

Managing Radical Change

Ann Todd

A CLIENT CONTACTED US OVER the problems they were experiencing with their change programme. They had intended the turn around of a problem department, introducing more client focused and commercial behaviour. Twelve months after the programme had started it was apparent to them that it had failed. Far from improving performance it had succeeded in increasing overheads, demoralizing staff, and removing the last vestiges of credibility for that particular activity within their customer base, producing devastating client feedback. And yet they had put together what had seemed a reasonable plan; they had identified the problems, they had employed a competent interim manager who had worked with them before, they had used stringent project management and they had funded the project well.

This sort of difficulty is common in many organizations. Investments that sometimes reach millions of pounds in new technologies, managed with the latest in project management techniques, fail to achieve their foreseen benefits. The infamous difficulties with IT projects are a simple example of the improvements that seem so easy to introduce in theory and yet are so difficult to achieve in practice. So frequently new technologies are bought, companies restructured, new managers appointed, but still the organizations do not perform to the levels anticipated. Why?

This article provides some practical guidance for the manager facing change. It is based on the author's practical expertise combined with relevant theory. Rather than detailing a generic 'how to' approach to change it highlights key issues that will block or aid progress. It starts by defining change management, then considers why change is so difficult, before introducing a conceptual framework for understanding change, finishing with a discussion of the practicalities of managing change.

The article is a manager's guide to radical change programmes and explains why change is often so difficult to manage successfully. Based on practical experience and supported by relevant theory, it provides a definition of types of change projects and a conceptual framework for managing change before discussing in some detail the barriers to change. The article pays particular attention to the politics and emotions surrounding change. It also provides a discussion of the various ways of resourcing change projects. © 1999 Elsevier Science Ltd. All rights reserved.

The Change Management Challenge

We define change management as a structured and systemic approach to achieving a sustainable change in human behaviour within an organization. It is concerned with moving the majority of the employees of an existing organization into new behaviours whilst retaining key competitive advantages particularly competencies and customer relationships.

We will start with a definition of types of change programme as each make different demands on management. The author has identified three categories described in detail in Table 1: Radical Change, Incremental Change and Continuous Improvement. Of these Continuous Improvement is the simplest and well within the skills of the manager and indeed should be part of normal management activities. Incremental Change is more



Managing And Sustaining Radical Change

Joseph Franklin Perry



Managing And Sustaining Radical Change:

Handbook of Sustainability in Management Education Jorge A. Arevalo, Shelley F. Mitchell, 2017-06-30 This Handbook strives to enhance knowledge and application within sustainability in management education SiME across different academic programs geographic regions and personal professional contexts Cross disciplinary and boundary spanning this book focuses on specific themes and is therefore split into four distinct sections one on theory and practice one on transformational interventions in business programs one on the role of external agents and the last on innovative approaches in SiME

Sustaining Workforce Engagement Lonnie Wilson, 2019-01-14 This book explains the importance of employee engagement It defines what it is what it will do for your business and how you can achieve it as well as sustain it It covers the history of employee engagement along with why employees were formerly much more engaged with their work and company than they are currently The author explains in depth why employees want to be engaged but are not He discusses the emotional psychological and social forces that make engagement the state that people naturally and continually attempt to achieve Furthermore he makes a compelling case that engagement is not only natural but when achieved it also creates a happy and productive workforce where employees are not only emotionally but also physically more healthy You will learn exactly how a business can not only cause this engagement to surface but also how to sustain it He presents a complete discussion of the basics and beyond that are required to support a system of engagement He explains engagement as a system and how to interpret and utilize a system diagram using the high leverage points to further fuel and sustain engagement The book then provides a critical and comprehensive series of discussions of precisely what management must do to unlock the power of a fully engaged workforce In addition to learning how to measure engagement there are detailed discussions along with two confirming case studies of how to improve your levels of engagement Essentially the author examines engagement from top to bottom integrating the theories of the scholars with the experiences of the practitioners In so doing he can explain in simple terms how engagement can be achieved and why people try so hard to create a fully engaged workforce with both the best of intentions and a true passion to achieve it yet fall short There is a simple reason achieving engagement is all about management and the many changes that must be made and that raises the crucial question Is management both willing and able to recognize accept and execute the needed paradigm shifts The stark reality is that the changes that must first occur are in the thoughts beliefs and actions of the management team This book gives you a path to follow that may achieve just that And the remaining question for the senior management is What are you prepared to do The mystery of achieving engagement is known the science is known the answers are not technically complicated and now it comes down to a simple choice Are you or are you not willing to change And with that choice there are resultant consequences It is no more complicated than that

The Routledge Companion to Responsible Business Stefan Markovic, Adam Lindgreen, François Maon, Cristina Sancha, 2025-08-22 Contemporary companies are expected to behave

ethically and responsibly toward their stakeholders and to provide social and environmental good Key stakeholder groups including employees consumers investors and public authorities increasingly demand that companies deliver products and services in responsible yet economically sound manners and act in accordance with moral obligations and financial requirements Such mounting societal expectations and institutional pressures relate to complex concerns including environmental and climate impact working conditions and human rights both locally and overseas In this context as companies now appear to commit to comprehensively tackle ethical social environmental and economic challenges concerns increasingly are raised as to whether most companies in the end can indeed contribute to societal and environmental good and transform how they operate to create value responsibly considering the success and impact of so called corporate social responsibility or sustainability policies In recent decades while some companies have advanced on their social and environmental responsibility journey other companies have engaged in ethical social and environmental initiatives in manipulative and insincere way or merely as a rhetorical tool to maintain legitimacy Together with governments and business partners these companies are largely failing to deliver for society and the environment Subsequently more than ever before understanding what it means to do business responsibly and how business actors can engage constructively in ways that support the development of resilient business practices forms and organizations that contribute to generate positive impact for society and the environment and generate the type of economic value needed to address the key challenges of this century is central On this background this edited volume sheds light on different crucial themes and approaches spanning historical conceptual operational critical practical and prospective considerations that have animated the field of business and society in the last decades and that are instrumental or have the potential to drive constructive research discussions and business efforts The central aim of the book is to set the research agenda for the next five to seven years to redefine existing areas within the context of international research and to highlight emerging research areas in need of further investigation representing a prestige reference work providing an overview of the subject area of responsible business primarily for academics researchers postgraduate students as well as reflective practitioners

Organisational Change Management for Sustainability Rodrigo Lozano, 2024-05-23 This book is aimed at providing clarity through a systemic and systematic approach to organisational change management for sustainability Chapter 2 of the provides an overview of sustainable development and sustainability discourses focussing on the economic environmental social and time dimensions as well as their interactions Chapter 3 explains what organisations are the types of organisations civil society corporations education public sector and hybrid the levels and system elements individuals groups organisation and system attitudes informational emotional and behavioural the stakeholders that affect and are affected by the organisation and the interactions between organisations from competition to collaboration Chapter 4 focuses on how organisations have been addressing sustainability divided into 1 efforts to contribute to sustainability i e focussing outside the organisation and 2 engagement efforts i e those

focussing inside the organisation e.g. through the use of tools, initiatives and approaches for sustainability and collaboration. Chapter 5 discusses change types of change: internal vs. external, proactive vs. reactive, etc. Change strategies, change frameworks and change for sustainability in organisations. Chapter 6 focusses on three key mechanisms for sustainability: Leadership, Governance and Assessment, and reporting with examples from Higher Education Institutions, corporations and public sector organisations. Chapter 7 discusses the different drivers: internal, connecting and external, that foster sustainability in organisations. Examples from empirical research are presented. Chapter 8 delves into resistance to change, particularly on the barriers that slow down or stop sustainability in organisations, as well as the strategies to overcome the barriers to change. Examples from empirical research are presented. The seventh chapter focuses on the different strategies that help reduce or eliminate resistance to sustainability in organisations. Examples from empirical research are presented. Chapter 9 focusses on where sustainability efforts have started, incorporation and how they have been adopted throughout the organisation, institutionalisation. Examples from empirical research are presented. Chapter 10 presents the effects of external stimuli such as COVID-19 on organisational change management for sustainability.

Sustainability and Management Kıymet Çalıyurt, Ülkü Yüksel, 2017-07-14. In the wake of the 1987 Brundtland Report, sustainable development has become key to the management systems within businesses and a means by which companies can increase their long-term value. Being a sustainable company increasingly means staying alive in business and has become a necessity for all kinds of enterprises, from the micro-sized to global corporations. In more recent years, many companies and indeed governments have looked at sustainability as a means to combat the multiple challenges of environmental accidents, global warming, resource depletion, energy poverty and pollution. However, being sustainable or maintaining sustainability is not an easy task for a company's management function. It needs continuous support and engagement from the board, the executive management staff and other stakeholders alike. Additionally, it brings extra costs to the company in terms of hiring trained staff, organising continuous training in the company, publishing sustainability reports and subscribing to a rating system. Sustainability must be nourished by a company's board as well as by all of its departments such as accounting, marketing and human resources. By the same token, it is not enough for a company simply to declare itself a sustainable business or rely on past measures and reputation; sustainability is an ongoing activity and one which has to be proved by periodically disclosing sustainability reports according to international rating systems.

Sustainability and Management: An International Perspective Kıymet Çalıyurt and Ülkü Yüksel bring together international authors from a variety of specialisations to discuss the development aspects, problems, roadmap, trends and disclosure systems for sustainability in management. The result is a lively, insightful exposition of the field.

Management Services, 1998

Life Cycle Engineering and Management of Products José Augusto de Oliveira, Diogo Aparecido Lopes Silva, Fabio Neves Puglieri, Yovana María Barrera Saavedra, 2021-08-24. This book presents the role of life cycle engineering and life cycle management of products and services and their contributions to corporate

environmental sustainability and the circular economy It addresses the main techniques tools systems and practices for improving the environmental performance of business products and services throughout their life cycles The book covers the main topics and concepts related to life cycle engineering and life cycle management applied to the business context It presents the themes through basic and in depth theories In addition all chapters provide examples of real and hypothetical case studies for discussion and assimilation of theoretical content and its contextualization in the real and practical business scenario The chapters are complemented by quantitative exercises

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Management Accounting Innovations in the Era of Digitalization and Sustainability Hesham Yousef,Samuel Sponem,Lorenzo Lucianetti,2026-03-02 Management Accounting Innovations in the Era of Digitalization and Sustainability offers a timely and in depth exploration of how organizations are transforming their management accounting practices to meet the dual demands of digital transformation and sustainability

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Unveiling the Energy of Verbal Artistry: An Emotional Sojourn through **Managing And Sustaining Radical Change**

In some sort of inundated with screens and the cacophony of instantaneous communication, the profound power and mental resonance of verbal beauty frequently disappear in to obscurity, eclipsed by the regular onslaught of noise and distractions. Yet, situated within the musical pages of **Managing And Sustaining Radical Change**, a captivating function of fictional brilliance that impulses with natural thoughts, lies an unforgettable trip waiting to be embarked upon. Published by way of a virtuoso wordsmith, this magical opus manuals readers on a mental odyssey, gently exposing the latent potential and profound influence embedded within the complicated web of language. Within the heart-wrenching expanse of the evocative evaluation, we will embark upon an introspective exploration of the book is main subjects, dissect its captivating publishing style, and immerse ourselves in the indelible impression it leaves upon the depths of readers souls.

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