1. **4 things successful change leaders do well**
   Ready, Douglas A
   The article discusses the practices of successful change leaders, which include recognizing embedded tensions and paradoxes, making everyone involved in the organization accountable for transformation, and investing in new organizational capabilities. (AIM)

2. **A change management perspective on public sector cutback management: towards a framework for analysis**
   Schmidt, Eduard; Groeneveld, Sandra; Van de Walle, Steven
   The financial crisis forces public managers to implement cutbacks within their organization. We argue that adopting a change management perspective contributes to our understanding of cutback management by adding a focus on managerial behaviour regarding cutback-related organizational changes. Relying on change management literature, this paper develops a framework for the analysis of cutback management connecting the context, content, process, outcomes and leadership of cutback-related change. From this it follows that managers can be positioned at the intersection of various imperatives, both externally and internally, such as their political leaders and their own subordinates. A research agenda is proposed. (Taylor&Francis Online)

3. **A Comprehensive Theoretical Model of the Complex Strategic Demand Management Process**
   Pamela S. Donovan and Ila Manuj
   Transportation Journal, 2015, Vol. 54, No. 2, pp. 213-239
   This article explains the complex process of strategic demand management by developing a comprehensive theoretical framework that integrates research focused on diverse aspects of demand management such as product characteristics, environmental uncertainties, operational strategies, integration between supply and demand processes, and performance outcomes. Over 100 academic works were synthesized following a structured literature review process. A holistic definition of demand management is presented. Demand management concepts
and relationships were investigated and organized in a comprehensive theoretical model. Competitive orientation and strategic consensus emerged as a fundamental construct to understand the demand management process. It was found that consensus among the environment, competitive orientation, and operational strategies supporting demand management would lead to superior performance. Six operational strategies—information sharing, integration, inventory, sourcing, manufacturing, and distribution—were analyzed with respect to the competitive orientations. This analysis can assist managers in choosing the right portfolio and objectives of the operational strategies to support their demand management goals. The comprehensive demand management framework, six operational strategies and objectives of each operational strategy, and links to performance provides a rich background for conducting empirical research in future. (Ebsco)

4. Are you settling for 'good' when you could be better - or the best?
Koury, Fred
Smart business Northern California, Jul. 2015, Vol. 8, No.8, p.4
The article presents the views of Fred Koury, president and chief executive officer (CEO) of publishing firm Smart Business Network Inc. Koury talks about the best practices towards corporations growth, the growth potential for small businesses in the pharmaceutical distribution, and challenges faced by business leaders in terms of change management. (AIM)

5. Best change management programme and best customer service programme
Training Journal, Jan. 2017, pp.16-16
Transport for London (Organization) – Awards
The article announces that Transport for London won the awards for best change management program and best customer service program from Training Journal (TJ) Awards 2016. (AIM)

6. Breakdowns in coordinated decision making at and above the incident management team level: an analysis of three large scale Australian wildfires
Bearman, Chris; Grunwald, Jared A; Brooks, Benjamin P; Owen, Christine
Emergency situations are by their nature difficult to manage and success in such situations is often highly dependent on effective team coordination. Breakdowns in team coordination can lead to significant disruption to an operational response. Breakdowns in coordination were explored in three large-scale bushfires in Australia: the Kilmore East fire, the Wangary fire, and the Canberra Firestorm. Data from these fires were analysed using a top-down and bottom-up qualitative analysis technique. Forty-four breakdowns in coordinated decision making were identified, which yielded 83 disconnects grouped into three main categories: operational, informational and evaluative. Disconnects were specific instances where differences in understanding existed between team members. The reasons why disconnects occurred were largely consistent across the three sets of data. In some cases multiple disconnects occurred in a temporal manner, which suggested some evidence of disconnects creating states that were conducive to the occurrence of further disconnects. In terms of resolution, evaluative disconnects were nearly always resolved however operational and informational disconnects were rarely resolved effectively. The exploratory data analysis and discussion presented here represents the first systematic research to provide information about the reasons why breakdowns occur in emergency management and presents an account of how team processes can act to disrupt coordination and the operational response. (Ebsco)

7. Collection of change management models - an opportunity to make the best choice from the various organizational transformational techniques
Kazmi, Syeda Asiya Zenab; Naarananoja, Marja
Present day's crucial corporate competition proving the real time presence of 'Darwin's theory - Survival of the fittest' in the global industrial scenes. Consequently, the managers are pressed hard to take smart steps for organizational continuous improvement. The above causes organizational chaos, since humans have the innate habit
to resist the change. The article suggests the logic over the change leader’s selection of the best suited transformational criteria from the variety of change management models for smart organizational transformation process. The study results support the selection of ADKAR Model being one of the best to deal with the OSUVA case conditions due to having an ability to highlight the problem areas at each change process stage through barrier point identification perspective. (AIM)

8.  
9. **Commuting to college: The effectiveness and social efficiency of transportation demand management policies**  
Rotaris, Lucia; Danielis, Romeo  
Transport Policy, Nov. 2015, Vol. 44, pp.158-168  
Commuting is the single largest impact a University has on the environment and represents a noticeable share of urban traffic, when the University is located within a city. There is a large amount of literature on which policies could reduce car use and improve the environmental and social sustainability of commuting to college. However, most studies focus, to the best of our knowledge, only on the effectiveness of such policies, disregarding their social efficiency, measured as the difference between the social costs and benefits. This paper presents an estimate of the effectiveness and the efficiency of nine hypothetical transport policies regarding the University of Trieste, Italy, on the basis of a transport demand model estimated via revealed and stated choice data. All policies but one are effective in reducing car use, but only six of them appear to be efficient. We find that fully subsidizing bus fares would be the most effective and efficient policy. However, it is doubtful whether fully subsidizing bus fares is financially sustainable. The second best policy would be a mix of bus subsidies and parking restrictions. In case of the University of Trieste, our model suggests the adoption of a policy mix based on a relatively low hourly parking tariff (€0.3 per hour) and the use of the parking revenues to subsidize the bus users. The methodology and the results presented in this paper can be used by the college Mobility Managers to design better transport policies (AIM)

10. **Critical incidents of quality orientation in lower and middle management**  
Heine, Ina; Schmitt, Robert; Beaujean, Patrick  
The TQM Journal, August 2016, Vol. 28, No.5, pp.734-744  
The purpose of this paper is to present research about identifying critical management behaviour regarding quality orientation in organisations. Design/methodology/approach: – In order to describe how quality orientation is manifested in management behaviour, the critical incident technique was chosen. First, quality orientation was defined based on an extensive literature review. Then, critical incidents that represent a behavioural manifestation of each dimension were derived through a deductive approach. Lastly, an expert group consisting of scientists and practitioners were asked to categorise the critical incidents and evaluate their practical relevance and completeness. Findings: – The results show that the construct quality orientation is related to the five variables internal customer focus, external customer focus, continuous improvement orientation, systems-thinking perspective, and data-driven. For each variable four critical incidents were developed and evaluated by the expert group. Analyses of the data show fair agreement between the raters with an overall agreement index of 0.38. Originality/value: – The results of the present study can be used to support managers in understanding and practising behaviour critical to organisation-wide quality and thereby improving working conditions as well as business results. (Ebsco)

11. **Demand management best practices: process, principles, and collaboration (Book)**  
Lawless, Mark  

12. **Future research directions in demand management**  
Currie, Christine; Dokka, Trivikram; Harvey, John; Strauss, Arne  
The Journal of Revenue & Pricing Management, 2018, Preprints, pp.1-4  
Pricing and revenue management faces new research challenges against the background of new markets for trading
of personal data, new regulations on data privacy, opportunities for personalised pricing, demand learning and many more emerging trends and developments. In order to explore these challenges, the British Engineering and Physical Sciences Research Council funded an interdisciplinary workshop to identify future research directions in demand management. The workshop (led by the authors Strauss and Currie) took place in September 2017 in London, and brought together 33 academics and practitioners in demand management and related disciplines, including law, computer science, digital marketing and operational research. (Ebsco)

13. **Implementing a Social Identity Approach for Effective Change Management**  
Slater, Matthew J; Evans Andrew L; Turner, Martin J  
The social identity perspective asserts that it is the shared connection within a unified group that forms the foundation of successful group functioning. This is particularly salient during change. This review outlines the value and applicability of social identity principles in understanding change management. The first part of the article explains the underpinnings of resilient teams from a social identity perspective. In particular, the social identity approach is introduced, before the roles of shared and multiple contents in times of identity threat (e.g. during organizational change) are discussed. The second part of the article explains social identity strategies to build resilient teams in change contexts. In particular, the review focuses on the 3Rs approach (reflect, represent, and realize) as a developmental framework to create unique and distinctive social identities during change. Finally, a theoretical advancement of the 3Rs is proposed to include Reappraisal to optimize group and individual responses to the stress ubiquitous during change. (Taylor&Francis Online)

14. **Information flow model: a versatile and effective change management model**  
Lipiński, Radosław; Jamro, Konrad  
Leadership during change is especially challenging. Current business practice recommends a number of models to support change and transformation in organizations. However, it is difficult to find a model that is sufficiently effective across various types of change and transformational processes. To address this gap, and drawing on management of information processes, agile methodologies and best practices in existing change management models, authors developed the Information Flow Model (IFM). The IFM consists of two elementary process blocks, i.e. planning block and action block, which can be intertwined in a flexible and iterative manner, according to a few core rules of the model and the needs of a particular type of change or transformation. In addition, there is a transformation memory knowledge block that stores and manages key information related to change or transformation, and provides it to all stakeholders. Importantly, a part of key information related to change or transformation is gathered from the context of the organization including, among others, skills, beliefs and attitudes of individuals affected by the change, organizational culture, and physical infrastructure. Preliminary assessment of the IFM in real life scenarios demonstrates that the IFM is well suited to support change management in various environments. Three use cases are discussed in this paper. (AIM)

15. **Keeping up to standard: incident management in ISO 17799**  
Forte, Dario  
The recent revision of the ISO 17799 standard places increased emphasis on incident management. This article discusses the issue with perspectives on management to facilitate widespread implementation in companies. (AIM)

16. **Lesson learned and best practice management: a tool to support the enterprise**  
Latino, Maria Elena; Corallo, Angelo; Capone, Ilaria; Martino, Danilo; Trifoglio, Antonella  
Knowledge and Process Management (formerly Business Change and Re-engineering), July 2016, Vol. 23, No.3, pp.230-244
This paper describes SKILLS—Sharing Knowledge in Lesson Learned System, a solution composed by a web-based tool and a business process that supports the enterprise in managing and sharing Lessons Learned and Best Practices. SKILLS follows a community based approach, increasing the percentage of explicit knowledge. The solution deals with real issues in Aerospace Company domain, following a methodology composed by three main phases: Analysis of operative contest; analysis of Processes and needs and Solution Development. Starting from a context analysis, conducted using interviews, we identify the company needs. Then, we propose a new Lesson Learned and Best Practice management process, and we explain the functionalities of SKILLS, a tool useful to solve the issues identified and satisfies the company needs. Several users can access to two types of services: the first one oriented to contents (discussion, lesson, lesson learned, best practice) creation and validation, the second one more oriented to horizontal functionality (advanced search, tagging and categorization, user profiling, user page, instant communication). SKILLS covers all activities of Lesson Learned and Best Practice management process, following a collaborative approach, where a community of knowledge workers share knowledge and know-how and solve operative issue, enabling the externalization process of SECI model. (Ebsco)

17. **Managing Change Communication in Contested Professional Spaces**  
Brunton, Margaret  
This article reports subjective responses from resident medical officers to reform-driven change during a period of unprecedented industrial action in the public health sector in Aotearoa-New Zealand. Analysis revealed the way in which subjective perceptions were expressed through identity-based narratives when writing on a social media blog site during ongoing reform. Because both problems and solutions are shaped within the framework of particular assumptions and ideologies, when an institutional environment relentlessly shifts because of rapid, ongoing reform, changes may not resonate with the vocational focus of health professionals. The findings illustrate recognizing and validating subjective dimensions of professional identity during ideological change may help managers to navigate through the flux in the public health service. If managers are willing to acknowledge and reflect on alternative viewpoints, it will likely enhance their ability to understand and legitimately mediate in organizational and clinical settings during periods of extensive reform-driven change. (Taylor&Francis Online)

18. **Managing change for better: New Zealand dairy products Bangladesh Ltd**  
Siddiqui, Nazlee; Ahmed, Jashim Uddin  
Effective management of change presents an ongoing series of challenges for organisations, especially for the ones operating in third world countries. This case study has depicted a rare story of successful change management of a real-life organisation, New Zealand Dairy Products Bangladesh Ltd (NZDPBL), articulating experiences such as change of ownership, legal battle, retrenchment and new leadership that took place between years 2002 and 2012. Data for this case were collected between April 2011 and June 2012, mostly through semi-structured interviews of the managing director and six other employees at NZDPBL. The purpose of the case study is to offer management insights to business students and managers. These insights were developed through an exposure to practitioner’s perspective and relevance of that perspective to literature of organisational change management. Authors find that five organisational features for successful change management, that is, organisational structure, organisational culture, organisational learning, managerial behaviour and power and politics, as proposed by scholars, were relevant in the case of NZDPBL. Furthermore, managers are urged to work on these five features collectively for effective management of change. Since the account of NZDPBL evidenced an overlap in the influence of these five features. (Ebsco)

19. **Managing change, creativity and innovation (Book)**  
Dawson, Patrick; Andriopoulos, Costas  
SAGE Publications, 2017, 664 p.A fresh approach to managing organizational change by looking at it as complex, dynamic, and messy as opposed to a series of neat, linear stages and processes leading to success. Key to the approach is the idea that change, creativity and innovation all overlap and interconnect rather than being three
separate areas of study and that managing the three together is central to organizations having the competitive edge in developing new technologies and techniques, products and services. Managing Change, Creativity and Innovation continues to offer practical guidelines as well as a theoretical understanding of change, creativity and innovation. It delivers an equal balance of critical perspectives and sound ideas for organizational change and development and presents the idea that change can be proactive, driven by creativity and innovation. The Third Edition includes additional change management content including learning, personal change, managing the self, employability, developments in conventional Organizational Development and new emergent forms including appreciative inquiry. Along with a series of rich international case studies, including TNT Australia.

20. **Managing Change, or Changing Managers? The role of middle managers in UK public service reform**

Gatenby, Mark; Rees, Chris; Truss, Catherine; Aliferis, Kerstin; Soane, Emma

Public Management Review, 2015, Vol. 17, No. 8, pp. 1124-1145

Drawing upon interview data from three case study organizations, we examine the role of middle managers in UK public service reform. Using theory fragments from organizational ecology and role theory, we develop three role archetypes that middle managers might be enacting. We find that rather than wholesale enactment of a ‘change agent’ role, middle managers are balancing three predominant, but often conflicting, change-related roles: as ‘government agent’, ‘diplomat administrator’ and, less convincingly, ‘entrepreneurial leader’. Central government targets are becoming the main preoccupancy for middle managers across many public services and they represent a dominant constraint on allowing ‘managers to manage’. (Taylor&Francis Online)

21. **Managing dualities in organizational change projects**

Shaw, David


When managers want to change their organization, they often set up a project to do it, in the belief that doing so simplifies and focuses the change initiative and brings greater assurance of success. Case studies of three organizational change projects undertaken by Arts Council England during 2006–2007 are used to examine the notion of project management and change management as a duality. It is argued that the structured, systematic approach associated with project management needs to be balanced with the recognition of the complexities and uncertainties of organizational change associated with change management. Evidence from the case studies suggests the usefulness of this perspective, and indicates three subsidiary dualities that underlie this overarching duality. The first of these is focus and engagement – focusing on project tasks free from the distractions of day-to-day business and engaging with stakeholders to secure adoption of project results in practice. The second is tight governance and wide-ranging change – exercising tight governance of all change projects commissioned and commissioning enough change projects to make a real difference. The third is project management success and project success – achieving project-specific objectives and securing the longer term and wider benefits that are sought through project-based working. (Taylor&Francis Online)

22. **Managing transformation**

Burroughs, Adam

Smart business, Fall 2015, p. 20

An interview with Beth Thomas, executive vice president and managing director of Consulting Services at Sequent, a provider of secure digital issuance platform and wallet platform-as-a-service for mobile payments, is presented. Thomas discusses the significance of change management best practices on realizing return on investment (ROI), the challenges facing businesses on executing a successful business transformation, and steps that companies should take for a successful change initiative. (AIM)

23. **Preventing black swans: incident reporting systems as collective knowledge management**

Maslen, Sarah; Hayes, Jan

In hazardous industries, disasters are mercifully rare and yet the potential is ever present. For this reason, companies and industries as a whole put substantial effort into gathering information about past small failures and their causes in an attempt to learn how to prevent more serious events. Despite these efforts, recent research has captured how organizations can ‘fail’ to learn. Disastrous events can become ‘black swans’ and remain unpredicted despite the existence of information warning of them. This article engages with this challenge by analyzing incident-reporting systems as a tool for collective knowledge. Drawing together the literatures on organizational knowledge management and incident reporting, we examine incident-reporting systems as used and as structured. We explore the potential use of incident-reporting systems for mediation and synchronization of knowledge within and across groups of professionals and organizations. We also address the social practices that translate information in databases into collective knowledge. Building on the work of Hecker, we argue that research concerned with incident reporting and organizational learning would benefit from using ‘knowledge’ and specifically ‘collective knowledge’ as its reference point. We show that conceptualizing this problem in terms of ‘reporting’ and ‘learning’ distracts attention from the knowledge needs for people to learn. We argue that we must ask: What do people need to know to play their part in major accident prevention? And how is that knowledge effectively shared? We conclude with an empirical research agenda in light of this investigation. (Ebsco)

24. **Real options and flexibility analysis in design and management of one-way mobility on-demand systems using decision rules**
Cardin, Michel-Alexandre; Deng, Yinghan; Sun, Chang
This study explores the concepts of real options and flexibility analysis as an approach to address uncertain demand growth in mobility on-demand (MoD) vehicle-sharing systems, with the goal of improving expected lifecycle performance. As MoD systems are gaining popularity worldwide, they inevitably face significant uncertainty in terms of needs and customer demands. Designing, planning capacity deployment, and operating such systems can be challenging, and require significant capital investments for companies and cities. Two distinct real options analysis (ROA) models are developed to evaluate and optimize flexible strategies for these systems, relying on a novel methodological approach to value flexibility based on decision rules. The decision-rule-based approach differs from standard ROA approaches used to quantify the value of flexibility in irreversible investment projects, typically based on dynamic programming. It emulates the decision-making process by capturing mathematically a triggering mechanism that determines when it is best to exercise the flexibilities embedded in the system design. Two prevalent types of MoD systems are studied in this paper as demonstration of the methodological framework: a station-based system where customers must pick up and return the vehicle at specific locations, and a free-floating system, where customers may pick up and drop the car anywhere within a certain area. A simulation-based approach is used to analyze the station-based system, which models the rebalancing operations from a micro-level perspective. The approach consists of a discrete event simulator for performance estimation, and an optimization algorithm for design space exploration that integrates a population-based search algorithm with Optimal Computing Budget Allocation (OCBA). For the free-floating system, an analytical model is developed where the decision rule is formulated into and solved using stochastic mixed integer programming (MIP). The study provides guidance to system operators on potential strategies for deploying MoD systems, considering explicitly uncertainty and flexibility as a value enhancing mechanism. (AIM)

25. **Risk analysis and Black Swans: two strategies for de-blackening**
Communicating Risk Under High Uncertainty: Developing Cross-Disciplinary Knowledge. Guest Editors: Gabe Mythen and Jamie Wardman
With his book The Black Swan: The Impact of the Highly Improbable, Nassim N. Taleb brought the Black Swan metaphor to the center of risk analysis debates. His main thesis is that the course of the world is determined by the sudden coming of a small number of high impact events whose occurrences are detectable only through hindsight. When relying on prediction, risk analysis is doomed to fail. The standard route of refutation and rehabilitation of predictive practices has been to oppose Taleb’s worldview. In this article, we develop an alternative route of
refutation in which we separate Taleb’s claim of unpredictability from his worldview. Moreover, in our justification of the possibilities of predicting in a Black Swan world, we favor an extension of the Black Swan domain so that it includes unknown knowns in addition to unknown unknowns. The article advocates for a bridging of perspectives in which predicting not only involves the sphere of knowledge, but also the sphere of imagination, bringing the risk communication to the fore. Related to the analysis of extraordinary high-impact events, the merits of an imaginative perspective on prediction is illustrated by the terrorist attacks in Norway on July 22 2011, and some key challenges for further developing such a perspective within risk analysis are sketched. (Taylor&Francis Online)

26. Searching for effective change interventions for the transformation into a high performance organization

de Waal, André; Heijtel, Ivo
Management Research Review; September 2016, Vol. 39, No. 9, pp.1080-1104
In recent years, the concept of the high-performance organization (HPO) has gained interest among organizations seeking to outperform their competitors and ensure business continuance. However, despite an increasing number of studies on high performance, the literature still does not present a clear organizational change approach with change interventions that effectively transform “ordinary organizations” into HPOs. This study aims to fill this gap in the literature by identifying change interventions that have proven themselves in practice, i.e. they actually increase commitment of managers and employees to the HPO transformation process. This study consists of developing a theoretical HPO change approach based on the change model of Whelan-Berry and Somerville (2010), followed by testing and applying the resulting 21 change interventions at a case company going through an HPO transformation. The research results show that 75 per cent of the applied change interventions were either effective or very effective. Also, 25 per cent of the interventions were not very effective; most of these were individual-oriented. The change interventions with positive outcomes in this study can be applied by organizations during the HPO transformation. Future research should be performed in multiple industries and countries to investigate whether industry and country factors affect the effectiveness of change interventions. This study provides a set of effective change interventions that drive successful HPO transformations. (Ebsco)

27. Succeeding with organizational change: a step-by-step approach

Development and Learning in Organizations: An International Journal; August 2015, Vol. 29, No. 5, pp.19-21
This paper aims to review the latest management developments across the globe and pinpoint practical implications from cutting-edge research and case studies. This briefing is prepared by an independent writer who adds their own impartial comments and places the articles in context. Rapid developments in technology and the increase in global competition combine to ensure that the business environment is subject to frequent change. Organizations must evolve to succeed and grow. Those which fail to do so are effectively reserving their place among the also-rans. These tough challenges facing companies aren’t going away in a hurry. Being equipped with the ability to adapt is therefore crucial. Indeed, effective performance in both the short and longer term depends on it. The failure rate of change initiatives remains staggeringly high. To say that change management needs to be taken seriously is therefore stating the obvious. The paper provides strategic insights and practical thinking that have influenced some of the world’s leading organizations. (Ebsco)

28. Techniques for incident management to support network operations planning

This report investigates current local and international incident management techniques and proposes an Australasian incident management framework that supports network operations planning. A literature review highlights the fact that traffic incident management (TIM) is not only a process of managing multi-agency, multi-jurisdictional response to road traffic incidents, but also a broader management program that involves an objective setup, stakeholder collaboration, option development and selection, implementation and performance evaluation. Baseline and emerging TIM techniques and practices for the collection of road and traffic data and the response to incident management needs were also reviewed and new and emerging techniques for traffic incident management identified. To assist in the establishment of a harmonised TIM methodology across Australasia, an incident management framework was developed based on the leading practices and techniques. The adoption of this
integrated framework, which is underpinned by seven management principles, would improve the operation and safety of the road network by reducing the impact of planned and unplanned incidents. While the potential implications and benefits of the new technologies within the TIM framework have been briefly discussed in this report, quantifying the safety and efficiency impacts of different TIM techniques requires further investigation. (First) http://home.rta.nsw.gov.au/org/tnsw/bsg/lfms/library/ebooks/2017/165557.pdf

29. The development of a framework for effective interdisciplinary behaviour change project management
Spotswood, Fiona; Warren, Stella
Interdisciplinary interventions for behaviour change are increasingly being considered a standard to aim for to maximise the potential for effective change of behaviours which have complex, multi-layered and interrelated causes. Despite considerable emphasis on interdisciplinarity in the behaviour change guidance (House of Lords, 2011; NICE, 2007), there is little research into the lived experience of managers attempting interdisciplinarity in day-to-day intervention management. This study sought to explore these experiences, with the aim of identifying a useful best practice framework for interdisciplinary intervention management. Fourteen experts with extensive experience of managing or participating in interdisciplinary behaviour change projects were recruited for this project. They were recruited in pairs, each pair having worked on the same project but having come from a different background or discipline. The panel included academics as well as third, private and public sector practitioners. A range of behaviour change fields were included. In-depth interviews were conducted to explore experiences of behaviour change projects, and a draft 'best practice' framework was developed from a thematic analysis of the findings. Through a series of iterations, the draft framework was amended, crosschecked, and a subsequent consensus was reached by the panel, from which the final version was developed. The result of this research project is an evidence-based framework for best practice in interdisciplinary behaviour change project management. The framework includes eight 'best practice' points which are broken down, giving guidance for successful interdisciplinary intervention management. (Ebsco)

30. The drive for change in public organizations: A critical analysis of management fashions
Alexandru V. Roman
For a number of different reasons, some more rational than others, public sector management has often fallen for the allure of the “quick fix” promised by the latest managerial fashion. Although it is commonly accepted that complex problems rarely, if ever, have simple solutions - this has not hindered public organizations from eagerly experimenting with trendy, increasingly radical, managerial practices. More often than not, these experiences, when weighed on the background of the original promises and eventual outcomes, prove to be utter failures. In order to clarify the reasons behind this pattern of failure, this article deconstructs two of the most notable recent managerial fashions: Total Quality Management (TQM) and Business Process Reengineering (BPR). It proposes that management fashions fail to lead to effective and productive organizational change primarily due to the fact that their logical construct, which relies on over-dramatization and oversimplification of organizational realities, is at odds with the operational complexities of public sector management. In particular, they fail to account for politics. To this extent, then, they are more likely to be destructive than productive when zealously adopted in public service. (Ebsco)

31. The leader’s role in managing change: five cases of technology-enabled business transformation
Kumar Basu, Kallol
Global Business and Organizational Excellence, March 2015, Vol. 34, No.3, pp.28-42
Transformation is critical for any organization to succeed, and technology-enabled change has become a widespread means of improving responsiveness to competition and customer satisfaction. In the current climate of economic uncertainty, the imperatives that are instrumental in pushing organizations to consider transformation include innovation, business agility to adapt to external changes efficiently and effectively, the alignment of information
technology (IT) and business strategy, and global demand and support for new ideas and new opportunities. The critical success factor for such initiatives lies in effective leadership to manage the changes associated with both people and processes. A review of the various aspects of leadership and change management and an analysis of five case studies in technology transformation identify the common leadership parameters that can lead to the effective and efficient adoption of change. (Ebsco)

32. The tools and techniques of effective change management: Why some reformers succeed while others fail
Rao, MS
Human Resource Management International Digest, January 2015, Vol. 23, No.1, pp.35-37
Equips leaders with tools and techniques to lead change effectively. Explains various aspects of change leadership, including the characteristics of change leaders, and outlines a blueprint to effect change successfully. Argues that change requires a new mind-set, tool-set and skill-set. Lists some of the reasons for resistance to change. Highlights the differences between change and growth and considers the implications of these. (Ebsco)

33. Too busy to change: high job demands reduce the beneficial effects of information and participation on employee support
O'Connor, Peter; Jimmieson, Nerina; White, Katherine
Journal of Business and Psychology; 2018, Preprints p1-15
Despite the abundant literature on organizational change management, the success of change initiatives in organizations remains low. In this study, we investigate employee support for change in the context of two change management practices (information and participation). We use the Theory of Planned Behavior (TPB) to examine why these change management practices foster employee support, and the extent to which the efficacy of these practices depends on current job demands. Participants were 106 employees undergoing a building relocation at their place of employment who responded to an initial questionnaire at time 1 (pre-occupancy) and a follow-up questionnaire 2 months later (post-occupancy). We found that the TPB variables mediated the effects of information and participation on employee support (both intentions at time 1 and self-reported behaviors at time 2). The indirect relationships from information and participation to employee support were significant at low and medium, but not at high levels of job demands. The positive effects of information and participation on employee support can be largely attributed to employee attitudes and subjective norms. Thus, consultants should target employee attitudes and norms when garnering employee support, but also be aware of the limitations of these practices when employees are preoccupied with their work. This study demonstrates that the TPB can account for the beneficial effects of change management practices on employee support. It also reports the novel finding that change management practices are less effective at high levels of job demands. (Ebsco)
https://eprints.qut.edu.au/111025/

34. Transformation trends
Macaulay, Steve; Cook, Sarah; Smith, Richard
Training Journal, Dec. 2016, pp.30-34
The article highlights the skills and best practice involved in effective change management. Topics covered include change management as a core organisational discipline and a critical skill for leaders, key change drivers affecting the business environment, tools for assessing the strategic pressures, organisational agility, leadership skills, political and stakeholder skills, managerial and implementation skills, tools and approaches to change, and successful change initiatives. (AIM)

35. Travel plans for new developments: a global review
De Gruyter, Chris; Rose, Geoffrey; Currie, Graham; Rye, Tom; van de Graaff, Emilie
Transport Reviews, Mar. 2018, Vol. 38, No.2, pp.142-161
A travel plan is a mechanism for delivering a package of transport measures at a site to manage car use and encourage the use of more sustainable forms of transport. In recent years, travel plans have been required for new
infill and greenfield developments through the land-use planning and approvals process, predominantly in the United Kingdom, the United States, continental Europe and Australia. This paper contributes to the literature by providing a global review of travel plans for new developments. The results show that while travel plans for new developments share a common set of elements with those for pre-existing sites, differences within each element are notable, particularly in the types of travel plan measures adopted, processes for managing the travel plan, and approaches to monitoring and review. Results of previous evaluations have varied considerably, although most have reported a reduction in car driver trips of 10–20 percentage points. Despite this, most evaluations lack rigour, with a paucity of robust evidence. Key success factors identified by the literature, such as the provision of an explicit policy supporting the role of travel plans, should be embedded within the travel planning process where possible to ensure best outcomes for new developments. (AIM)

36. **Who killed change management?**
Mark Hughes  
*Culture and Organization, 2016, Vol. 22, No. 4, pp.330-347*
A story is told here of an investigation into change management's apparent death, provoked by the dubious business novel *Who Killed Change* [Blanchard, K., J. Britt, P. Zigarmi, and J. Hoekstra. 2009. *Who Killed Change? Solving the Mystery of Leading People Through Change*. London: Harper Collins Publishers]. The story is told over eight chapters inviting you to investigate competing explanations for the death of change management using the structure of the story arc: stasis, trigger, quest, surprise, critical choice, climax, reversal and resolution. An annoying voice (sometimes interior monologue and at other times dialogue) of another reader keen to inform and frame your understanding of the status of change management remains ever present. The case is solved with the story's resolution providing insights into advantages of investigating over literature reviewing, the problematic/masculine nature of murder metaphors, the academic potential of story arcs and the mystery which characterises organizational change. (Taylor&Francis Online)