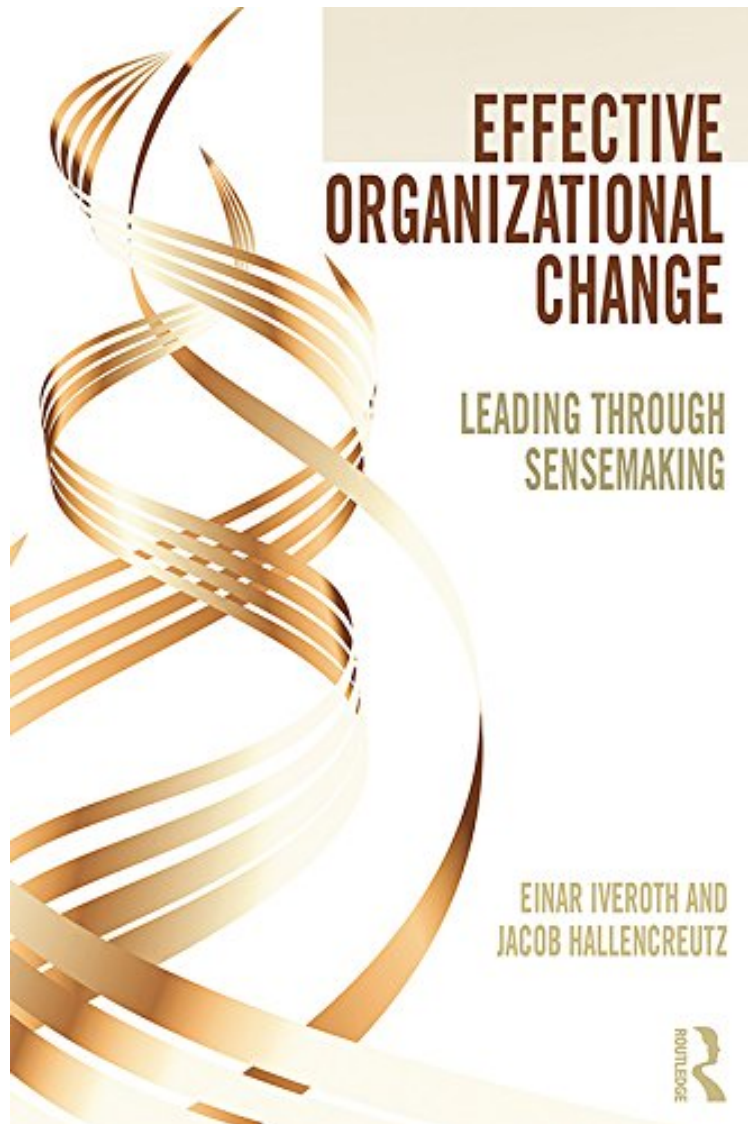


# Effective Organizational Change: Leading Through Sensemaking

*Einar Iveroth, Jacob Hallencreutz*  
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**Einar Iveroth, Jacob Hallencreutz : Effective Organizational Change: Leading Through Sensemaking** before purchasing it in order to gage whether or not it would be worth my time, and all praised Effective Organizational Change: Leading Through Sensemaking:

0 of 0 people found the following review helpful. ... was for a college class so not really for enjoyment, but the package was asBy BARincentennialThis was for a college class so not really for enjoyment, but the package was as described0 of 0 people found the following review helpful. Great introduction to sensemakingBy CustomerReview Effective organizational change ndash; leading through sensemakingReading and reviewing this book was useful,

educational and fun in our role as change management consultants. Although there are many books on the topic of Change this one is unusual combining academic and practical experience in a seamless combination. The unusual approach is the collaboration between practical and theoretical perspectives with many good examples on "how to do it"; as well as theoretical depth makes it worth reading and using as "change encyclopedia"; for both the practitioner and scholar. The authors have different backgrounds but both have a solid theoretical understanding of change which is combined with a deep practical experience displayed in examples and also "between the lines"; of the book. The book emphasizes as the title indicates the "people side of change"; that is the sensemaking in change. We know that although an abundance of literature in the area of change management too many change efforts are not successful and almost always due to a lack of attention and resources invested in getting people understand, accept and act according to the new direction. The book is divided in two parts — one more theoretical part and one part focusing more on practice. The book turns to a wide audience but requires some willingness to dive quite deep in theories and complex reasoning. But it is worth investing some time since it provides an unusually packed content from which anybody can learn a lot. To start with the book provides the reader with an insight in the why and what of change and sensemaking. The behavioral aspects of change and how people make meaning are well covered leaning on several theoretical grounds such as Weick and others. A chapter on change theories presents an overview of the most common change models such as Marshak and Nadler's matrix of change, Lewin's theories and many others. An extensive bibliography ends each chapter for those who like to go even more in-depth in theories. A thorough part on sensemaking gives the reader insight in how sensemaking is constructed and how it comes about. The theories of Karl Weick permeates this part of the book with many good examples on how sensemaking can be performed, planned and managed. A chapter is about leadership and sensemaking with a core around action- what the leaders actually do emphasizing the importance of action, testing, trying in contrast to planning too much and talking rather than acting. Different techniques and methods of sensemaking are suggested and the book provides a roadmap for sensemaking leaning on narration, change dialogue and other change communication tools. Eva Norrman Brandt Fredrik Claesson, Implement Consulting Group

0 of 0 people found the following review helpful. and incredibly smart. Highly recommend  
By Sara Having worked both as a journalist and in the tech world, I found this book to be invaluable to understanding the landscape that helps and hinders change. I came away with a rich and comprehensive understanding of how change leaders can be their most effective. I was particularly appreciative of the balance of theory, real-world examples, and tools, all of which made the book accessible and actionable without sacrificing any depth of content. Iveroth and Hallencreut's ideas felt fresh, well-researched, and incredibly smart. Highly recommend.

Organizations are constantly evolving, and intelligent leadership is needed during times of transformation. Change leaders must help people become aware of, understand and find meaning in the new things which arise — they must oversee a sensemaking process. Addressing this need, *Effective Organizational Change* explores the importance of leadership for organizational change based on sensemaking. Combining a theoretical overview, models and conceptual discussions rich with in-depth examples and case studies, this book uncovers what it is that leaders actually do when they lead change through sensemaking. It presents the most current sensemaking research, extends earlier work by developing the concept of "landscaping", and provides guidelines on how leaders can drive sensemaking processes in practice. This book is for undergraduate, postgraduate and MBA students of organizational change, as well as managers embarking on change projects within their organizations.

"I thoroughly enjoyed reading 'Effective Organizational Change: leading through sensemaking'. Einar and Jacob have done a brilliant job in bringing the challenge of organizational change alive through their focus on individuals, personal realities, and sensemaking. The ability to understand (not necessarily agree with) and act on the very personal realities of others is crucial when initiating and leading organizational change. Indeed, a focus on people rather than on strict rules and structure is what will enable successful change. This view is not only embraced but strengthened through this work, and *Effective Organizational Change* is an essential read for both scholars and practitioners."  
- Professor Rune Todnem By, Editor-in-Chief, *Journal of Change Management*, and co-author of *Managing Change in Organizations*, Staffordshire University Business School, UK  
"There are many books on organizational change, but this one renews and transcends the genre! This book proposes an engaging view of how change leaders can travel inside "the spiral of sensemaking". I enjoy reading this book because it intelligently demystifies why most organizational changes fail and translates a decade of practice-based research into a set of reflexive tools for practitioners."  
- Linda Rouleau, Professor of Organization Theory, Professorship in Strategy Organization and Social Practices, HEC Montreal, Canada  
"This book is a successful combination of academic excellence and in-depth practical experience. The landscaping metaphor gives a breath of fresh air to a field that for too long has been dominated by superficial how-to handbooks and "best practice" statements. This is indeed a really important and needed contribution in a time of uncertainty and rapid change."  
- Jerry Karlsson, CEO, Swedish Institute for Quality  
"By combining theory and practice, the authors have produced an excellent, informative and

insightful book which addresses key issues in leading change, especially the vital role played by sensemaking processes.” - Professor Bernard Burnes, Chair of Organisational Change, Stirling Management School, University of Stirling, UK “This is not just another text book on organizational change. Instead of presenting a bunch of old and new theories about change, the authors have written a testimony that really captures the challenges of leading change in an imperfect world. It is obvious that they have been out there in the trenches. To put it simple: this is a must-read-book that really makes sense.” - Anders Mellberg, former CEO, Agria Insurance

About the Author Einar Iveroth is Associate Professor at the Department of Business Studies, Uppsala University, Sweden. He is an expert in organizational change and IT-enabled change and has published widely in leading journals such as the California Management , Journal of Change Management, Journal of Environmental Management, European Management Journal, and Health Care Management . Jacob Hallencreutz PhD is a Change Expert in one of Scandinavia’s leading management consultancies. He has 25 years of experience of leading change in both manufacturing and service organizations, including some of the largest in northern Europe. Jacob is also a leading researcher and has published in a number of international scientific journals.