within an organization better understand when to apply change management techniques necessary to achieve successful outcomes Many continuous improvement efforts fail because those leading changes do not recognize when to pause and evaluate critical intersections needing change management tools This book provides clear guidance on when to pause what to do and how to navigate these intersections successfully In addition this book provides a primer for those leading change on the foundations of change management and continuous improvement an area often missed in their formal education The reader learns how to plan change manage people through change measure change and sustain change all important aspects of being an effective change agent

RESISTANCE TO CHANGE - A NEW PERSPECTIVE: A Textbook for Managers Who Plan to Implement a Change Daniela Bradutanu, 2015-09 The intention for this book is to present the resistance to change phenomenon from a new perspective The term resistance is complex and very often misinterpreted Change leaders should adapt their perspectives on this subject and try to see resistance from a positive angle as well By just changing the prospect of analyzing it managers could experience a greater success in implementing new changes and effectively attract more employees onto their side Instead of trying to eliminate or suppress employees resistance managers should rather use their reactions in a positive framework Resistance may be useful as feedback and therefore managers can use it to improve and refine the organizational change process

Contemporary Theory and Practice of Organizations, Part II Timea Havar-Simonovich, Daniel Simonovich, 2016-05-31 Organizations are the

business world's central actors employing multiple people who pursue collective goals while linked to an external environment This volume is the first of two books dedicated to defining current theories of organizations and their practices The text is filled with contributions by alumni of the ESB Business School at Reutlingen University Part I discusses contemporary organizational forms and properties including team aspects Part II provides a detailed overview of key themes in modern leadership and coaching as well as organizational intervention

Strategic Human Resource Development Jim Griesemer, 2003-02-18 By challenging the reactive prescriptive and formulaic theories of late 20th century change management Strategic Human Resource Development seeks to draw the boundaries for a new discipline that views change as an internal and proactive approach to organizations

Handbook of Research on Employee Voice Adrian Wilkinson, Jimmy Donaghey, Tony Dundon, Richard B. Freeman, 2020-06-26 This thoroughly revised second edition presents up to date analysis from various academic streams and disciplines that illuminate our understanding of employee voice from a range of different perspectives Exploring the previously under represented paradigm of the organizational behaviour approach new chapters take account of a broader conceptualization of employee voice Written by expert contributors this Handbook explores the meaning and impact of employee voice for various stakeholders and considers the ways in which these actors engage with voice processes such as collective bargaining individual processes mutual gains task based voice and grievance procedures

Change Management in Information Organizations Zhixian Yi, 2024-09-10 Against the background of the acceleration of change caused by the COVID 19 pandemic Change Management in Information Organizations presents topics in change management for information organizations that are of practical help for rapidly adapting to and managing changing circumstances As organizations re examine practices services and resources and innovate for competitive advantage the book offers theoretical and evidence based material including empirical research and insights from academic library directors It introduces fundamental concepts of change management enabling professionals to conceptualize plan set up carry out and evaluate change Across twelve chapters this book provides a solution for those managing change in information organizations bringing them up to speed on models approaches and methods of change management The book enables information professionals academic librarians archivists museum specialists library managers and administrators university administrators and graduate students in library and information science to successfully negotiate the new realities Presents key topics in change management for information organizations Gives empirical insights into the process of change management for information organizations Offers a good understanding of approaches and methods for conceptualizing planning carrying out and evaluating change Provides methods and approaches to assess the effectiveness of change management Concentrates on the unique situation and needs of change in information organizations

Change, Challenge and Innovation, 2001-02 *Creating Campus Cultures* Samuel D. Museus, Uma M. Jayakumar, 2012-03-12 Creating Campus Cultures is the first book to explicitly focus on how campus cultures shape the

experiences of racially diverse student populations *Consultation for Organizational Change Revisited* David W. Jamieson, Robert C. Barnett, Anthony F. Buono, 2016-03-01 As a follow up to a 2010 volume on organizational change related consulting the book continues to push our thinking about the dynamics involved in consulting with change leaders and intervening in the change process Consulting for organizational change is a special type of consultation with its own complex set of conditions and needs for a broad range of skills and competencies which include distinct needs for the client consultant relationship superior consulting facilitation skills an expertise in human and organizational systems and as emphasized in the volume the masterful use of self As with our prior edited collection this volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organization Development and Change book series The dual focus is intended to reflect the importance of quality consulting for change across both the management consulting and Organization Development OD fields It follows a long history of interest in how consulting affects organization change what works and perhaps most importantly for generating theory and insight into the change process why it works The book contains fourteen chapters that frame the changing nature of the organizational change challenge explore the use of self in intervening in organizations and examine different change frameworks and perspectives sharing various reflections and personal insights into the underlying challenges of consulting to bring about organizational change Our underlying goal is to advance the theory and practice of effective organizational change consultation stimulating thinking and discussion among change practitioners and researchers so that this work and profession continue to grow and evolve ENDORSEMENT *Consultation for Organization Change Revisited* offers a clear map of the dominant thinking about how consultants intervene to help organizations create an alternative future It nicely answers the question of What is Organization Development It also has a memory so that you see the arc of the field over time which gives an important perspective Organization change is complicated work this book makes it clearer Peter Block Author of *Flawless Consulting*

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