

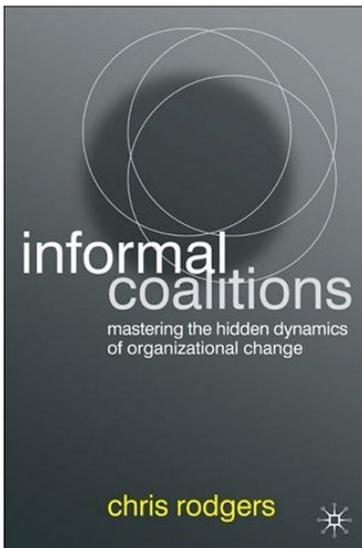
INFORMAL COALITIONS

Mastering the Hidden Dynamics of Organizational Change

Chris Rodgers

Palgrave Macmillan | Hardback | October 2006 | 304 Pages | ISBN 0230-01991-9 | £24.00

Description



Around two-thirds of all change efforts fail to deliver the planned results. *Informal Coalitions* reveals that, by ignoring the hidden, messy and informal aspects of real-life organizations, formal change programs inevitably contain the seeds of their own downfall. This challenging new book shows how change arises instead from informal interactions, joint sensemaking and political accommodations made by people who are trying to make a difference in the complex, uncertain and ambiguous conditions of everyday organizational life.

Uniquely, *Informal Coalitions* places everyday talk and role-modeling interactions at the forefront of an alternative change-leadership agenda. It also introduces a number of practical approaches to help line managers and organizational specialists to deliver this agenda more successfully. Along the way, the book sets out new, thought-provoking perspectives on critical aspects of organizational change and performance. These include leadership communication, cultural change, power and politics, coalition building, paradox and ambiguity, and organizational vision. This is essential reading for organizational practitioners at all levels, as well as for those who are interested in exploring the underlying dynamics of change.

Contents

Mapping the Territory | The Underlying Dynamics of Change | Reframing Communication | Thinking Culturally | Acting Politically | Building Coalitions | Embracing Paradox | Providing Vision | Postscript

Author

Chris Rodgers works as an independent consultant and business coach, primarily in the areas of leadership performance, change management and organizational dynamics. He was previously a senior manager in the UK power industry with National Power, during the period of its groundbreaking privatization and commercial transformation. As a consultant, he has worked with a range of organizations in the private and public sectors, both independently and in association with performance development consultancy Lane4. These include RWE npower, B&Q, UKAEA, Currys, Coca Cola Enterprises and the Cabinet Office. He holds an MSc in managing change and is a member of the Complexity Society.



Endorsements and On-Line Ordering Details >>

Endorsements for *Informal Coalitions*

- 'Bring together vast experience in managing organizational change, intelligent and critical reflection on how it works, thorough engagement with some exciting new perspectives on organizations, and a belief in the centrality of everyday conversation in organizations, and you will see why I'm excited by Chris Rodgers's new book.' **David Sims**, *Professor of Organizational Behaviour, Associate Dean and Director, Centre for Leadership, Learning and Change, Cass Business School.*
- 'Chris Rodgers has that rare quality, a deep and sympathetic understanding of human and organisational behaviour combined with an engineer's analytical nature. His personal insights from rapidly changing organisations have combined with these qualities to produce a book that I would recommend to any leader.' **Andy Duff**, *Group Chief Executive RWEpower.*
- 'This book puts structure around what I have been doing intuitively for the past 25 years. It legitimises the informal, conversational style that has served me so well throughout my career. Most importantly, it offers much needed insights into the mystery of why this seemingly disorganised way of managing can have such a powerful impact on organisational change and performance.' **Lord Tunncliffe**, *CBE, Chairman of the Rail Safety and Standards Board, past Managing Director of London Underground and Chairman of UK Atomic Energy Authority.*
- 'High performance leadership requires a healthy mix of vision, challenge and support. Chris Rodgers's book offers an exciting new vision of organisational dynamics that highlights the powerful role played by everyday conversations in making change happen. It challenges many of the taken-for-granted assumptions about the leadership of change, and provides practical support in the form of a number of clear frameworks that our consultants and clients have found extremely useful.' **Adrian Moorhouse**, *MBE, Olympic Gold Medallist and Managing Director of Lane4 Management Group.*
- 'Chris Rodgers's ideas provide for a much richer understanding of why and how change really happens, and more importantly how it can best be managed. I would strongly advocate all managers, not just those with "Change" in their job titles, to invest in understanding these ideas if they want to give themselves a much better chance of landing long term, sustainable improvements in their businesses.' **Guy Eccles**, *Board Director of Human Resources, Screwfix Direct and past HR Director, B&Q.*
- 'I found this book very readable. It has the rare merit of being theoretically robust and of great practical value. I would recommend it to all managers whose experience tells them that much of the conventional wisdoms of management do not resonate with their lived reality, but have yet to find a writer who can articulate an alternative perspective, offering practical help which is accessible without being simplistic.' **Bill Critchley**, *Organisation Consultant and Director of the Ashridge Masters in Organisation Consulting.*

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