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Chapter 5

What Changes and What Doesn't?

Learning Objectives

On completion of this chapter you should be able to:

- Explain several different ways of categorizing different types of change.
- Identify practical implications of different types of change for the change manager.
- Understand the distinction between sustaining and disruptive innovation, and explain the practical implications of this distinction for change management.
- Assess the significance of organizational culture with regard to organizational performance and reputation, and the role of leaders as culture architects.
- Assess the potential impact of new digital technologies in general, and the potential organizational benefits of applications of social media in particular.

Chapter Summary

This chapter begins by introducing a range of concepts used to describe the nature of change, specifically (i) emergent change and planned change, (ii) incremental change and transformational change, and (iii) first-order, second-order and third-order change. Some implications flowing from these concepts and links to images of managing change are shown in the following table.

Implication for Change Manager	Image of Managing Change
Implication for Change Manager	intage of wantaging change

Managing Organisational Change And Development Manual

Victor M. Corman

Managing Organisational Change And Development Manual:

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