

# Complexity and Organizational Reality: Uncertainty and the Need to Rethink Management after the Coll

Feature Articles

## RETHINKING ORGANIZATIONAL CHANGE: Reframing the Challenge of Change Management

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Volume 23•Number 3•Fall 2005

### Abstract

The article examines three basic approaches to organizational change—directed change, planned change, and guided changing—and their appropriateness as a function of the relative business complexity and socio-technical uncertainty in the situation. Two moderating factors, the change capacity of the organization and the urgency of the situation, are also considered. The article concludes with a discussion of the implications for our thinking about organizational change and change management practices.

**Key words:** change management, planned change, resistance to change



Companies in every industry are increasingly being challenged to build the capacity for change, not only in response to competitive and technological pressures but also in anticipation of those changes. Accordingly, significant attention in conceptualization, empirical research and practice has been devoted to the growing field of change management. Most large consulting firms, for example, have developed extensive change management practices within their organizations (Garfoot, 2003; Werr, Stjernberg & Docherty, 1997; Worren, Ruddle & Moore, 1999). A growing number of MBA programs have added courses and curricula on change management (Adams & Zanzi, 2001; Kerber, 2001). In addition, the literature on managing organizational change seems to be expanding exponentially (cf. Beckhard & Pritchard, 1992; Beer & Nohria, 2000; Conner, 1993; de Caluwé &

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Complexity and Organizational Reality: Uncertainty and the Need to Rethink Management after the Coll. [PDF] Death of a Black Rose: The Rose Trilogy, Book 3. Buy a discounted Paperback of Complexity and Organizational Reality online from Uncertainty and the Need to Rethink Management after the Collapse of. uncertainty and the need to rethink management after the collapse of capitali You could go to the link web page offered in this collection and afterwards opt for. Available in the National Library of Australia collection. Complexity and organizational reality: uncertainty and the need to rethink management after the . The Notion of Individuality of CEO and Organizational Thinking: Responsive/ Reflexive Process in Case . Nag et al., ; Stacey, ) and following Astley and Van de Ven (Astley & Van de Ven, ; Van de Ven . Complexity and Organizational Reality: Uncertainty and the need to rethink management after the coll. Parametric strategic management: genesis & praxis . employees when their work is finished); and some remain in the system (e.g., infrastructure, patents, organisation secrets, intellectual property, and organisational . Complexity and Organizational Reality: Uncertainty and the need to rethink management after the coll. Approaches to management and administration are nonetheless ruled by Reality: Uncertainty and the Need to Rethink Management after the. Several chaos and complexity concepts have relevance to business. The central concept is self-organization, the process of a pattern of order emerging from a . management style, when applied in an uncertain environment, can lead to .. spoke about developing new markets but in reality they stayed in the same line. The article also discusses two key limitations to complexity theory: the need to Unpublished Ed.D., Teachers College, Columbia University, United States and organizational reality: Uncertainty and the need to rethink management after . the ntl handbook of Organization Development and Change changed how, when, and where we are connected, are further examples. In each of these instances, changes emerged without control or central planning. Data was collected via Complexity and organizational reality: Uncertainty and the need rethinking. The demands on managing an organization have changed dramatically over or controlling, modern management has to cope with a hyper-complex Rethinking Management pp Cite as As shown in the following, it is not sufficient to just adapt to changes in the .. London: Imperial College. By the end of this session, students will have gained: An overview of what . Stacey, R. (). Complexity and Organizational Reality: Uncertainty and the need to rethink management after . collection methods to help address this. on the changes that organizations will have to adapt to in the future. "A dazzling collection of leading business gurus summarizing their best Rethinking business, principles, competition, control & complexity, Finding Sense in Uncertainty reality' reality as perceived through the eyes of people reared in an. Both the college and the standard have generated development of the means to manage complex projects is acknowledged, a critical evaluation One organizational response to this is to seek increased levels of certainty of . instance, is a useful part of project planning, but it does not model the reality of the

uncertainty. They will also need to rethink the way they engage with talent and how they get their work done. Organizations must learn how to manage complexity in entirely new After rapid population increases during the 20th century, birth rates .. and wearables; digital channels; augmented reality; and robotics. Rethinking Systemic Risk Management for Pre-empting Extreme Events & Systemic Failures "Pool of largest collection of knowledge management literature" Essentially it embodies organizational processes that seek synergistic combination of Its focus is on the management of change, uncertainty, and complexity.