



Susanna Wesley Foundation Resource – Reading list

Following Tim Harle's discussion there is a complete bibliography.

Readings on Change Management

I have prepared this short reading list in response to a request from Sue Miller (in an email dated 9/11/16). She had been asked to recommend an introductory text on change management, which introduces the literature. etc. In addition to seeking recommendation(s), Sue suggested that it might be useful to come up with a short reading list, since this is an area which the Foundation wants to tap into. Sue noted that many of SWF's projects actually cohere around the theme of change, but it is difficult to bring them all into a single schema and to unite the different approaches which they represent. It is also difficult to find a comprehensive text.

These recommendations seek to respond to Sue's request, and also point to areas of particular interest to me.

Tim Harle, Associate, Susanna Wesley Foundation

15 November 2016

Getting started

Making Sense of Change Management (Cameron & Green, 2004) provides a straightforward mid-level introduction. It concentrates on practical points. For an authoritative academic text, I find *Developing Strategies for Change* (Darwin, Johnson, & McAuley, 2002) still relevant. At the other end of the scale, a Grove booklet on *Leading Change in the Church* (Snow, 2009) was written by the current Bishop of Leicester when he was a parish priest. For an introduction from a Critical Management Studies (CMS) perspective, see Morgan and Spicer (2009).

Standard approaches

John Kotter's work from the 1990s, e.g. Kotter (1996), is too linear for my liking, though I have recently found his schema helpful as a diagnostic aid. William Bridges' work on transitions, e.g. Bridges (2003), should also be mentioned: for an ecclesial context, I refer to his work in an introductory chapter in *Moving on in Ministry* (Harle, 2013). Michael Fullan (2008) is a respected author, originally from the world of education, but now with a much wider canvas.

Complexity approaches

For those of us who wonder whether change management is an oxymoron, authors using a complexity theory frame have much to contribute. One of the

earlier books in this field, *Facilitating Organization Change: Lessons from Complexity Science* (Olson & Eoyang, 2001) is still one of the best: Glenda Eoyang has more recently contributed a chapter to the *Sage Handbook of Complexity and Management* (Eoyang, 2011).

In the UK, Ralph Stacey and his colleagues at the University of Hertfordshire have produced a number of helpful texts. Patricia Shaw's work on conversations (Shaw, 2002) deserves special mention, while she and Stacey edited one of a number of collections of work of Hertfordshire students (Shaw & Stacey, 2006). A helpful introduction, combining theory and practice from her experience at the Open University is Elizabeth McMillan's *Complexity, Management and the Dynamics of Change: Challenges for Practice* (McMillan, 2008). For a review article on complexity approaches, see Burnes (2005).

(See also the reading list on Complexity Theories on the SWF website)

Ecological perspectives

I was first introduced to this field by the Dutch management ecologist, Peter Robertson (2005), and subsequently wrote an introductory article of my own (Harle, 2007). The best book in the field is now David Hurst's *New Ecology of Leadership* (Hurst, 2012): note that both he and Robertson are also heavily influenced by a complexity worldview. Rowland and Higgs (2008) is also worthy of mention.

It is also worth noting how change management approaches have been weaved in to the broader sustainability agenda (Doppelt, 2003; Dunphy, Griffiths, & Benn, 2007)

Systems thinking

Complexity and ecological approaches are particular representatives of systems thinking, although the term too often imports unnecessary mechanistic images. Tsoukas and Chia (2002) provide a thoughtful underpinning in process terms, while Senge, Scharmer, Jaworski, and Flowers (2005) offer an extended conversation. Keith Elford (2013) has applied a systems approach to change in the Church of England. Rather difficult to categorise is the work of Kegan and Lahey (2009) on immunity to change.

Psychological approaches

In addition to Bridges' work mentioned above, a number of authors write from different disciplinary backgrounds. Cummings, Bridgman, and Brown (2015) attempt to rehabilitate Kurt Lewin's early model, while Haslam, Reicher, and Platow (2011) use social identity theory. The psychodynamic tradition is well represented, e.g. Miller (1993), while I have noted a growing interest in the concept of 'not knowing' and 'negative capability', e.g. French (2001).

Power

Power often features strongly in CMS writings about change (Clegg, 2011). Greenwood and Burgess (2005) offer a thoughtful perspective for churches.

Appreciative Inquiry

There is now a range of literature on AI, e.g. Cooperrider and Whitney (2005). Lewis, Passmore, and Cantore (2008) apply the approach explicitly to the change management agenda.

Change in Churches

Gil Rendle (1998) provides a practical approach from the respected Alban Institute, while Impey (2010) offers a down-to-earth example of learning in an English congregation. A number of stimulating offerings from outside traditional denominational structures come from such networks as the Emergent Village: Sweet (2008 [1999]) can be taken as representative of this genre. The missional work of Alan Hirsch is worth exploring, e.g. (Hirsch & Catchim, 2012); in contrast, Alan Roxburgh writes predominantly for historic denominations, e.g. Roxburgh (2010). *Better Change in Church* (Street & Cuthbert, 2015) is a recent UK-based work, marred by self-publishing in what sometimes reads like an extended PowerPoint presentation. I have offered a chapter on sustaining a process of change (Harle, 2008), while it is perhaps fitting to end this brief review with a Methodist perspective (Beck, 2000).

Bibliography

- Beck, B. E. (2000). A Methodist Reflection on Structural Change. In G. R. Evans & M. Percy (Eds.), *Managing the Church? Order and Organization in a Secular Age* (pp. 108-124). Sheffield: Sheffield Academic Press.
- Bridges, W. (2003). *Managing Transitions: Making the Most of Change*, 2nd edn. London: Nicholas Brealey.
- Burnes, B. (2005). Complexity Theories and Organizational Change. *International Journal of Management Reviews*, 7(2), 73-90.
- Cameron, E., & Green, M. (2004). *Making Sense of Change Management: A Complete Guide to the Models, Tools & Techniques of Organizational Change*. London: Kogan Page.
- Clegg, S. (2011). Power. In M. Tadajewski, P. Maclaran, E. Parsons, & M. Parker (Eds.), *Key Concepts in Critical Management Studies* (pp. 194-197). London: Sage.
- Cooperrider, D. L., & Whitney, D. (2005). *Appreciative Inquiry: A Positive Revolution in Change* San Francisco, CA: Berrett-Koehler.
- Cummings, S., Bridgman, T., & Brown, K. G. (2015). Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human Relations*, 68, 1-29.
- Darwin, J., Johnson, P., & McAuley, J. (2002). *Developing Strategies for Change*. Harlow: FT Prentice Hall.
- Doppelt, B. (2003). *Leading Change toward Sustainability: A Change-Management Guide for Business, Government and Civil Society*. Sheffield: Greenleaf Publishing.
- Dunphy, D., Griffiths, A., & Benn, S. (2007). *Organizational Change for Corporate Sustainability: A guide for change agents and leaders of the future*, 2nd edn. Abingdon: Routledge.
- Elford, K. (2013). *Creating the Future of the Church: A Practical Guide to Addressing Whole-System Change*. London: SPCK.
- Eoyang, G. H. (2011). Complexity and the Dynamics of Organizational Change. In P. Allen, S. Maguire, & B. McKelvey (Eds.), *The Sage Handbook of Complexity and Management* (pp. 317-332). London: Sage.
- French, R. (2001). 'Negative Capability': Managing the Confusing Uncertainties of Change. *Journal of Organizational Change Management*, 14(5), 480-492.
- Fullan, M. (2008). *The Six Secrets of Change*. San Francisco, CA: Jossey-Bass.
- Greenwood, R., & Burgess, H. (2005). *Power: Changing Society and the Churches*. London: SPCK.

- Harle, T. (2007). The Prairie and the Rainforest: Ecologies for Sustaining Organisational Change. *Business Leadership Review*, 4(3), 1-15.
- Harle, T. (2008). Sustaining a Process of Change. In J. Nelson (Ed.), *How to Become a Creative Church Leader: A MODEM Handbook* (pp. 327-342). Norwich: Canterbury Press.
- Harle, T. (2013). Approaching Transitions. In T. Ling (Ed.), *Moving on in Ministry* (pp. 1-16). London: CHP.
- Haslam, S. A., Reicher, S. D., & Platow, M. J. (2011). *The New Psychology of Leadership: Identity, Influence and Power*. Hove: Psychology Press.
- Hirsch, A., & Catchim, T. (2012). *The Permanent Revolution: Apostolic Imagination and Practice for the 21st Century Church*. San Francisco, CA: Jossey-Bass.
- Hurst, D. K. (2012). *The New Ecology of Leadership: Business Mastery in a Chaotic World*. New York, NY: Columbia University Press.
- Impey, R. (2010). *How to Develop Your Local Church: Working with the Wisdom of the Congregation*. London: SPCK.
- Kegan, R., & Lahey, L. L. (2009). *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization*. Boston, MA: Harvard Business Press.
- Kotter, J. P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press.
- Lewis, S., Passmore, J., & Cantore, S. (2008). *Appreciative Inquiry for Change Management: Using AI to Facilitate Organizational Development*. London: Kogan Page.
- McMillan, E. (2008). *Complexity, Management and the Dynamics of Change: Challenges for Practice*. Abingdon: Routledge.
- Miller, E. (1993). *From Dependency to Autonomy: Studies in Organization and Change*. London: Free Association.
- Morgan, G., & Spicer, A. (2009). Critical Approaches to Organizational Change. In M. Alvesson, T. Bridgman, & H. Willmott (Eds.), *The Oxford Handbook of Critical Management Studies* (pp. 251-266). Oxford: Oxford University Press.
- Olson, E. E., & Eoyang, G. H. (2001). *Facilitating Organization Change: Lessons from Complexity Science*. San Francisco, CA: Jossey-Bass/Pfeiffer.
- Rendle, G. R. (1998). *Leading Change in the Congregation: Spiritual and Organizational Tools for Leaders*. Alban Institute.
- Robertson, P. P. (2005). *Always Change a Winning Team: Why reinvention and change are prerequisites for business success*. Singapore: Marshall Cavendish Business.

- Rowland, D., & Higgs, M. (2008). *Sustaining Change: Leadership that Works*. Chichester: Jossey-Bass.
- Roxburgh, A. J. (2010). *Missional Map-Making: Skills for Leading in Times of Transition*. San Francisco, CA: Jossey-Bass.
- Senge, P., Scharmer, C. O., Jaworski, J., & Flowers, B. S. (2005). *Presence: Exploring Profound Change in People, Organizations and Society*. London: Nicholas Brealey.
- Shaw, P. (2002). *Changing Conversations in Organizations: A Complexity Approach to Change*. Abingdon: Routledge.
- Shaw, P., & Stacey, R. (Eds.). (2006). *Experiencing Risk, Spontaneity and Improvisation in Organizational Change: Working Live*. Abingdon: Routledge.
- Snow, M. (2009). *Leading Change in the Church (and Involving Everyone in the Process)*. Cambridge: Grove Books.
- Street, R., & Cuthbert, N. (2015). *Better Change in Church: When Wholehearted Commitment Counts*.
- Sweet, L. (2008 [1999]). *Aquachurch 2.0: Piloting Your Church in Today's Fluid Culture*. Colorado Springs, CO: David C Cook.
- Tsoukas, H., & Chia, R. (2002). On Organizational Becoming: Rethinking Organizational Change. *Organization Science*, 13(5), 567-582.