

CONTENTS

Foreword xiii

Preface xv

PART ONE ENVIRONMENT AS STIMULUS FOR CHANGE 1

Editors' Interlude

1 The Causal Texture of Organizational Environments 7

F. E. Emery • E. L. Trist (1965)

2 Changing Organizations 21

W. G. Bennis (1966)

3 Survival and Performance in the Era of Discontinuity 35

R. N. Foster • S. Kaplan (2001)

4 Management and the Scientific Renaissance 51

R. Pascale • M. Millemann • L. Gioja (2000)

PART TWO THEORIES AND MODELS OF PLANNED ORGANIZATION CHANGE 65

Editors' Interlude

viii CONTENTS

- 5 Quasi-Stationary Social Equilibria and the Problem of Permanent Change 73
K. Lewin (1947)
- 6 The Mechanisms of Change 78
E. H. Schein (1964)
- 7 General Strategies for Effecting Changes in Human Systems 89
R. Chin • K. D. Benne (1967)
- 8 Toward a Theory of Motive Acquisition *website (see p. xii)*
D. C. McClelland (1965)
- 9 Nature Intervenes: Organizations as Organisms *website (see p. xii)*
G. Morgan (1997)
- 10 Sociotechnical Systems: Origin of the Concept 118
E. Trist (1981)
- 11 Evolution and Revolution as Organizations Grow *website (see p. xii)*
L. E. Greiner (1998)
- 12 Revolutionary Change Theories: A Multilevel Exploration of the Punctuated Equilibrium Paradigm 144
C.J.G. Gersick (1991)
- 13 Organizational Evolution: A Metamorphosis Model of Convergence and Reorientation 174
M. L. Tushman • E. Romanelli (1985)
- 14 Organizational Change and Development *website (see p. xii)*
K. E. Weick • R. E. Quinn (1999)
- 15 Kurt Lewin and the Planned Approach to Change: A Reappraisal 226
B. Burnes (2004)
- PART THREE DIAGNOSING THE CURRENT STATE 255**
Editors' Interlude
- 16 Understanding Organizations: The Process of Diagnosis 259
W. W. Burke (1992)
- 17 A Causal Model of Organizational Performance and Change 273
W. W. Burke • G. H. Litwin (1992)
- 18 An Overview of Organizational Surveys 300
A. I. Kraut (1996)

- 19 **Toward Integrated Organizational Diagnosis** 312
A. Howard • Associates (1994)

PART FOUR UNDERSTANDING RESISTANCE 331

Editors' Interlude

The Nature of Resistance

- 20 **Overcoming Resistance to Change** 341
L. Coch • J.R.P. French, Jr. (1965)

- 21 **Resistance to Change** 364
G. Watson (1967)

- 22 **A Theory of Psychological Reactance** 377
J. W. Brehm (1966)

- 23 **Change Resisted: Thirty-Three Hypotheses Why** *website (see p. xii)*
J. O'Toole (1995)

Individual Response to Change

- 24 **Managing Organizational Transitions** 393
W. Bridges (1986)

- 25 **The Recipients of Change** 404
T. D. Jick (1990)

- 26 **Rethinking Resistance and Recognizing Ambivalence: A Multidimensional View of Attitudes Toward an Organizational Change** 418
S. K. Piderit (2000)

Group Response to Change

- 27 **A Theory of Group Development** 441
W. G. Bennis • H. A. Shepard (1956)

- 28 **The Work of Wilfred Bion on Groups** 466
M. J. Rioch (1970)

Organization Response to Change

- 29 **Organizational Identity and Learning: A Psychodynamic Perspective** 481
A. D. Brown • K. Starkey (2000)

- 30 **The Quest for Resilience** 512
G. Hamel • L. Välikangas (2003)

x CONTENTS

PART FIVE ORGANIZATION CHANGE INTERVENTIONS 533*Editors' Interlude***31 Strategies of Consultation 539***R. R. Blake • J. S. Mouton (1972)**Individual-Level Change Interventions***32 Creating Readiness for Organizational Change 569***A. A. Armenakis, S. G. Harris • K. W. Mossholder (1993)***33 Selecting Personnel for a System 4 Organization website (see p. xii)***D. King (1972)***34 Training and Development 590***W. W. Burke (1982)***35 Coaching Leaders in Transition: Lessons from the Field 599***R. Witherspoon • M. D. Cannon (2004)**Group-Level Change Interventions***36 Team Building 629***W. W. Burke (1982)***37 What Is Process Consultation? 642***E. Schein (1999)***38 Dilemmas of Managing Participation website (see p. xii)***R. M. Kanter (1983)***39 Understanding and Using Large System Interventions 667***B. B. Bunker • B. T. Alban (2002)**Organization-Level Interventions***40 The Change Process: Why Change? 687***R. Beckhard • R. T. Harris (1987)***41 Creating a Climate and Culture for Sustainable Organizational Change website (see p. xii)***B. Schneider, A. P. Brief • R. A. Guzzo (1996)***42 Interorganizational Relations 699***W. W. Burke • N. W. Biggart (1997)*

PART SIX KEY ROLES IN PLANNED ORGANIZATION CHANGE 733*Editors' Interlude*

- 43 “All We Like Sheep—” (Isaiah 53:6): Followers
and Leaders *website (see p. xii)*
M. J. Rioch (1971)
- 44 Leading Organization Change 737
W. W. Burke (2008)
- 45 The Psychology of Self-Management in Organizations 762
J. R. Hackman (1986)
- 46 The Discipline of Teams *website (see p. xii)*
J. R. Katzenbach • D. K. Smith (1993)

PART SEVEN BUILDING KNOWLEDGE OF CHANGE THROUGH ASSESSMENT 809*Editors' Interlude*

- 47 Short- and Long-Range Effects of a Team Development Effort 813
R. Beckhard • D. G. Lake (1971)
- 48 Measuring Change and Persistence in Human Affairs:
Types of Change Generated by OD Designs 834
R. T. Golembiewski • K. Billingsley • S. Yeager (1976)
- 49 Explaining Development and Change in Organizations 859
A. H. Van de Ven • M. S. Poole (1995)
- 50 Organization Change and Development 893
M. Beer • A. E. Walton (1987)
- 51 A Complex-Systems Approach to Organizations 924
D. J. Svyantek • L. L. Brown (2000)
- 52 The Evolving Field of Organizational Learning 935
C. Argyris • D. A. Schön (1996)

PART EIGHT SOME CONCLUSIONS AND FUTURE NEEDS 955*Editors' Interlude*

- Names Index 959
- Subject Index 976
- Credits 991



Please note: all chapters designated *website* in the table of contents may be accessed online at www.josseybass.com/go.burke.