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2. PsycInfo; ("organizational culture" OR "organisational culture").ti,ab; 3656 results.

3. PsycInfo; ((organization* OR organisation*) adj3 culture).ti,ab; 5659 results.

4. PsycInfo; exp ORGANIZATIONAL CLIMATE/; 10254 results.

5. PsycInfo; 2 OR 3 OR 4; 13428 results.

6. PsycInfo; change.ti; 38006 results.

8. PsycInfo; 5 AND 6; 609 results.

9. PsycInfo; 8 [Limit to: Publication Year 2006-2016]; 325 results.

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11. HEALTH BUSINESS ELITE; ((organization* OR organisation*) adj3 culture).ti,ab; 2256 results.

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15. HEALTH BUSINESS ELITE; 13 AND 14; 110 results.

16. HEALTH BUSINESS ELITE; 10 OR 11 OR 15; 2361 results.

17. HEALTH BUSINESS ELITE; 12 AND 16; 148 results.

1. Culture change takes commitment and buy-in.

Citation:	Public Manager, 01 January 2016, vol./is. /(1-1), 10617639
Language:	English

Abstract: The article focuses on cultural change in federal government which include shifting stakeholders, expanding missions and fluctuating budgets. It states that steps to include bring innovators and early adopter to spread new ideas and make change as a prototypes to work. It mentions that it is possible to implement significant changes to both organizational culture and work processes but results do not happen overnight and significant organizational changes can take time.

Publication Type:	Academic Journal
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Public Manager*

2. 9 Internal Keys for Significant Culture Change.

Citation:	Professional Safety, 01 March 2015, vol./is. 60/3(24-25), 00990027
Author(s):	Pater, Robert; Chapman, John
Language:	English

Abstract: The article discusses nine factors that are important for organizational culture changes. Topics discussed include enlisting the power of embracing vulnerability, maintaining flexibility in handling ambiguous situations and building a system that helps in development and support change agents within the company. Other topics include strengthening teamwork, reducing dysfunctional and distracting work stress and building stronger safety and organizational culture.

Publication Type:	Academic Journal
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Professional Safety*

3. Held back and pushed forward: Leading change in a complex public sector environment.

Citation:	Journal of Organizational Change Management, Jan 2015, vol. 28, no. 2, p. 290-300, 0953-4814 (2015)
Author(s):	van der Voet, Joris; Kuipers, Ben; Groeneveld, Sandra

Abstract: Purpose: Public organizations often need to implement organizational change. Several authors have argued that the specific characteristics of public organizations make the implementation of organizational change in public organizations distinct or even more difficult. However, this issue has received little empirical investigation in both public management and change management research. Public organizations typically operate in an environment characterized by checks and balances, shared power, divergent interests and the political primate. The purpose of this paper is to advance knowledge about how the implementation of change and its leadership is affected by the complex environment in which public organizations operate. Design/methodology/approach: A case study approach is adopted. A merger of three government departments in a Dutch city is selected as a case. This merger took place in an environment that became increasingly complex as the implementation process advanced. The main method of data collection was interviewing the managers that were involved in the organizational change. In all, 23 interviews were conducted and fully transcribed. The interviews were then coded using Atlas.ti software. Findings: The analysis indicates that a high degree of environmental complexity forces public organizations to adopt a planned, top-down approach to change, while the effectiveness of such an approach to change is simultaneously limited by a complex environment. In addition, typical change leadership activities, such as defining the need for change, role modeling and motivating employees to implement the change, are not sufficient to implement change in a complex environment. In order to overcome

environmental dependencies and maintain momentum in the change process, public managers must engage in more externally oriented leadership activities. Originality/value: The paper provides empirical evidence about the relevant and rapidly growing research topic of organizational change in public organizations. The paper concludes with hypotheses that can be tested in follow-up research, and as such provides a starting point for future research concerning change management in public organizations. (PsycINFO Database Record (c) 2015 APA, all rights reserved)(journal abstract)

Source: PsycInfo

4. Linking organizational change management and organizational foresight.

Citation: Strategic Change, May 2014, vol. 23, no. 3-4, p. 185-203, 1086-1718 (May 2014)

Author(s):   Öner, M. Atilla; Benson, Caroline; Göl Beşer, Senem

Abstract: Managers and policy makers should consider using organizational foresight and twelve success factors in their attempts to improve the impact of foresight project results and steer organizational change. (PsycINFO Database Record (c) 2015 APA, all rights reserved)(journal abstract)

Source: PsycInfo

5. Culture as a predictor of resistance to change: A study of competing values in a psychiatric nursing context.

Citation: Health Policy, Feb 2014, vol. 114, no. 2-3, p. 156-162, 0168-8510 (Feb 2014)

Author(s):   Johansson, Catrin; Åström, Sture; Kauffeldt, Anders; Helldin, Lars; Carlström, Eric

Abstract: It is well known that a conservative organizational culture can hinder the implementation of new organizational models. Prior to introducing something new it is important to identify the culture within the organization. This paper sets out to detect the feasibility of reform in a psychiatric clinic in a Swedish hospital prior to implementation of a new working method—a structured tool based on the International Classification of Functioning Disability and Health. A survey consisting of two instruments—an organizational values questionnaire (OVQ) and a resistance to change scale (RTC)—was distributed to registered and assistant nurses at the clinic. The association between the organizational subcultures and resistance to change was investigated with regression analysis. The results revealed that the dominating cultures in the outpatient centers and hospital wards were characterized by human relation properties such as flexibility, cohesion, belongingness, and trust. The mean resistance to change was low, but the subscale of cognitive rigidity was dominant, reflecting a tendency to avoid alternative ideas and perspectives. An instrument like the one employed in the study could be a useful tool for diagnosing the likelihood of extensive and costly interventions. (PsycINFO Database Record (c) 2015 APA, all rights reserved)(journal abstract)

Source: PsycInfo

6. Two paradigms about resistance to change.

Citation: Organization Development Journal, Sep 2013, vol. 31, no. 3, p. 59-71, 0889-6402 (Fal 2013)

Author(s):   Bareil, Céline

Abstract: The concept of "resistance to change" is undergoing a shift, even a transformation. In this article, resistance is reconsidered under two apparently divergent paradigms: from "the enemy of change" (traditional paradigm) to "a resource" (modern paradigm). OD change practitioners are exposed to sequencing those two paradigms in interpreting and dealing with resistance to change. A model using the underestimated construct of "preoccupation" is proposed as a means to cope effectively with resistance to change. (PsycINFO Database Record (c) 2014 APA, all rights reserved)(journal abstract)

Source: PsycInfo

Full Text: Available from *EBSCOhost* in *Organization Development Journal*

7. Corporate culture change: Adaptive culture structuration and negotiated practice.

Citation:	Journal of Workplace Learning, Jan 2013, vol. 25, no. 7, p. 476-498, 1366-5626 (2013)
Author(s):	Whiteley, Alma; Price, Christine; Palmer, Rod
Abstract:	Purpose: The purpose of this paper is to present adaptive culture structuration, a new approach for theorizing and analyzing culture change and for creating an "adaptive cultural structured learning environment". Design/methodology/approach: Incorporating a case study in the financial sector the paper explores 12 employees' narrated accounts of living through a culture change initiative. A constructivist, interpretive, qualitative research study followed grounded theory principles. Organizational documentation provided secondary data. Semi structured interview data were analyzed using content analysis, constant comparison and theoretical sensitivity and were managed by ATLAS.ti software. Findings: Three themes emerged: respondents' investment of self, accepting the culture change initiative and its values; employees' epistemic analyses of the embedded value promises including experiencing a critical incident that interrupted managers' enactment of values; employees' resulting "received practice" which represented the enacted (versus the espoused) values and was not visible to managers. Practical implications: An adaptive culture structured learning environment fosters a relationship of "negotiated practice" instead of "received practice" between managers and employees in the constitution of corporate culture change. In this space, employee interpretations and assessments, which may otherwise remain hidden from managers and thereby prevent workplace learning opportunities, can be drawn upon, shared meaning co-produced and psychological contract issues explained. Originality/value: While much has been written on espoused culture change, this is the first theoretical model to examine the process from an employee perspective through an adaptive culture structured lens. (PsycINFO Database Record (c) 2013 APA, all rights reserved)(journal abstract)
Source:	PsycInfo

8. Change Readiness: A Multilevel Review.

Citation:	Journal of Management, 01 January 2013, vol./is. 39/1(110-135), 01492063
Author(s):	Rafferty, Alannah E.; Jimmieson, Nerina L.; Armenakis, Achilles A.
Language:	English
Abstract:	The authors conducted a theoretical review of the change readiness literature and identified two major limitations with this work. First, while there is substantial agreement about the key cognitions that underlie change readiness, researchers have not examined the affective element of this attitude. Second, researchers have not adopted a multilevel perspective when considering change readiness. The authors address these limitations and argue that it is important to incorporate affect into definitions of the change readiness construct and also when measuring this construct. They then develop a multilevel framework that identifies time antecedents and consequences of individual, work group, and organizational change readiness. Next, the authors outline the theoretical processes that lead to the development of individual and collective change readiness. They then review theoretical and empirical evidence to identify the antecedents of change readiness at the three levels of analysis. Finally, the authors identify a number of suggestions to guide future research seeking to adopt a multilevel approach to change readiness.
Publication Type:	Academic Journal
Source:	HEALTH BUSINESS ELITE

9. Culture Change.

Citation:	Leadership Excellence Essentials, 01 November 2012, vol./is. 29/11(12-13), 87562308
Author(s):	Bell, Chip R.
Language:	English

Abstract:	The author discusses leadership in culture change and corporate culture management in organizations, comparing change management to juggling. The author argues that leaders should disseminate information to employees to limit change resistance while maintaining a vision of purpose. Topics include focus and spirited effort. Diversity, service, and innovation initiatives at a healthcare organization are mentioned.
Publication Type:	Periodical
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Leadership Excellence*

10. A story's impact on organizational-culture change.

Citation:	Journal of Organizational Change Management, Jan 2012, vol. 25, no. 1, p. 67-87, 0953-4814 (2012)
Author(s):	Briody, Elizabeth; Pester, Tracy Meerwarth; Trotter, Robert
Abstract:	Purpose: The purpose of the paper is to explain the successful implementation of organizational applications, and ensuing organizational change, based on a story from a GM manufacturing plant. Design/methodology/approach: The approach involved collecting and analyzing the Hoist Story as part of a multi-year ethnographic research project designed to identify the key attributes in an ideal plant culture. Through a cooperative process of co-production, the authors worked in tandem with organizational members on issues related to organizational-culture change. Findings: The findings emphasize both the Hoist Story's process impact and outcome impact. The Hoist Story was a catalyst for the change process, resulting in a high level of buy-in across the organization; as such it contrasts with much of the management literature on "planned change." It also led to the development of several "packaged products" (e.g. a story script, video, collaboration tools) which propelled GM manufacturing culture closer to its ideal—a culture of collaboration. Using employee stories as a means to understand and drive culture change is a largely underdeveloped area of scholarship. Originality/value: This paper provides value by bridging the gap between theory and praxis. It includes the documentation and cultural analysis of the story, but illustrates how the story evolved into specific organizational-culture-change applications. This "soup-to-nuts" approach can serve as a model for organizational researchers and change agents interested in spearheading or supporting organizational-culture change. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)
Source:	PsycInfo

11. Doomed to fail: A case study of change implementation collapse in the Norwegian civil aviation industry.

Citation:	Journal of Change Management, Jun 2011, vol. 11, no. 2, p. 223-243, 1469-7017 (Jun 2011)
Author(s):	Lofquist, Eric Arne
Abstract:	Managerial choices for change implementation methods have a direct impact on strategic change outcomes. In a three-year longitudinal case study of the Norwegian airport management and air navigation services provider—Avinor—a fundamental mismatch between organizational culture type and change implementation method contributed to the premature collapse of a deliberate strategic change initiative. The major contribution of this article is to expand our knowledge about identifying and avoiding potential pitfalls resulting from a fundamental mismatch between organizational culture in place and change implementation methods during deliberate organizational change. The findings from this case study will show how managerial choices and actions, such as: consensus building, communication and use of participation during deliberate change processes, can positively influence attitudes towards change. However, it will also show that a sudden reversal from a participatory process to purely top-down implementation can lead to a breakdown in consensus and trust, leading to internal and external resistance, and the premature collapse of a change process. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

12. Individual readiness for organizational change and its implications for human resource and organization development.

Citation: Human Resource Development Review, Mar 2011, vol. 10, no. 1, p. 46-73, 1534-4843 (Mar 2011)

Author(s):   Choi, Myungweon; Ruona, Wendy E. A.

Abstract: Individual readiness for organizational change reflects the concept of unfreezing proposed by Lewin (1947/1997b) and is critical to successful change implementation. Understanding the conditions conducive to individual readiness for organizational change, instead of the more traditional focus on resistance to change, can be useful for designing and implementing effective human resource and organization development (HROD) interventions. In this conceptual article, we examine the concept of individual readiness for organizational change as well as its relationship to change strategies and organizational culture. A review of literature on change strategies and a learning culture suggests that individuals are more likely to have higher levels of readiness for organizational change when (a) they experience normative-reeducative change strategies and when (b) they perceive their work environment to have the characteristics associated with a learning culture. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

13. Empowerment, predisposition to resist change, and support for organizational change.

Citation: Journal of Leadership & Organizational Studies, Nov 2010, vol. 17, no. 4, p. 426-437, 1548-0518 (Nov 2010)

Author(s):   Lamm, Eric; Gordon, Judith R.

Abstract: This article investigates the extent to which empowerment and dispositional characteristics contribute to behavioral support for organizational change. The study is the first to use a comprehensive intrapersonal variable—psychological empowerment—to represent the interaction between an individual and his or her work environment. Furthermore, by examining the influence of predisposition to resist change, the study contributes to the understanding that change content, change process, change context, and individual differences all contribute differentially to organizational change. Results from data collected from part-time MBA students as well as employees of a nonprofit organization confirmed two hypothesized predictions. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

14. The role of value congruence in organizational change.

Citation: Organization Development Journal, Jul 2010, vol. 28, no. 2, p. 49-64, 0889-6402 (Sum 2010)

Author(s):   Lamm, Eric; Gordon, Judith R.; Purser, Ronald E.

Abstract: This study investigates the relationship between perceived value congruence and behavioral support for organizational change. Value congruence is defined as the similarity between a person's values and those of the organization, similar to the notion of person-culture fit. The role of value congruence and its importance to organizational change is discussed. Survey results from 211 working MBA students and 95 employees in a non-profit agency indicate that value congruence is associated with behavioral support for organizational change. However, results found that some but not all types of value congruence were significant. Implications for theory and practice, and directions for future research are also presented. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

Full Text: Available from *EBSCOhost* in *Organization Development Journal*

15. Good intentions and failed implementations: Understanding culture-based resistance to organizational change.

Citation: European Journal of Work and Organizational Psychology, Apr 2010, vol. 19, no. 2, p. 200-220, 1359-432X (Apr 2010)

Author(s): Danışman, Ali

Abstract: Based on the insight that culture shapes resistance to change in an organization, and the recognition that cultures of organizations are embedded in a broader societal culture, this study seeks to provide empirical evidence on how societal-based cultural understandings and values within an organization serve as a source of resistance to change among employees. The study is based on a case study of a medium-sized Turkish company. The study shows how certain managerial decisions toward a professionally running organizational design are difficult to implement due to societal-based patterns of understandings and meaning systems gathered around status, hierarchy, and emotion-based (personalized) relations in the company. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

16. Taking the long view: A cultural analysis of memory as resisting and facilitating organizational change.

Citation: Journal of Organizational Change Management, Jan 2010, vol. 23, no. 3, p. 230-250, 0953-4814 (2010)

Author(s): McCabe, Darren

Abstract: Purpose: This paper aims to enhance understanding of organizational change by countering managerial and critical assumptions that it is possible to break with the past. Design/methodology/approach: A qualitative, case study approach involving interviews with 50 staff, ten supervisors, eight deputy supervisors, four assistant managers, two departmental managers plus the IT, training and personnel managers. The paper focuses on the experiences of supervisors and deputy supervisors. Findings: That culture cannot be so readily forgotten or reinvented as management gurus assume or critics fear. Memories are stubborn and culture is constituted through them in ways that lead to continuity and change. Research limitations/implications: Limitations leading to future research include that the study explores only one organization. Second, consultants are not used. Third, the reengineering only focus on a part of the organization. Fourth, the findings can be contrasted with an organization that is considered leading edge. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

17. Resistance to organizational change: Linking research and practice.

Citation: Leadership & Organization Development Journal, Jan 2010, vol. 31, no. 1, p. 39-56, 0143-7739 (2010)

Author(s): Erwin, Dennis G.; Garman, Andrew N.

Abstract: Purpose: The purpose of this paper is to study recently published research to identify findings that provide research-based guidance to organizational change agents and managers in addressing individual resistance to organizational change initiatives. Design/methodology/approach: The paper examines published research appearing in peer-reviewed journals since 1998 that focus on exploring individual resistance to organizational change. Findings: Recent published research provides considerable practical guidance to organizational change agents and managers in understanding and dealing with resistance to change. Recent research examines the cognitive, affective, and behavioral dimensions of individual resistance and how it is influenced by: individual predispositions towards openness and resistance to change; individuals' considerations of threats and benefits of change; communication, understanding, participation, trust in management, management styles, and the nature of relationships with the change agents. Research limitations/implications: This paper is limited to research articles involving

resistance to organizational change published in peer-reviewed journals from 1998 to 2009. Also, the paper finds that reported research used primarily self-report questionnaires to gather data, which are quantitatively analyzed. Such a lack of diversity of research methodologies provides a limited perspective of resistance to organizational change that might have been broadened by qualitative and practice-based methods (e.g. case studies and action research). Practical implications: A framework is presented linking organizational change research findings to specific change practitioner recommendations. Limitations of recent research are also discussed. Originality/value: Most studies provide an examination of a limited number of variables influencing resistance to change, and are not necessarily designed to provide practical guidance to change practitioners. This paper provides a comprehensive framework of constructs and variables specifically aimed at linking research-based findings to guidance for change practitioners. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

18. Organizational culture, change and emotions: A qualitative study.

Citation: Journal of Change Management, Dec 2009, vol. 9, no. 4, p. 435-457, 1469-7017 (Dec 2009)

Author(s):   Smollan, Roy K.; Sayers, Janet G.

Abstract: Change triggers emotions as employees experience the processes and outcomes of organizational transformation. An organization's affective culture, which shapes the way emotions are experienced and expressed, plays a particularly important part during changes to the culture and other aspects of organizational life. This article contributes to the literature by illustrating the relationships between culture, change and emotions and presents the results of a qualitative study. The study found that when participants' values were congruent with those of the organization, they tended to react to change more positively. Cultural change provoked emotional reactions, often of an intense nature. When emotions were acknowledged and treated with respect, people became more engaged with the change. Attitudes to existing culture also produced emotional responses to aspects of change. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

19. A process model of organizational change in cultural context (OC3 model): The impact of organizational culture on leading change.

Citation: Journal of Leadership & Organizational Studies, Aug 2009, vol. 16, no. 1, p. 19-37, 1548-0518 (Aug 2009)

Author(s):   Latta, Gail F.

Abstract: Change resides at the heart of leadership. Organizational culture is one of many situational variables that have emerged as pivotal in determining the success of leaders' efforts to implement change initiatives. This article introduces a process model of organizational change in cultural context (OC3 Model) derived from ethnographic analysis. The model delineates the differential impact of organizational culture at every stage of change implementation. Eight stages of cultural influence are identified and illustrated. Research propositions are stated to encourage refinement of the model. Theoretical and practical implications for leadership are explored; applications for resolving organizational immunity to change are discussed. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

20. Strategic cultural change and local discourses: The importance of being different.

Citation: Scandinavian Journal of Management, Jun 2009, vol. 25, no. 2, p. 146-156, 0956-5221 (Jun 2009)

Author(s):   Nyberg, D.; Mueller, F.

Abstract:	This paper analyses a strategic change implementation at call centre operations of an insurance company in Australia. The empirical findings illustrate how the macro-discourse of the culture change programme was in dialogue with alternative local discourses that organizational members drew upon to make sense of the organizational "reality". This meant that the strategic change was slowly watered down and had almost no impact on the daily life in the lower end of the organization. Still, management expressed it as a success, because there was limited overt resistance. The paper contributes to the development of a more nuanced understanding of strategic change programmes in which discourses are treated as dialogical and non-deterministic, rather than omnipotent or mono-logic. Non-participation or resistance towards change initiatives are then not necessarily ideological movements for or against the change, but rather locally specific constructions of the event based on available locally produced discourses. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)
Source:	PsycInfo

21. Time to change, time for change: Time as a catalyst for organizational change.

Citation:	Time & Society, Jun 2008, vol. 17, no. 2-3, p. 363-384, 0961-463X (Jun 2008)
Author(s):	Lee, Heejin; Lee, Ji-Hwan
Abstract:	Time is often mentioned as a key aspect of organizational culture and organizational change. However, the role of time has rarely been explored in direct relation to organizational change. This article presents a case in which time was used as a catalyst for organizational change. The case shows how time can play a role in organizational change. In the early 1990s, one of the largest conglomerates in Korea introduced a new temporal scheme, which replaced the standard working hours. We examine the case to find out how a new temporal scheme affected various aspects of culture, which in turn caused changes in organizational members' behavior and attitudes. Our discussion focuses on the new temporal system's contribution to facilitating organizational change in three ways: a) by creating a sense of crisis for change, b) by generating new ways of working, and c) by enhancing awareness of time as a resource. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)
Source:	PsycInfo

22. Dominant, emergent, and residual culture: The dynamics of organizational change.

Citation:	Journal of Organizational Change Management, Jan 2008, vol. 21, no. 6, p. 743-757, 0953-4814 (2008)
Author(s):	Bryson, Jane
Abstract:	Purpose: The purpose of this paper is to introduce a practical conceptual tool for analysing the dynamics of cultural change in organizations. In so doing it seeks to address two concerns in the organization culture literature: issues of time and perspective which underlie the contested nature of culture; and limitations of existing analytical frameworks to cater for differing perspectives in a manner which is accessible to academics and practitioners. Design/methodology/approach: Williams' notion of culture as a constant negotiation between the dominant, the emergent, and the residual cultures mediated by the processes of selective tradition and incorporation is discussed. For illustrative purposes this model is then used to analyse material collected in a case study of a growing IT organization. Findings: The analysis framework identifies the paradoxes and potential tensions in the ongoing development of this organization. As a result it promotes questioning, and clarifies where choices are to be made. Research limitations/implications: The paper shows how this framework can be used to assist investigation. Although the usual limitations of case study research apply, the framework facilitates a wider view of change over time. Practical implications: The paper provides an accessible reflective framework that affords a more dynamic, contextual, evolutionary, and nuanced view of organizations. It accommodates multiple perspectives within an organization and facilitates their exploration. Originality/value: The paper introduces the ideas of Raymond Williams to a wider organizational audience, and demonstrates how they can be adapted to make complex accounts of culture and organization more

accessible. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

23. The inconsolable organization: Toward a theory of organizational and cultural change.

Citation: Psychoanalysis, Culture & Society, Dec 2007, vol. 12, no. 4, p. 349-368, 1088-0763 (Dec 2007)

Author(s):   Stein, Howard F.

Abstract: A new metaphor and concept is proposed to comprehend massive organizational change where the inability to mourn prevails: "inconsolable organization." The group psychodynamics of this process are explored, in part with the aid of the work of Yiannis Gabriel on the concept of "organizational miasma." Three vignettes are used to "flesh out" the idea of an inconsolable organization. A tentative model is proposed, one that situates organizational inconsolability relative to other dimensions of adaptation to traumatic change. Recommendations are offered for assisting organizations in these circumstances. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)

Source: PsycInfo

24. Organizational culture and strategic leadership: Issues in the management of strategic change.

Citation: Leadership: Understanding the dynamics of power and influence in organizations (2nd ed.)., Jan 2007, (2007), p. 491-1073 (2007)

Author(s):   Smith, Clayton G.; Vecchio, Robert P.

Abstract: An organization's culture can greatly influence its strategic management processes-both in terms of the options that are generated in the formation of strategy, and in how effectively a given strategy is implemented. In this article, we explore the construct of organizational culture and relate it to the process of strategic management. Following an overview of the concept of organizational culture and its significance, a framework is proposed for analyzing the culture of an organization. Six central elements of organizational culture are identified and discussed: (a) critical decisions of founding members, (b) guiding ideas, (c) social structure, (d) norms, values, and premises, (e) remembered history and symbolism, and (f) institutionalized arrangements. The issue of how culture influences the ability of an established company to institute effective strategic change is then considered. (PsycINFO Database Record (c) 2015 APA, all rights reserved)(chapter)

Source: PsycInfo

25. Successful Change Management.

Citation: Total Quality Management & Business Excellence, 01 January 2007, vol./is. 18/1/2(1-19), 14783363

Author(s):   Oakland, J. S.; Tanner, Stephen

Language: English

Abstract: Experience shows many change initiatives fail to deliver. They do not always lead to total failure, but they get stalled, misdirected, or only partially achieve the required results. As the speed of change in the external environment increases by the minute the authors set out to identify the common success factors for managing change. The main purpose of the research was to examine the apparent gap between often seen approaches and 'best practice', the output being a helpful framework to support future initiatives. Senior management in 28 organisations from a variety of industries, including the public sector, were interviewed to gain their insights on how to manage change successfully. The research, which was conducted over a six-month period, examined a number of themes covering the triggers for change, planning for change, and implementing change. The forces for change, as experienced by the respondents, were also captured. A number of insights were identified through the research which showed that successful change focuses on both strategic and operational issues. The key links between the strategic objectives and operational improvement are through the core processes, which need to be

understood, measured and improved. If the links are broken, then the change is largely ineffective. The research led to the definition of two main constructs of change management: readiness for change and implementing change. These have been shown diagrammatically in a framework which should be an aid to all organisations that are about to embark on a change programme, or are in the process of managing change and wish to improve their chances of success.

Publication Type:	Academic Journal
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Total Quality Management & Business Excellence*

26. The impact of culture and climate on change programs.

Citation:	Strategic Communication Management, 01 October 2006, vol./is. 10/6(14-17), 13639064
Author(s):	Sopow, Eli
Language:	English
Abstract:	The article examines the need to recognize the differences between organizational culture and organizational climate when making changes. According to the author, climate changes need to be made which will positively affect the culture. An organization's culture is its deeply rooted traditions, values, beliefs and sense of self. Its climate includes rules and regulations, communication models and incentives among other factors. Positive and negative cultures and the benefits of a healthy culture are discussed. Instruction for changing a negative culture is given, along with some case study examples.
Publication Type:	Academic Journal
Source:	HEALTH BUSINESS ELITE

27. Conflicts during organizational change: Destructive or constructive?

Citation:	Nordic Psychology, Oct 2006, vol. 58, no. 3, p. 215-231, 1901-2276 (Oct 2006)
Author(s):	Andersen, Gunn Robstad
Abstract:	Interpersonal conflicts at work are considered to be an inevitable part of an organizational change. However, a lack of explanation of this relationship is apparent in the research literature. This article aimed at providing a tentative theoretical explanation of this relationship, in addition to pointing at ways of guiding this relationship in a constructive direction. It is suggested that the potential functional consequences of conflicts can work as a driving force and facilitator during the change process. The social work relationships are assumed to be negatively affected by extensive work related strain during the change process, in that frustration caused by these strains are directed outwardly towards colleagues and leaders to cause conflicts. The challenge is to create an open, collaborative culture where constructive cognitive conflicts are encouraged whereas destructive affective conflicts are restricted. This may lead to increased innovation, adaptability, employee participation and flexibility which are all important factors in a change process. (PsycINFO Database Record (c) 2012 APA, all rights reserved)(journal abstract)
Source:	PsycInfo

28. How to…use culture as a catalyst for change.

Citation:	People Management, 04 May 2006, vol./is. 12/9(42-43), 13586297
Author(s):	Wardley, Duncan
Language:	English
Abstract:	The article offers tips on using culture as a catalyst for change in businesses. Benchmarking of company culture is the first step towards planning for a business change. The measurement of an organizational culture through employee behavior requires the use of some tools that will create a change for the business.

Publication Type:	Periodical
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *People Management*

29. MAKING YOUR ORGANIZATION CHANGE-READY.

Citation:	Harvard Management Update, 01 December 2005, vol./is. 10/12(4-), 15259595
Author(s):	Ford, Siobhan
Language:	English
Abstract:	The article presents the steps of making an organization ready for change. Changes are required for the success of strategic flexibility. The steps to make a company ready for the change are making the employee understand the need of a change, listening to their voice and ideas, developing more participative approaches and driving out fear from the mind of employees. To develop participative approach in employees one should do the some work including bringing decision making down to the lowest possible levels, keeping the lines of communication open, sharing information freely, familiarizing with the issues faced by frontline employees and focusing on building collaboration through cross-functional teams.
Publication Type:	Periodical
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Harvard Management Update*

30. Making Changes.

Citation:	Leadership Excellence Essentials, 01 September 2005, vol./is. 22/9(7-8), 87562308
Author(s):	Glaser, Judith E.
Language:	English
Abstract:	Considers several factors in assessing the organizational culture to be able to create changes. Assessment of the types of conversations people have with each other; Observation on the presence of a spirit of appreciation or a punitive spirit among people; Role of leaders in providing direction; Components of a spirit of discovery and inquiry in the enterprise.
Publication Type:	Periodical
Source:	HEALTH BUSINESS ELITE
Full Text:	Available from *EBSCOhost* in *Leadership Excellence*

31. Managing Organisational Change: INSIGHT INTO YOUR EMPLOYEES.

Citation:	Management of Organizations: Systematic Research, 01 March 2004, vol./is. /29(163-172), 13921142
Author(s):	Pundzienė, Asta
Language:	English
Abstract:	The paper focuses on the concept of organisational change that would allow in the perspective to develop change management tools. The author made a theoretical analysis of scientific literature which resulted in several conclusions: the success of organisational change largely depends on the employees' perception of the change situation and his readiness to cope with it; readiness for change is mainly understood as the employees' internal resources (knowledge, skills and abilities) while solving specific change problems.; Straipsnio tikslas — atskleisti pokyčių organizacijoje paradigmos kaitą ir aptarti pokyčių, individo lygmenyje, tyrimo metodologiją. Teorinis mokslinės literatūros tyrimas atskleidė, kad pokyčių, organizacijoje sekmė didele dalimi priklauso nuo to, kaip darbuotojas suvokia kaitos problemą ir kiek jis yra pasirengęs ją sėkmingai spręsti. Vienas

iš esminių darbuotojų išteklių sprendžiant kaitos problemas yra jo žinios, gebėjima bei įgūdžiai reikalingi tam tikriems pokyčiams įgyvendinti.

Publication Type: Academic Journal

Source: HEALTH BUSINESS ELITE

Full Text: Available from *EBSCOhost* in *Management of Organizations: Systematic Research*