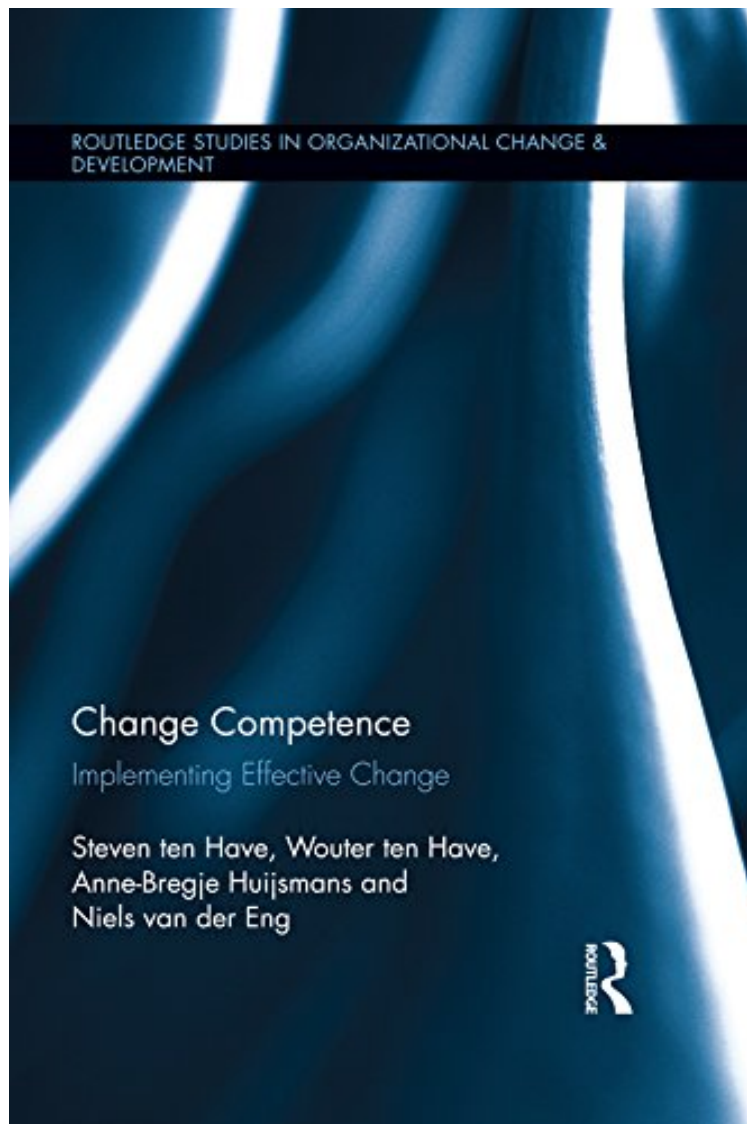


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Change Competence: Implementing Effective Change (Routledge Studies in Organizational Change Development)

Steven ten Have, Wouter ten Have, Anne-Bregje Huijsmans, Niels van der Eng
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Organizations are often forced to change and adapt as a result of internal or external circumstances — whether the impetus is vision and ambition, a competing organization, societal pressure, or financial pressure. In this book, the authors posit that successful change requires the coherence of five elements: rationale and effect, focus and energy, and connection. Change Competence; they present a vision of change management centered around these five elements, along with a model and method for diagnosing, approaching, and developing change management in a purposeful way. The book demonstrates the nuances and applications of the change management model with the use of a single integrated case, from identifying elements ripe for change, to coping with barriers, to varying approaches to change, to the different leadership roles that emerge in relation to the five key elements of change management. This book will be of interest to practitioners and students in change management, organizational behavior, and organizational development.