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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
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