

Leadership Competency Development Guide

Competency Cluster: Creating Organizational Transformation



Competency: Change Leadership

Definition: The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.

Behavioral Indicators:

- Develops new approaches
- Identifies better, faster, or less expensive ways to do things
- Encourages others to value change

Developmental Activities

Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Research tools and process about organizational change • Organize a team to identify new directions or procedures for your unit. • Volunteer to serve on a team charting change for a larger part of the organization than your unit. • Organize a meeting of the people in your unit to discuss and clarify what they will need to do differently as a result of changes in the organization. • Try out a problem solving or decision making process with your team that you have read or heard about. • Take a course, read a book, watch a video or webinar, or talk to an expert on change management tools and processes. (See below.) 	<ul style="list-style-type: none"> • Participate in an organizational change led by a skilled leader • Try out a new change management tool and get feedback from team on what went well and what could be done differently. • Ask your manager for feedback on how well you implemented a recent change. • Interview someone who has successfully led a successful organizational change. Ask what they did, why, and the impact. • Ask an internal or external consultant to guide your team through the process of change and to teach some of the techniques and tools. 	<ul style="list-style-type: none"> • By June 7, I will ask my team for 3 ways we can improve customer service. By April 30, have the team develop a change management plan to implement these ideas. • By April 10, I will identify a new change management tool and share it with my team to decide where and how we might try it out. • I will read Leading Change by John Kotter by May 1, and implement at least one idea from the book in an upcoming change.



Leadership Competency Development Guide for Change Leadership

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Change Leadership in civil service.

Resource Index



[Definition, Behavioral Indicators,
Developmental Activities](#)



[Academic Journals and Books](#)
on-line and available for checkout



[Videos and Podcasts](#)
on-line and available for checkout



[Courses](#)
on-line and for a fee



[Webinars](#)



[Other Resources](#)



Academic Journals and Books On-Line and Available for Checkout



Academic Journals and Articles on Change Leadership

[California State Library](#)

[Academic Journals and Articles](#)

Books on Change Leadership

[California State Library](#)

[Books Available for Checkout](#)

[Safari On-Line Books](#)

See a book you are interested in reading? Check to see if the book is available for checkout at the [California State Library](#).

[Books Available On-Line](#)

[Trouble accessing Safari?](#)





Videos and Podcasts



Videos on Change Leadership

[California State Library](#)

[Videos Available for Checkout](#)

[On-Line Videos](#)

Podcasts on Change Leadership

[Podcasts](#)





Courses On-Line and for a Fee



[On-Line Courses on Change Leadership](#)

[Instructor-Led Courses on Change Leadership](#)





Webinars



Coming Soon!!



Other Resource Links



[Free Management Library](#)

[Change Leadership](#)

[Leadership & Management: Leading Change](#)



Linked Documents





Book Title	Author	Publisher	Year	Call Number
12: The Elements of Great Managing	Rodd Wagner and James K. Hart	Gallup Press	2006	HD38.2.W34 2006
A force for change - How Leadership Differs from Management	Kotter, John P.	Free Press	1990	HD57.7 .K66 1990
Best Practices in Leadership Development and Organization Change	Carter, Louis	Pfeiffer	2005	HD57.7 .B476 2005
Beyond Change Management: Advanced Strategies For Today's Transformational Leaders	Dean Anderson, Linda S. Ackerman Anderson	Jossey-Bass/Pfeiffer	2001	HD57.7 .D522 2001
Building Capacity For Change Sourcebook	Rick Maurer	Maurer & Associates	2000-2001	HD58.8 .M33234 2000
Building the Bridge As You Walk On It: A Guide for Leading Change 1st ed	Robert E. Quinn	Jossey-Bass	2004	HD57.7 .W56 2004
Business Reengineering: The Survival Guide	Andrews, Dorine C.	Yourdon Press	1994	HD58.8 .A7 1994
Change Management: Communication's Pivotal Role	Troy, Kathryn	Conference Board	1995	HD58.8 .T76 1995
Change Management : Striving for Customer Value	Troy, Kathryn	Conference Board	1996	HD58.8 .T76 1996
Change The World: How Ordinary People Can Achieve Extraordinary Results	Robert E. Quinn	Jossey-Bass	2000	HD58.8 .Q557 2000
Changing the Way We Change: Gaining Control of Major Operational Change	LaMarsh, Jeanenne	Addison-Wesley Pub. Co.	1995	HD58.8 .L36 1995
Covert Processes at Work: Managing The Five Hidden Dimensions Of Organizational Change 1st ed	Marshak, Robert J.	Berrett-Koehler Publishers	2006	HD58.8 .M3318 2006
Deep Change: Discovering the Leader Within	Quinn, Robert E.	Jossey-Bass Publishers	1996	HD58.8 .Q56 1996
Effecting Change In Business Enterprises: Current Trends In Change Management	Gregory R. Guy and Karen V. Beaman	Conference Board	2005	HD58.8 .G89 2005
Enlightened Leadership - Getting to the Heart of Change	Oakley, Ed	Simon & Schuster	1994	HD57.7 .O2 1994



Book Title	Author	Publisher	Year	Call Number
Facilitating Organization Change: Lessons from Complexity Science	Edwin E. Olson, Glenda H. Eoyang	Jossey-Bass/Pfeiffer	2001	HD58.8 .O47 2001
Finding Our Way: Leadership For An Uncertain Time 1st ed	Margaret J. Wheatley	Berrett-Koehler Publishers	2005	HD57.7 .W456 2005
From the Ground Up	Lawler, Edward E.	Jossey-Bass Publishers	1996	HD58.9 .L387 1996
Fusion leadership -Unlocking the Subtle Forces That Change People and Organizations	Daft, Richard L.	Berrett-Koehler Publishers	1998	HD57.7 .D34 1998
Gods of Management	Handy, Charles B.	Oxford University Press	1995	HD31 .H3126 1995
Handbook of Organizational Change and Innovation	Poole, Marshall Scott	University Press	2004	HD58.8.H3614 2004
Harvard Business Literacy For HR Professionals: The Essentials Of Managing Change and Transition	Harvard Business School Press	Harvard Business School Press	2005	HF5549 .H343 2005
How Workers Fare When Employers Innovate	Sandra E. Black, Lisa M. Lynch, Anya Krivelyova	National Bureau of Economic Research	2003	HB1.A2 W67
Implementing a Post-Merger Integration	Lucenko, Kristina	Conference Board	1999	HD58.8 .L8 1999 02/04/00 CT
Inevitable Surprises: Thinking Ahead In a Time Of Turbulence	Peter Schwartz	Gotham Books	2004	HD30.28 .S3479 2004
Leading at the Edge of Chaos	Conner, Daryl	John Wiley	1998	HD58.8 .C6518 1998
Leading for Innovation and Organizing For Results 1st ed	Frances Hesselbein, Marshall Goldsmith, Iain Somerville	Jossey-Bass	2002	HD57.7 .L4375 2002
Leading in a Culture of Change 1st ed	Michael Fullan	Jossey-Bass	2001	LB2805 .E23 2006
Leading in Tough Times: The Manager's Guide To Responsibility, Trust And Motivation	Richard S. Deems, Terri A. Deems	Human Resource Development Press	2003	HD38.2 .D428 2003
Leverage: How To Create Your Own "Tipping Points" In Business And In Life	Darby Checketts	Career Press	2006	HD57.7 .C482 2006

Book Title	Author	Publisher	Year	Call Number
Making a Leadership Change how Organizations and Leaders can Handle Leadership Transitions Successfully	Gilmore, Thomas N.	iUniverse; 2003	1988	HD58.8 .G55 1988
Making Change Happen One Person at a Time: Assessing Change Capacity Within Your Organization	Charles H. Bishop, Jr	AMACOM	2001	HD58.8 .B527 2001
Making Change Work for you: How To Handle Organizational Change	Richard S. Deems	Provant Media	1997	HD58.8 .D43 1997b
Managing at the Speed of Change	Conner, Daryl	Random House	2006	HD58.8 .C652 2006
Managing Change	Hale, Sandra J.	Distributed by University Press of America	1989	JK6141 .M36 1989
Managing Change	Curzon, Susan Carol	Neal-Schuman Publishers	2005	Z678 .C885 2005
Managing Culture in Mergers and Acquisitions	Schein, Lawrence	Conference Board	2001	HD2746.5 .S33 2001
Managing Organizational Change 3rd ed.	Patrick E. Connor, Linda K. Lake, and Richard W. Stackman	Publisher. Praeger	2003	HD58.8 .C653 2003
Managing Transitions	Bridges, William	Da Capo Press	2009	HD58.8 .B75 2009
Our Iceberg Is Melting: Changing And Succeeding Under Any Conditions	John Kotter and Holger Rathgeber	St. Martin's Press	2006	HD58.8 .K672 2006
Post-Merger Integration	Schein, Lawrence	Conference Board	2000	HD2746.5 .S34 2000
Post-Merger Organization Handbook	Kramer, Robert J.	Conference Board	1999	HD58.8 .K72 1999
Process Think	Grover, Varun	Idea Group Pub	2000	HD58.8 .G773 2000
Public Sector Enterprise Resource: Issues in Change Management	Sommer, Rainer	Edward Elgar	2006	JF1351.J69 2000
Real Time Strategic Change	Jacobs, Robert W.	Berrett-Koehler Publishers	1994	HD58.8 .J336 1994
Reengineering the Organization	Lowenthal, Jeffrey N.	ASQC Quality Press	1994	HD58.8 .L69 1994



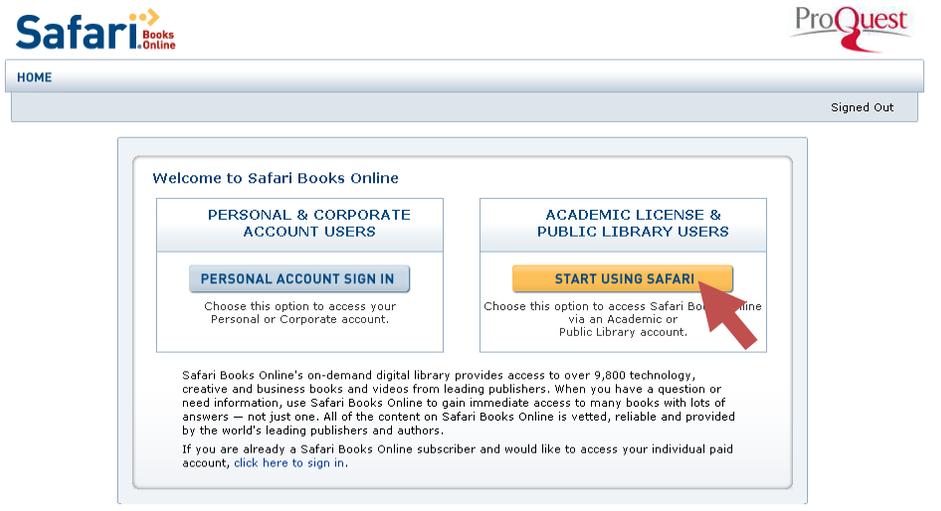
Book Title	Author	Publisher	Year	Call Number
Say Yes to Change: 25 Keys To Winning In Times Of Transition 1st ed	George A. & Sedena C. Cappannelli	Walking Stick Press	2002	BF637.C4 C36 2002
Shaping the Future	Keen, Peter G. W.	Harvard Business School Press	1991	HF5548.2 .K395 1991
Strategy in the Public Sector	Joyce, Paul	John Wiley	2000	JF1351 .J69 2000 06/14/00 CT
Taking Charge of Change	Smith, Douglas K.	Addison-Wesley Pub.	1996	HD58.8 .S637 1996 04/11/96 CTZ
Tempered Radicals: How People Use Difference to Inspire Change at Work	Debra E. Meyerson	Harvard Business School Press	2001	HD58.8 .M493 2001
Terms of Engagement	Axelrod, Richard H.	Berrett-Koehler	2000	HD58.8 .A94 2000
The Art of the Long View	Schwartz, Peter	Currency Doubleday	1996	HD30.28 .S316 1996
The Change Handbook: The Definitive Resource On Today's Best Methods For Engaging Whole Systems	Peggy Holman, Tom Devane, Steven Cady, and associates	Berrett-Koehler	2007	HD58.8 .C4537 2007
The Circle of Innovation	Peters, Thomas J.	Vintage Books	1999	HD53 .P48 1999
The Four Pillars of High Performance	Light, Paul Charles.	McGraw-Hill	2005	HD58.8 .L54 2005
The Heart of Change: Real-Life Stories Of How People Change Their Organizations	John P. Kotter, Dan S. Cohen	Harvard Business School Press	2002	HD58.8 .K645 2002
The Jossey-Bass Handbook of Nonprofit Leadership and Management	Herman, Robert D.	Jossey-Bass	2005	HD62.6 .J67 2005
The Manager and the Change Leader	William J. Rothwell	American Society for Training & Development	2001	HD58.82 .R67 2001
The Manager As Change Leader	Ann Gilley	Praeger Publishers	2005	HD57.7 .G53 2005
The New Workforce: Five Sweeping Trends That Will Shape Your Company's Future	Harriet Hankin	American Management Association	2005	HD5706 .H363 2005



Book Title	Author	Publisher	Year	Call Number
The Paradox Principles	Price Waterhouse (Firm).	Irwin Professional	1996	HD58.8 .P74 1996 02/27/96 T 01/18/96 T
The Reengineering Revolution	Hammer, Michael	HarperBusiness	1995	HD58.8 .H355 1995
The Second Curve	Morrison, J. Ian	Ballantine Books	1996	HD58.8 .M655 1996
The Seven Minute Difference: Small Steps To Big Changes	Allyson Lewis	Kaplan	2006	HF5386 .L577 2006
Unleashing Change: A Study Of Organizational Renewal In Government	Steven Kelman	Brookings Institution Press	2005	JF1525.O73 K45 2005
Valuing People in the Change Process	Jean-Marie Martino	Conference Board	2000	HD58.8 .M2882 2000
Vitality and Renewal	Hutchinson, Colin	Praeger	1995	HD75.6 .H88 1995 02/15/96 CT
Who Moved My Cheese? An Amazing Way To Deal With Change In Your Work And In Your Life	Spencer Johnson.	G.P. Putnam's Sons	1998	BF637.C4 J64 1998
Whole-scale Change Toolkit: Tools For Unleashing The Magic In Organizations 1st ed	Dannemiller Tyson Associates	Berrett-Koehler Publishers	2000	HD58.8 .W496 2000
Winning Through Innovation	Tushman, Michael	Harvard Business School Press	1997	HD58.8 .T885 1997

Trouble Accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under “Academic License & Public Library Users”



If you are not on a State of California computer, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can't access Safari, please contact the State Library (916-654-0261). The California State Library is open Monday - Friday from 9:30 am - 4 pm.

Books Available On-Line

[The AMA Handbook of Leadership](#) by Marshall Goldsmith; John Baldoni; Sarah McArthur. AMACOM, 2010

[Part three: Engaging People: The Force of Change](#)
[Part four: Facilitating Change: The Leader's Role](#)

[The AMA Guide to Management Development](#) by Daniel R. Tobin and Margaret S. Pettingell. AMACOM, 2008
[Managing and Leading Change](#)

[Change Leadership](#) by Russell E. Palmer. FT Press, 2010.

[Lead by Example: 50 Ways Great Leaders Inspire Results](#) by John Baldoni. AMACOM, 2008.

[Lesson 36: Adaptability: Everything Changes, Even Leaders](#)

[The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century](#) by Stephen Denning. Jossey-Bass, 2010.

[Some Practices of Radical Change Management](#)

[Leading at a Higher Level, Revised and Expanded Edition: Blanchard on Leadership and Creating High Performing Organizations](#) by Ken Blanchard. FT Press, 2009

[Chapter 12: Strategies for Leading a Change](#)

[Leadership Development: A Guide for HR and Training Professionals](#) by Rosemary Ryan. Butterworth Heinemann, 2008.

[Chapter 4: Change Leadership](#)

[The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running](#) by Don Grimme and Sheryl Grimme. AMACOM, 2008

[Tool 18: Rise to the Challenge of Change](#)

[The Spider's Strategy; Creating Networks to Avert Crisis, Create Change and Really Get Ahead](#) by Amit S. Mukherjee. FT Press, 2008.

[The Truth about Dealing with Change](#) by William S. Kane. FT Press, 2010

[Ultimate Leadership: Winning Execution Strategies for Your Situation by Russell E. Palmer](#). Pearson Prentice Hall, 2008.

[Chapter 6: When Organizations Change: Transforming the Culture](#)

Academic Journals and Articles on Change Leadership

[4 MISTAKES Leaders Keep Making](#)

Again and again, senior managers fall into four behavioral traps that thwart organizational change. The behaviors are difficult to recognize and reverse because they serve to protect egos and prevent anxiety -- but executives can overcome them. First, managers fail to set proper expectations. When they announce major directional changes or new goals, they don't spell out credible plans or specify who's accountable. Second, they excuse subordinates from the pursuit of overall goals, allowing people to remain preoccupied with their own units. Third, executives essentially collude with staff experts and consultants by going along with a deeply flawed contract: The experts agree to deliver and implement a "product" (a new system, for instance) but don't include measurable gains as part of the deal. Fourth, managers wait while associates over prepare. After challenging their employees to make needed improvements, they accept the response "Yes, but first we have to..." Finish the sentence: Train our people. Set up focus groups. Bring in Six Sigma. And so on. The best way to confront the traps is to conduct small personal experiments that rapidly produce tangible results, incur little risk of failure, and are confined enough to demonstrate a clear link between trial and outcome. For example, one iron plant addressed quality problems by targeting five areas for improvement, setting clear and measurable goals for each, and holding team leaders accountable for outcomes. All five experiments succeeded and were extended to the rest of the plant. Quality problems eased up within 100 days and virtually disappeared a few months later. INSETS: Idea in Brief; The Seven Deadly Sins of Setting Demands. [ABSTRACT FROM AUTHOR

Authors: Schaffer, Robert H.

Source: Harvard Business Review 88, no. 9 (September 2010): 86-127

[All Changes Great and Small: Exploring Approaches to Change and Its Leadership.](#)

Although the growing need for change in organizations it is widely acknowledged it is asserted that up to 70% of change initiatives fail. While there have been attempts to understand the reasons for failure these have been seen as inconclusive, and a need for further empirical work has been identified. Within the growing literature on change leadership there are assertions that the root cause of many change problems is leadership behavior. This article begins by exploring the change literature and, in particular the broadening of this literature with the inclusion of complexity and evolutionary theories. In examining leadership behaviors three broad categories emerged: (1) shaping behavior; (2) framing

change; and (3) creating capacity. Analyses of the data indicated that leader-centric behaviors (shaping behavior) impaired change implementation. The implications of the findings are discussed together with suggestions for further research. [ABSTRACT FROM AUTHOR]

Authors: Higgs, Malcolm¹ malcolm.Higgs@henleymc.ac.uk, Rowland, Deborah¹
Source: Journal of Change Management; Jun2005, Vol. 5 Issue 2, p121-151, 31p, 7 Diagrams, 9 Charts, 1 Graph

[Change Management in Government](#)

Since the days of John F. Kennedy's New Frontier, the American public's regard for the competence of public agencies and the value of the services they perform has steadily declined. During that time, innovations in management practice and thinking have mostly originated and been tested in the private sector. But recent events, such as the attacks on the World Trade Center and the engulfment of New Orleans, have demonstrated how essential it is for public agencies to be well run, too. Unfortunately, few public administrators have a background in change management, and a variety of factors--such as civil service rules, political considerations, and the limited tenures of agency heads--have combined to make true reform a rare event. These facts of public life may never go away. But some agency leaders have figured out how to court important stakeholders, rededicate staffers to an agency's true mission, undertake reform so comprehensively that resistant elements are unable to subvert it, and lay the groundwork for next steps clearly and systematically. Consultant Frank Ostroff has studied turnarounds at the federal Occupational Safety and Health Administration, the Government Accountability Office, and Special Operations Forces--the fast-response, clandestine arm of the military. From these examples and others, he has distilled five principles that underlie successful change efforts: Improve performance against agency mission; win over external and internal stakeholders; establish a road map; recognize the connections among all the organizational elements; and be a leader, not a bureaucrat. Change programs that follow these principles are more likely to survive when leadership changes hands. [ABSTRACT FROM AUTHOR]

Authors: Ostroff, Frank

Source: Harvard Business Review 84, no. 5 (May 2006): 141-147.

[Change Management- Where Do Leaders Make Difference?](#)

The author reflects on the importance of change management in doing business while adapting to different leadership styles. It mentions the reasons for the failure

of organizational change which include the less effort on establishing a clear direction, the balance between the top-down and bottom-up approach, and the need to acquire the ability to become flexible. It outlines the method for managing organizational change including plan for change, definition of success, and communication

Authors: Manikandaan, P.¹ manik@naarm.ernet.in

Source: Advances in Management; Sep2010, Vol. 3 Issue 9, p5-7, 3p

[Characteristics of Leadership Effectiveness: Implementing Change and Driving Innovation in Organizations](#)

Research indicates that numerous variables impact a leader's effectiveness. In this study, the authors explore leadership effectiveness in driving change and innovation, along with the precursory skills necessary to do so. The findings confirm previously identified low rates of organizational success with change and point to skill deficiencies as a cause. Specifically, the abilities to communicate appropriately and motivate others significantly influence a leader's ability to effectively implement change and drive innovation. [ABSTRACT FROM AUTHOR]

Authors: Gilley, Ann¹, Dixon, Pamela², Gilley, Jerry W.³

Source: Human Resource Development Quarterly; Summer2008, Vol. 19 Issue 2, p153 169, 17p, 3Charts

[Dealing with Rough Times: A Capabilities Development Approach to Surviving and Thriving](#)

Leaders during a deep and prolonged downturn should introduce organizational practices that build capability in the organization, not only to withstand the uncertainties of rough times better, but also to emerge stronger for the future. We present a set of organization design changes that can create closer connections to the marketplace and better use knowledge in the organization to introduce new ways to deliver value while consuming fewer resources. During rapid change and extreme threats, steering the ship is not sufficient. Leaders must introduce approaches that tap employees' energies throughout the organization. © 2009 Wiley Periodicals, Inc. [ABSTRACT FROM AUTHOR]

Authors: Mohrman, Susan Albers¹, Worley, Christopher G.¹

Source: Human Resource Management; May2009, Vol. 48 Issue 3, p433-445, 13p, 1 Diagram

[Executing Strategic Change: Understanding the Critical Management Elements That Lead to Success](#)

This article reports on strategic change in business and management. Approaches are offered to executives and managers seeking to execute strategies related to corporate culture, communication, benefits, and solutions. The article also discusses obstacles to this execution due to pressure from shareholders, complexity in organizations, balancing demands, low levels of involvement, and resource availability. Information is also provided on resource allocation, conflict resolution, and leadership teams.

Authors: Franken, Arnoud¹ arnoud.franken@cranfield.ac.uk,
Edwards, Chris² c.edwards@cranfield.ac.uk,
Lambert, Rob³ r.lambert@cranfield.ac.uk

Source: California Management Review; Spring2009, Vol. 51 Issue 3, p49-73, 25p, 3 Diagrams, 3 Charts

[From Change Management to Change Leadership: Embracing Chaotic Change in Public Service Organizations](#)

The objective of this article is to describe a way for public services leaders to lead chaotic change. By chaotic change, it is meant changes in an organization when the external and internal complexity and uncertainty is high which is the case for most public organizations. Suggestions are made on how to lead chaotic change by influencing the patterns of human interaction and to focus change management on people, identity and relationships by changing the way people talk in the organization. Building on experiences from the private sector, the authors contend that change management effectiveness is low because leaders underestimate the complexity of change, focusing on tools, strategy and structures instead of paying attention to how human beings change by forming identities through relating. Also, in public services, the complexity of change is high as it equally deals with the transformation of complex patterns of interaction and relating. Successful change management practices in public service organizations should therefore take better account of unpredictability, uncertainty, self-governance, emergence and other premises describing chaotic circumstances. For a leader, this necessitates paying attention to how people form identities in organizations and avoiding design-oriented managerial interventions, as well as keeping at bay the anxiety caused by not being in managerial control. [ABSTRACT FROM AUTHOR]

Authors: Karp, Tom¹,
Helgø, Thomas I.¹ tom@emergence.as

Source: Journal of Change Management; Mar2008, Vol. 8 Issue 1, p85-96, 12p

[Implementing Organizational Reform Strategies in State Governments](#)

This paper examines the implementation of organizational reform strategies in state **governments**. It uses national survey data to examine the implementation of twelve reforms strategies that cover three areas: workforce reduction, work redesign, and system **change**. The paper further tests the relationship between reform strategies, individual characteristics, and **management** factors. The **management** factors are based on objective state grading data in five areas: financial **management**, capital **management**, human resources **management**, information technology, and managing for results. The empirical findings show that while public managers tend to be conservative and cautious in the implementation of reform strategies, they are also likely to adopt a complete package of related reform strategies in their implementation plans, rather than a single effort. The findings also support the relationship between organizational reforms, the length of a public manager's tenure in **government** service, and the state's performance on capital **management** and information technology issues. Implications of the findings are presented in order to enhance future public **management** reform studies. [ABSTRACT FROM AUTHOR]

Authors: Liou, Kuotsai Tom, and Ronnie Korosec

Source: Public Administration Quarterly 33, no. 3 (Fall2009 2009): 429-452.

[Issues & Observations: The Narrative Lens and Organizational Change](#)

The article explores the business world's increasing interest in the narrative lens and more specifically in the relationship between leadership storytelling and organizational change. It describes how narrative theory can help leaders better understand how they can effect change. It notes that narratives allow leaders to prepare for and guide their actions. It also explains how leaders undertake rescription or the process of finding new stories when old ones no longer serve their needs. It suggests that the three-step process for rescription includes titling the present script, founding the future script, and actualizing the new script

Authors: Nissley, Nick¹,
Graham, Stedman²

Source: Leadership in Action; Jan/Feb2009, Vol. 28 Issue 6, p14-17, 4p

[Journal on Change Management](#) –

Explores the strategies of leading players in the global marketplace and the latest trends and techniques. Journal of Change Management (JCM) is committed to publishing peer-reviewed, high quality empirical and conceptual research, and to

become the journal of choice in its field. JCM will clearly establish itself as the journal which spans the entire field of organizational change, ranging from mainstream and established viewpoints to innovative, unorthodox, critical and challenging contributions. As such, it will be essential reading for all academics, students and practitioners of change management.

[Leading and Managing Organizational Change Initiatives.](#)

Although indispensable for long-term economic growth, organizational changes are usually met with resistance. This article draws on psychological theories and empirical evidence to highlight why and under what conditions changes lead to resistance and what likely consequences of resistance are. Furthermore, the article discusses the variables that have been identified as success factors for organizational change initiatives. [ABSTRACT FROM AUTHOR]

Authors: Peus, Claudia¹ Peus@psy.lmu.de,
Frey, Dieter² Dieter.Frey@psy.lmu.de,
Gerkhardt, Marit³ info@savia-consulting.de,
Fischer, Peter⁴ peter.fischer@uni-graz.at,
Traut-Mattausch, Eva² traut-mattausch@psy.lmu.de

Source: Management Revue; 2009, Vol. 20 Issue 2, p158-175, 18p

[Leader Visioning and Adaptability: Bridging the Gap Between Research and Practice on Developing the Ability to Manage Change](#)

The construction of organizational vision and the ability to manage the change engendered by visions represent core organizational competencies that foster competitive advantage for organizations. However, while a significant body of conceptual and empirical research studies supports these as core competencies, high numbers of HR professionals are either not aware of this research or still dispute the utility of these skills. In this article, we discuss three gaps between leadership research and practice. The first refers to the value of organizational visions. The second reflects beliefs about the importance of change management skills for HR managers. The final gap concerns the utility of training and development programs that target visioning and change management skills. We discuss some reasons for these gaps between leadership research and HR practices. We also describe some components of visioning, adaptability and managing change, and provide some supportive conceptual and empirical research. We suggest the use of developmental work assignments as a leader development strategy that we believe is most appropriate for growing these core competencies. [ABSTRACT FROM AUTHOR]

Authors: Zaccaro, Stephen J.¹ szaccaro@gmu.edu,
Banks, Deanna²

Source: Human Resource Management; Winter2004, Vol. 43 Issue 4, p367-380,
14p

[Overcoming Resistance to Change: Causal Factors, Interventions, and Critical Values](#)

A generation has grown up since the scientist and novelist C. P. Snow wrote that until his century, social change was so slow it would pass unnoticed in one person's lifetime. That is no longer so. The rate of change has increased so much that our imagination can't keep up (Toffler, 1970). Two of the most critical elements of leadership are the introduction and management of change. Most organizations rise or fall based on how well they manage the introduction of change and the control of uninvited changes in their environment. Leaders must fully understand the change process to move their organizations successfully through the turmoil of today's economic environment. Many organizations, faced with a lack of or diminishing resources, find increasing pressure on their leadership to proactively respond to planned and unplanned changes. A primary determinant of the future success of an organization is its leadership's ability to assimilate change, then formulate and articulate a clear vision, accompanied by implementation of succinct strategic goals and objectives. Many leaders rely on instinct and experience rather than on a full understanding of the change process. Some, out of fear of change, resist the inevitable transformation of their organization. This tends to put the organization at risk when facing unanticipated as well as planned change. "We are all, at times, resisters as well as instigators of change; resistance to change is by itself neither good nor bad." (Lawrence, 1969) [ABSTRACT FROM AUTHOR]

Authors: Bruckman, John C.¹ jbruckman@changemg.com

Source: Psychologist-Manager Journal; 2008, Vol. 11 Issue 2, p211-219, 9p

[Strategic Planning as a Tool for Managing Organizational Change.](#)

This article surveys primary definitions and models of strategic planning used in state and local government. Two models of strategic planning are discussed in length: an eight step agency model, with attention to how managers can use each step to manage change in the organization, and an alternative approach for community-based strategic planning. Finally, comments on made on the development of strategic planning in the 1990s and its integration into broader quality management reforms. We conclude by laying out some of the lessons we are learning from these broader strategic management approaches to managing change. [ABSTRACT FROM AUTHOR]

Authors: Berry, Frances S.

Source: International Journal of Public Administration 30, no. 3 (February 2007): 331-346.

[Sustaining Commitment to Change](#)

Offers some tips for ensuring the implementation of organizational changes. Importance of leadership to implementing changes; Role of communication in implementing changes; Structures that could help sustain changes.

Authors: Maurer, Rick

Source: Journal for Quality & Participation 28, no. 1 (Spring2005 2005): 30.

[The 9 -Vector View of Human Performance](#)

As the federal government seeks to maximize resources amid mounting deficits, organizational change is a top priority. In the private sector, the slow economic recovery is forcing companies to reevaluate their current business practices and explore new approaches for enhancing productivity and increasing profitability. One of the chief challenges in improving human performance is leading staff through the myriad changes that are necessary to implement the appropriate solutions and close performance gaps. Each of these solutions must be carefully considered in terms of individual roles, competencies, expected outcomes, and more specifically, how to transform an organization systematically from point A to point B so that the benefits of a higher performing workplace can be fully realized. Because change is multidimensional in nature, a holistic approach to managing change requires a foundational understanding of nine primary disciplines, plus an understanding of how they are intertwined. [ABSTRACT FROM PUBLISHER]

Authors: Darby, Maria1

Source: T+D; Apr2010, Vol. 64 Issue 4, p38-40, 3p, 1 Color Photograph

[The Effects of Transformational and Change Leadership on Employees' Commitment to a Change: A Multilevel Study](#)

The effects of transformational leadership on the outcomes of specific change initiatives are not well understood. Conversely, organizational change studies have examined leader behaviors during specific change implementations yet have failed to link these to broader leadership theories. In this study, the authors investigate the relationship between transformational and change leadership and followers' commitment to a particular change initiative as a function of the personal impact of

the changes. Transformational leadership was found to be more strongly related to followers' change commitment than change-specific leadership practices, especially when the change had significant personal impact. For leaders who were not viewed as transformational, good change-management practices were found to be associated with higher levels of change commitment.

Authors: Liu Yi, et al

Source: Journal of Applied Psychology 93, no. 2 (March 2008): 346-357.

[The Irrational Side of Change Management.](#)

The article presents information on best practices for organizational change management. It focuses on the importance of recognizing and managing the irrational biases found in the majority of normal people. Examples are provided of common psychological traits which can affect corporate culture and organizational behavior, such as a desire for fairness, and a tendency toward self-serving bias. The importance of clearly communicating the need for change, and training employees to practice it, is stressed. Some typical obstacles to change, such as neglecting to schedule formal practice work, are also discussed.

Authors: Aiken, Carolyn, and Scott Keller

Source: McKinsey Quarterly no. 2 (June 2009): 100-109.

[The Partnership Between Project Management and Organizational Change: Integrating Change Management with Change Leadership](#)

The nature of project management is change. Even though all knowledge areas in the Project Management Body of Knowledge (PMBOK) are rooted in controlling change, none of these areas specifically addresses the human elements of change. There is a significant distinction between directly controlling change relative to the nonhuman aspects of a project (change control) and effecting change in the human dimensions of a project through leadership (change leadership). This article characterizes the distinctive activities of change leadership and change control and their interrelationship throughout the project life cycle. Although distinct, change control and change leadership are interdependent and mutually supporting--both are needed to support project success. [ABSTRACT FROM AUTHOR]

Authors: Griffith-Cooper, Barber bgriffithcooper@learnsmith.com,
King, Karyl karylking@sbcglobal.net

Source: Performance Improvement; Jan2007, Vol. 46 Issue 1, p14-20, 7p, 2 Diagrams, 3 Charts

[Transforming Organizations for Organic Growth: The DNA of Change Leadership](#)

Organic growth has put transformative change on the corporate agenda. Poor records of change have led to a search for alternative ways of leading change as most contemporary theories are neither narrow enough nor broad enough. This article presents a view that leaders should take account of chaos and use a systemic view when changing their organizations. Applying principles of self-organizing and spreading change by minimum intervention provides facilitative environments that better sustain change. This is best done by searching for the organization-specific DNA of change leadership. The success of leadership intervention during change will depend on the inner condition that we exhibit as change leaders, as well as our abilities to read change signals correctly, to time leadership interventions and to set out a few basic principles holding the organization together under chaotic circumstances – elements in leading transformative change. [ABSTRACT FROM AUTHOR]

Authors: Karp, Tom¹ tom@karp.as

Source: Journal of Change Management; Mar2006, Vol. 6 Issue 1, p3-20, 18p, 7 Diagrams

[When the going gets tough... Public service leadership in times of significant change and uncertainty](#)

This article describes how effective public service leaders are choosing to lead in exceptionally challenging circumstances. It outlines the current crucible of demand for excellent services and significant cost reduction and radical organizational change. At its core, it shows how some public service leaders are making great progress by making five key choices - demonstrating bold, engaging and collaborative leadership; majoring on the transformational not transactional elements of change; not letting the inevitable uncertainties get in the way of intense engagement of their people; making tough calls on priorities; and steering their leadership teams and broader leadership communities towards genuine collaboration and connectedness. The article also identifies six leadership frames that public service leaders are drawing on: confidence; safe uncertainty; employee engagement; trustworthy leadership; collective, mutually supportive leadership; and appreciative, transformational choices. [ABSTRACT FROM AUTHOR]

Authors: Powe, Julian

Source: International Journal of Leadership in Public Services 6, no. 4 (November 2010): 9-17.

[Who Will Lead and Who Will Follow? A Social Process of Leadership Identity Construction in Organizations.](#)

We propose that a leadership identity is co-constructed in organizations when individuals claim and grant leader and follower identities in their social interactions. Through this claiming-granting process, individuals internalize an identity as leader or follower, and those identities become relationally recognized through reciprocal role adoption and collectively endorsed within the organizational context. We specify the dynamic nature of this process, antecedents to claiming and granting, and an agenda for research on leadership identity and development. [ABSTRACT FROM AUTHOR]

Authors: DeRue, D. Scott, and Susan J. Ashford

Source: Academy of Management Review 35, no. 4 (October 2010): 627-647.

[Why is the Failure Rate for Organization Change so High?](#)

The article explains the reasons for the failure of organizational change. Among the reasons cited are absence of dedicated and fully resourced implementation teams, lack of structured methodology and project management, failure to plan and manage quick wins, failure to fully mobilize change champions, lack of sympathetic human resource policies, use of an outsider to transact change, and failure to monitor and evaluate outcomes. Strategies to manage transition are also cited, notably change in leadership culture.

Source: Management Services; Winter2008, Vol. 52 Issue 4, p10-19, 9p



Video Title	Description	Format/ Length	Year	Call Number
A Case of Working Smarter Not Harder	This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.	VHS/15 minutes	1985	HD50 C37 1985
Business of Paradigms	Joel Barker says people shoot down good ideas because they assume that the future is merely an extension of the past	VHS/38 minutes	1989	HD30.27 B87 1989
Creating You & Company	William Bridges explains why jobs as we know them are going away and how individuals can cope with and even capitalize on this situation.	VHS/53 minutes	1998	HD58.8 C74 1998
Finding the Up in Upheaval	Shows two different viewpoints for reacting to change, as well as a very human and understandable reaction to what happens.	DVD/22 Minutes	2005	BF637.C 4 F52 2005
How People Use Difference to Inspire Change at Work	It lays out the day to day problems, realities, and rewards that change makers experience as they lead, succeed, and fail in attempting small and large change efforts.	VHS/49 minutes	2001	HD58.8 M49 2001
Joel Barker's The New Business of Paradigms	Joel Barker explains how the rules we live by can limit our ability to innovate and be creative. In the video Joel demonstrates how thinking differently is necessary for us to grow as organizations and as individuals.	VHS/46 minutes	2001	HD 30 27 B87 2001
Leading in a Time of Change: A Conversation with Peter F. Drucker and Peter M. Senge	Drucker and Senge discuss what it will take to lead tomorrow.	VHS/42 minutes	2001	HD58.8 L21 2001
Leading Yourself through Change	Takes the participant through the 5 action steps that lead a person through change: Overcome the negative feelings that come with change, reframe unproductive thoughts & beliefs, unfreeze and try new behaviors, arrange encouraging consequences to keep themselves motivated and discover the impact they have on others as they deal with the change.	VHS & DVD /23 minutes	2005	BF637 L53 L43 2005
Make It Matter: How To Make Yourself	"Whether you're a person just starting out in a job/career, a mid-level manager, or a senior leader, you will not become 'essential' unless	DVD /23 minutes	2010	HF5386. M35 2010



Video Title	Description	Format/ Length	Year	Call Number
And Your Organization Essential	you are proactive at making it happen. Using a variety of stories and examples, communication coach and consultant John A. Jenson illustrates three things a person can do to make themselves matter [design, package, deliver]"			
Managing Change	Highlights: why change is important for growth; the importance of technology in driving change.	VHS/57 minutes	1997	HD58.8 B37 1997
Managing People through Change	Change is healthy and positive when it is well planned, understood and supported by the people affected. Today's supervisors and managers must learn to manage change and lead people through predictable emotional reactions including denial, resistance, exploration, and commitment. Help anticipate employee reactions to workplace change, and plan ways to involve employees in the change process. Remain positive, and lead employees through the denial, resistance, and exploratory phases of change.	VHS/20 minutes	1989	HD58.8 M262 1989
Priorities for Life: Capacity & Energy: Uncommon Reminders for Bringing Out the Best in Yourself and Others	Robert Cooper is an acclaimed educator on how exceptional leaders and teams excel under pressure while everyone else is just competing or falling behind. He provides uncommon yet highly practical guidance on how to bring out more of the best in yourself and others in ways that can make the biggest difference: developing leadership, setting priorities, dealing with change, and increasing personal capacity.	1 of a 6 part program	2001	BF408 P75 2001
Tactics of Innovation: How to make it Easier for People to Accept New Ideas	Joel Barker goes on location to share stories on why people say "no" to new ideas. More importantly, he introduces a ten-step strategy on how to remove barriers between new ideas and people who naturally resist change. These tactics will dramatically increase the acceptance of any kind of idea.	VHS/22 minutes	1998	HD 58.8 T32, 1998
Taking Charge of Change	Shows employees the skills necessary to understand and support change initiatives in the workplace. Identifies three stages of internal transition to help employees productively guide themselves through organizational change.	34 minutes	2004	HD58.8 T35 2004
When Change Happens, Adjust Your Sail	When Sam speaks about change, he uses the analogy of being on a small sailboat in the middle of a storm. Change is tossing people around and they need to adjust their sails to stay afloat. In this video, Sam introduces his essential navigational tools to help organizations make it through the storm of	DVD/23 Minutes	2009	BF637.C4 W546 2009

Video Title	Description	Format/ Length	Year	Call Number
	change. The three key training lessons are: Don't panic; Stay positive; and It's ok to complain, but...			
Who Moved My Cheese	This video, along with the CD-ROM PowerPoint presentation, helps people overcome their fear of change and helps them to see change as a way of gaining something better. Some organizations find it best to encourage people to first apply the " cheese " lessons to changes they are experiencing in their lives, and then apply the "maze skills" to the changes at work.	VHS/13 minutes	1999	BF637.C 4J642 1999
Who Say's We Can't Do It	Lance Armstrong's journey. Concepts discussed are teambuilding, leadership, strategy, and goal setting. Concepts used by Lance Armstrong showed how he overcame cancer and winning the 1999, 2000, 2001 Tour de France.	VHS/20 minutes	2002	HF5549.5 M63 W56, 2002

On-Line Videos

[Implementing Change](#) - Joan Strohauer

[Leading Change, A Conversation with Ron Williams](#) - Ron Williams

[Nurturing a Vibrant Culture to Drive Innovation](#) - Terri Kelly



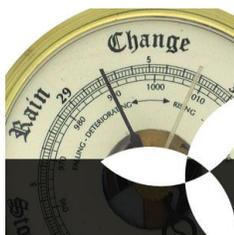
Podcasts

[**Becoming Resilient: Leadership, Uncertainty, and Learning to Thrive in Times of Change**](#) — Discover the five areas you can develop to increase your resiliency.

[**Leading in Times of Transition**](#) — Do you feel that your organization is awash in change? Do you have a hard time keeping up with the shifting demands you face as a leader? You're not alone. Unrelenting change is becoming the norm. Leaders have no choice but to adapt and to help others to adapt.

[**Nancy Coffee: Transforming Memphis Through Leadership**](#) — The success of the Leadership Academy in Memphis, TN, offers four ideas for creating and reenergizing leadership initiatives in your community.

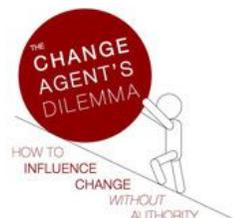
[**iTunes University Free Downloads**](#)



[**Change**](#)



[**Change Agents
Academy of
Achievement**](#)



[**The Change Agent's
Dilemma: How to
Influence Change
Without Authority**](#)



[**Change
Management/
Resiliency**](#)



[**Implement Change
Now!**](#)



[**Leadership for
Change – Making
Change Happen**](#)



[**Managing Change
and Technology**](#)

On-Line Courses for a Fee in Change Leadership

[California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

[OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) "Office Desk Courses"](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: training@state.ca.gov

- Managing Company Change (Second Edition)

Instructor Led Courses for a Fee on Change Leadership

[American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Email: info@arc.losrios.edu

[Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

- Slimming Down: Taking Time and Cost out of Everyday Work (4 hours)
- Measuring Success: Why is this Happening and How Will I Show Improvement? (4 hours)
- Keeping Your Head Up: Managing Motivation and Morale (4 hours)
- The Changing Role of Supervisors (4 hours)
- Managing Change (4 hours)

[College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Organizational Change and Overcoming Resistance (1 day)
- Change Management (1 day)
- Organizational Change Foundations (1 day)
- Organizational Change Applications (1 day)
- Delegation and Change Management (1 day)
- Innovative Analysis and Change (3 days)
- Leading Green Exchange (6 days)

[Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: trainingcenter@cps.ca.gov

- Effective Change Management (1 day)
- Leading in Tough Times (1 day)
- Project Management (Intro) (3 days)

- Strategic Foresight (1 day)
- Strategic Planning Overview (1 day)

Folsom Lake College

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

Los Rios Community College District, Business and Economic Development Center (BEDC)

BEDC offers training at their worksite in Sacramento and at the employer's worksite.

BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: WinnerB@losrios.edu

- Leading Change (1- 2 days)
- Managing Change (1-2 days)
- Knowing-Doing Gap: Making Plans Work (1 day)
- The Leadership Challenge (5 days)

O Tech Training Center

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: Training@state.ca.gov

State Personnel Board (SPB)

State Personnel Board offers training courses that range from Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: ttp@spb.ca.gov