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Organizational Change: An Action-Oriented Toolkit

By Tupper F. Cawsey, Gene Deszca, Cynthia A. Ingols



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Awaken, mobilize, accelerate, and institutionalize change.

With a rapidly changing environment, aggressive competition, and ever-increasing customer demands, organizations must understand how to effectively adapt to challenges and find opportunities to successfully implement change. Bridging current theory with practical applications, **Organizational Change: An Action-Oriented Toolkit, Third Edition** combines conceptual models with concrete examples and useful exercises to dramatically improve the knowledge, skills, and abilities of students in creating effective change. Students will learn to identify needs, communicate a powerful vision, and engage others in the process. This unique toolkit by Tupper Cawsey, Gene Deszca, and Cynthia Ingols will provide readers with practical insights and tools to implement, measure, and monitor sustainable change initiatives to guide organizations to desired outcomes.



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Editorial Review

Review

“This is the most comprehensive and thorough teaching resource on the challenges of organizational change that I have used in my classes.” (Jeff Zimmerman, Ph.D., Assistant Professor of Organizational Leadership)

“If your students are looking for more than a text—a toolkit to keep and use long after completing the course, this is the book for your shelf and theirs. It is one that won’t be collecting dust.” (Lorraine M. Henderson, Ph.D.)

“This text nicely develops the theoretical underpinnings of organizational change along with examples of real world applications making it an excellent selection for students of both theory and practice.” (Whitney McIntyre Miller)

“Change is essential for any organization that wants to be progressive in the 21st century. How we master that change is found in this book.” (John Anthony DiCicco, PhD)

“Excellent material that provides current information relative to change theories and change models that are applicable to any setting (educational, corporate, business, community).” (Dr. Paul M. Terry)

About the Author

Tupper F. Cawsey is professor emeritus of Business, Wilfrid Laurier University. He served as editor, Case Research Journal, for the North American Case Research Association. He has served on several boards of directors and was chair, Lutherwood Board from 2003–2008. Tupper was recognized nationally in 2001 as one of Canada’s top five business professors by receiving the Leaders in Management Education award, sponsored by PricewaterhouseCoopers and the National Post. He is also the 1994 recipient of the David Bradford Educator Award, presented by the Organizational Behavior Teaching Society, and the 1990 Wilfrid Laurier University “Outstanding Teacher Award.”

Tupper created the Case Track for the Administrative Sciences Association of Canada, a peer review process for cases. He is author or coauthor of over six books and monographs including, Toolkit for Organizational Change?1st Edition, Canadian Cases in Human Resource Management, Cases in Organizational Behaviour, and several monographs including Control Systems in Excellent Canadian Companies and the Career Management Guide. Tupper has over 50 refereed journal and conference publications. In 2005, he received the Christiansen Award from the Kaufman Foundation and the North American Case Research Association (NACRA), and in 2007 his case, “Board Games at Lutherwood,” won the Directors College Corporate Governance Award and the Bronze Case Award at the NACRA Conference. In 2009, his case, “NuComm International,” won the Gold Case Award at the NACRA Conference.

Gene Deszca is professor of Business Administration, a former MBA director, and currently the associate MBA director in the School of Business and Economics at Wilfrid Laurier University. He has played a variety of leadership roles at Laurier, including the development and launch of the full-time, one-year MBA program, the executive MBA program, and the undergraduate international concentration. He was

instrumental in the development of the post-university professional accreditation programs for one of Canada's major accounting bodies and was a member of their national board of directors for several years. He loves working with students and currently teaches fourth-year undergraduate, MBA, and executive courses in Organizational Behaviour, Leading Organizational Change, Integrated Strategic Thinking, and International Business. His consulting work follows similar themes and focuses on organizational change and the design and delivery of executive development programs to facilitate it. Gene is the author or coauthor of over 100 journal, conference publications/presentations, books, monographs, cases, and technical papers. These include the books *Canadian Cases in Human Resource Management* and *Cases in Organizational Behaviour* and the articles *Driving Loyalty Through Time-to-Value* and *Managing the New Product Development Process: Best-in-Class Principles and Leading Practices*. He is an active case writer, and his current research focuses on organizational change and the development of high-performance enterprises.

Cynthia Ingols is a professor of Practice, School of Management (SOM), Simmons College, Boston. At the SOM, she directs the internship program for undergraduate and MBA students and teaches courses in organizational change, career management, and leadership. Cynthia works extensively in the SOM's executive education programs. She leads, for example, *Strategic Leadership for Women*, an executive education program with a global reach that strengthens the leadership skills and self-confidence of its international participants. In addition, she chairs the SOM's Assessment of Learning (AOL) Committee, a group that asks: Are our students learning what we say that they are learning? Because of the best practices that Cynthia and her colleagues follow in this area, she speaks and publishes on the topic of assessment of student learning.

Cynthia received her doctorate from the Harvard Graduate School of Education in Organization Behavior and a master's degree in Political Science from the University of Wisconsin–Madison. She taught Management Communication at the Harvard Business School (HBS), managed the 65-person Case Writing and Research staff at HBS, and taught qualitative methods courses at several Boston-area universities. She serves as an editorial member of the *Case Research Journal*. She has served on corporate boards for several organizations, including FOX RPM and Biosymposia.

Cynthia focuses her consulting work in three areas: conducting diagnostic work to promote change in organizations; developing interactive executive education programs, particularly using cases and simulations; and coaching executives to enhance their leadership capacity and careers. Cynthia's research and publications follow similar lines. Her research on executive education programs has been published in leading journals, such as *Harvard Business Review*, *Organizational Dynamics*, and *Training*. Her research work on creating innovative organizational structures and change was published in the *Design Management Journal*. She has published numerous articles about careers in journals such as the *Journal of Career Development* and *Human Resource Development Quarterly*. She coauthored two books on career management: *Take Charge of Your Career* (2005) and *A Smart, Easy Guide to Interviewing* (2003). Cynthia joined the Tupper and Gene team to publish the second edition of *Organizational Change: An Action-Oriented Toolkit* (2012).

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