

# **Dynamics of Organizational Change and Learning**

About the Editor

About the Contributors

Series Preface

Preface

## **Introduction**

- 1.0 Dynamics of Organizational Change and Learning: An Introduction  
*Jaap Boonstra*

## **Part 1: Fundamentals and Practices in Organization Development**

Introduction

- 1.1 Organization Development and Change: Foundations and Applications  
*Thomas Cummings*
- 1.2 Open Systems Theory: Implications for Development and Learning  
*Merrelyn Emery*
- 1.3 Organizing Change Processes: Cornerstones, Methods and Strategies  
*Morten Levin*
- 1.4 Art and Wisdom in Choosing Change Strategies: a Critical Reflection  
*Marc Buelens & Geert Devos*

## **Part 2: Designing and Organizing Organizational Change**

Introduction

- 2.1 Change Architecture: Designing and Organizing the Process of Change  
*Colin Carnall*
- 2.2 Managing Change Successfully: Core Questions, Issues and Strategies  
*Klaus Doppler*
- 2.3 Organizational Change: Strategies and Interventions  
*Elise Walton & Michael Russell*
- 2.4 Dilemmas and Paradoxes in Organizing Change Processes: a Critical Reflection  
*Luc Hoebeke*

### **Part 3: Organizing, Changing and Learning in Ambiguous Contexts**

#### Introduction

- 3.1 Organizational Change and Development: Episodic and Continuous Changing  
*Karl Weick & Robert Quinn*
- 3.2 Thinking about Change in Different Colours: Multiplicity in Change Processes  
*Leon de Caluwé & Hans Vermaak*
- 3.3 Beyond Implementation: Co-creation in Change and Development  
*André Wierdsma*
- 3.4 Change Works: a Critical Construction  
*Dian Marie Hosking*

### **Part 4: Power Dynamics and Organizational Change**

#### Introduction

- 4.1 Power Dynamics in Organizational Change: a Multi-Perspective Approach  
*Patricia Bradshaw & Jaap Boonstra*
- 4.2 Interactions in Organizational Change: Using Influence Tactics to Initiate Change  
*Gary Yukl*
- 4.3 Power and Collaboration: Methodologies for Working Together in Change  
*Kilian Bennebroek Gravenhorst & Roeland in't Veld*
- 4.4 Power and Change: A Critical Reflection  
*Cynthia Hardy & Steward Clegg*

### **Part 5: Learning and Developing for Sustainable Change**

#### Introduction

- 5.1 Learning in Organizations: Schools of Thought and Current Challenges  
*Alfonso Sauquet*
- 5.2 Double Loop Learning and Organizational Change: Facilitating Transformational Change  
*Chris Argyris*
- 5.3 Learning and Sustainable Change: Designing Learning Spaces  
*Gerhard Smid & Ron Beckett*
- 5.4 Knowledge, Learning and Organizational Embeddedness: a Critical Reflection  
*Alice Lam*

## **Reflections and New Perspectives**

6.0 Organizing, Changing and Learning: Reflections and Perspectives  
*Jaap Boonstra*

Author Index

Subject Index