



This is “References”, appendix 6 from the book [Beginning Organizational Change \(index.html\)](#) (v. 1.0).

This book is licensed under a [Creative Commons by-nc-sa 3.0](http://creativecommons.org/licenses/by-nc-sa/3.0/) license. See the license for more details, but that basically means you can share this book as long as you credit the author (but see below), don't make money from it, and do make it available to everyone else under the same terms.

This content was accessible as of December 29, 2012, and it was downloaded then by [Andy Schmitz](#) (<http://lardbucket.org>) in an effort to preserve the availability of this book.

Normally, the author and publisher would be credited here. However, the publisher has asked for the customary Creative Commons attribution to the original publisher, authors, title, and book URI to be removed. Additionally, per the publisher's request, their name has been removed in some passages. More information is available on this project's [attribution page](http://2012books.lardbucket.org/attribution.html?utm_source=header).

For more information on the source of this book, or why it is available for free, please see [the project's home page](#) (<http://2012books.lardbucket.org/>). You can browse or download additional books there.

Chapter 17

References

- Abrahamson, E. (2000, July/August). Change without pain. *Harvard Business Review*, 83(4), 75–79.
- Alvesson, M. (2002). *Understanding organizational culture*. Thousand Oaks, CA: Sage.
- Anastasiou, S. (1998). Communicating change. *New Zealand Management*, 45(9), 86.
- Anonymous. (2010). Information technology investments in the United States. Retrieved August 20, 2010, from http://www.brainmass.com/library/viewposting.php?posting_id=169315
- Argyris, C. (1993). *Knowledge for action. A guide to overcoming barriers to organizational change*. San Francisco, CA: Jossey-Bass.
- Armenakis, A., Harris, S., & Mossholder, K. (1993). Creating readiness for organizational change. *Human Relations*, 46(6), 681–703.
- Arond-Thomas, M. (2009). Do you have CEO disease? *Physician Executive*, 35(2), 78–81.
- Balogun, J., & Hailey, V. (2008). *Exploring strategic change (3rd ed.)*. London, England: Prentice-Hall.
- Balogun, J., & Johnson, G. (2004). Organizational restructuring and middle manager sensemaking. *Academy of Management Journal*, 47, 523–549.
- Barnard, C. (1938). *The functions of the executive*. Cambridge, MA: Harvard University Press.
- Barney, J. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656–666.

Barney, J., & Hansen, M. (1994). Trustworthiness as a source of competitive advantage. *Strategic Management Journal*, 15,175–190.

Basset-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and Innovation Management*, 14(2),169–175.

Becera, M., & Gupta, A. (1999). Perceived trustworthiness within the organization: The moderating impact of communication frequency on trustor and trustee effects. *Organization Science*, 14, 32–44.

Beer, M., & Nohria, N. (Eds.). (2000). *Breaking the code of change*. Boston, MA: Harvard Business School Press.

Bellman, G. (2001). *Getting things done when you are not in charge (2nd ed.)*. San Francisco, CA: Berrett-Koehler Press.

Bennett, J. (2000). *Leading the edge of change: Building individual and organizational capacity for the evolving nature of change*. Mooresville, NC: Paw Print Press.

Bennis, W. (1999a). The end of leadership: Exemplary leadership is impossible without full inclusion, initiatives, and cooperation of followers. *Organizational Dynamics*, 28(1), 71–80.

Bennis, W. (1999b). New leadership. *Executive Excellence*, 16(11), 7–8.

Bennis, W., & Nanus, B. (1997). *Leaders: Strategies for taking charge*. New York, NY: Harper & Row.

Bonini, S., Hintz, G., & Mendonca, L. (2008). Addressing consumer concerns about climate change. *McKinsey Quarterly*, 2, 52–60.

Booher, D. (2002). Crisis communication. *Executive Excellence*, 19(1), 6.

Bossidy, L., & Charan, R. (2002). *Execution: The discipline of getting things done*. New York, NY: Crown.

- Bowen, D., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203–221.
- Brafman, O., & Beckstrom, R. (2006). *The starfish and the spider: The unstoppable power of leaderless organizations*. New York, NY: Penguin.
- Brownell, E. (2000). How to create organizational trust. *Manage*, 52(2), 10–11.
- Buchen, I. (2005). Training future manager-leaders. *Performance Improvement*, 44(8), 20–23.
- Bunker, B., & Alban, B. (1997). *Large group interventions: Engaging the whole system for rapid change*. San Francisco, CA: Jossey-Bass.
- Burton, R., Lauridsen, J., & Obel, B. (2004). The impact of organizational climate and strategic fit on firm performance. *Human Resource Management*, 43(1), 67–87.
- Cameron, K., & Quinn, R. (1999). *Diagnosing and changing organizational culture*. Reading, MA: Addison-Wesley.
- Carpenter, M. (2009). *An executive’s primer on the strategy of social networks*. New York, NY: Business Expert Press.
- Case, J. (2005, March). The power of listening. *Inc. Magazine*, 76–85.
- Chaleff, I. (2009). *The courageous follower: Standing up to and for our leaders*. San Francisco, CA: Berrett-Koehler.
- Chandler, G., Keller, C., & Lyon, D. (2000). Unraveling the determinants and consequences of innovation-supportive organizational culture. *Entrepreneurship Theory and Practice*, 25(1), 59–77.
- Chawla, A., & Kelloway, E. K. (2004). Predicting openness and commitment to change. *Leadership & Organizational Development Journal*, 25(5/6), 485–502.
- Child, J., & Rodrigues, S. (2004). Repairing the breach of trust in corporate governance. *Corporate Governance: An International Review*, 12(2), 143–152.

Christensen, C. (1997). *The innovator's dilemma*. Boston, MA: Harvard Business School Press.

Cohen, A., & Bradford, D. (2005). *Influence without authority (2nd ed.)*. Hoboken, NJ: Wiley.

Collins, J. (2001a, October). Good to great. *Fast Company*, 38–45.

Collins, J. (2001b). *Good to great: Why some companies make the leap...and others don't*. New York, NY: HarperBusiness.

Collins, J., & Porras, J. (1994). *Built to last: Successful habits of visionary companies*. New York, NY: HarperBusiness.

Cook, K. (2001). *Trust in society*. New York, NY: Russell Sage.

Covey, S. (1989). *The seven habits of highly effective people*. New York, NY: Free Press.

Currall, S., & Epstein, M. (2003). The fragility of organizational trust: Lessons from the rise and fall of Enron. *Organizational Dynamics*, 32(2), 193–213.

Das, T., & Teng, B. (2004). The risk-based view of trust: A conceptual framework. *Journal of Business and Psychology*, 19(1), 85–101.

Davenport, T. (2009, February). How to design smart business experiments. *Harvard Business Review*, 87(2), 69–76.

Davis, S. (1997). What's your emotional bandwidth? *Forbes*, 160(1): 233-234

DeLong, T., & Vijayaraghavan, V. (2003, June). Let's hear it for B players. *Harvard Business Review*, 81(6), 96–102.

Deming, W. (1986). *Out of the crisis*. Boston, MA: MIT Press.

Denning, S. (2007). *The secret language of leadership: How leaders inspire action through narrative*. San Francisco, CA: Jossey-Bass.

- Deutschman, A. (2004, December). The fabric of creativity. *Fast Company*, 54–62.
- Dittmar, J., Jennings, K., & Stahl-Wert, J. (2007). Trust and engagement. *Leadership Excellence*, 24(11), 8.
- Drickhamer, D. (2004). Talking the walk. *Industry Week*, 253(9), 76.
- Drucker, P. (1996). Innovation imperative. *Executive Excellence*, 13(12): 7–8.
- Drucker, P. (1993). *Innovation and entrepreneurship*. New York, NY: HarperCollins.
- Drucker, P. (1992, September/October). The new society of organizations. *Harvard Business Review*, 70(5), 95–105.
- Duck, J. (2001). *The change monster: The human forces that fuel or foil corporate transformation and change*. New York, NY: Random House.
- Dutton, J., Ashford, S., O'Neill, R., & Lawrence, K. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management Journal*, 44, 716–736.
- Edmondson, A. (2002). The local and variegated nature of learning in organizations: A group-level perspective. *Organization Science*, 13(2): 128–146.
- Edmondson, A. (2008, July/August). The competitive imperative of learning. *Harvard Business Review*, 86(7/8), 60–67.
- Farmer, N. (2008). *The invisible organization: How informal networks can lead organizational change*. London, England: Ashgate.
- Farson, R., & Keyes, R. (2002, August). The failure-tolerant leader. *Harvard Business Review*, 80(8), 64–71.
- Fisher, R., & Sharp, A. (2004). *Lateral leadership: Getting things done when you are not in charge (2nd ed.)*. New York, NY: Profile Books.
- Fitzgerald, S., & Schutte, N. (2010). Increasing transformational leadership through enhancing self-efficacy. *Journal of Management Development*, 29(5), 495–515.

Florida, R. (2002). *The rise of the creative class*. New York, NY: Perseus Books.

Floyd, S., & Wooldridge, W. (1996). *The strategic middle manager: How to create and sustain competitive advantage*. San Francisco, CA: Jossey-Bass.

Garvin, D. (2004, July/August). What every CEO should know about new businesses. *Harvard Business Review*, 18–21.

Gerstner, L. (2002). *Who says elephants can't dance?* New York, NY: HarperBusiness.

Gharajedaghi, J. (2007). Systems thinking: A case for second-order learning. *Learning Organization*, 14(6), 473–479.

Gilbert, M. (2005). *The workplace revolution: Restoring trust in business and bringing meaning to our work*. York Beach, ME: Conari Press.

Gladwell, M. (2002). *The tipping point: How little things can make a big difference*. New York, NY: Little, Brown.

Goffee, R., & Jones, G. (2000, September/October). Why should anyone be led by you? *Harvard Business Review*, 78(5), 63–70.

Goffee, R., & Jones, G. (2006). *Why should anyone be led by you? What it takes to be an authentic leader*. Boston, MA: Harvard Business School Press.

Goldsmith, M. (2008). Just be you. *Leadership Excellence*, 25(11), 20.

Goldsmith, M., & Morgan, H. (2003). Leadership is a contact sport: The “follow-up factor” in management development. Retrieved on July 10, 2010 from <http://www.marshallgoldsmithlibrary.com/docs/articles/LeaderContactSport.pdf>

Granovetter, M. (1973). *The strength of weak ties*. *American Journal of Sociology*, 78(6), 1360–1380.

Grey, C., & Garsten, C. (2001). Trust, control, and post-bureaucracy. *Organization Studies*, 22(2), 229–251.

Grove, A. (1996). *Only the paranoid survive: How to exploit the crisis points that challenge every company and career*. New York, NY: Doubleday.

Hall, D. (2007, June 25). Fail fast, fail cheap. *Business Week*, 32.

Hall, S. (2008). BPM change: How a company can prepare. *Business Performance Management*, 6(1), 19–24.

Hallier, J., & James, P. (1997). Middle managers and the employee psychological contract: Agency, protection and advancement. *Journal of Management Studies*, 34(5), 703–723.

Hallier, J., & Lyon, P. (1996). Job insecurity and employee commitment: Managers' reactions to the threat and outcomes of redundancy selection. *British Journal of Management*, 7(1), 107–124.

Hamel, G., & Prahalad, C. K. (1994). *Competing for the future*. Boston, MA: Harvard Business School Press.

Hammer, M. (2004, April). Deep change: How operational innovation can transform your company. *Harvard Business Review*, 82(4), 85–93.

Hammond, S., & Mayfield, A. (2004). *The thin book of naming elephants: How to surface undiscussables for greater organizational success*. Bend, OR: Thin Book.

Hampden-Turner, C. (1992). *Creating corporate culture*. Reading, MA: Addison-Wesley.

Hanna, D. (2010, March 8). How GM destroyed its Saturn success. *Forbes*, 28.

Hardy, B. (2007). Linking trust, change, leadership and innovation. *Knowledge Management Review*, 10(5), 18–24.

Hargadon, A., & Sutton, R. (2000, May/June). Building an innovation factory. *Harvard Business Review*, 157–166.

Harris, P. (2010). Leadership role models earn trust and profits. *Training and Development*, 64(3), 47–51.

Heath, D., & Heath, C. (2008, February). Make goals not resolutions. *Fast Company*, 122, 58–59.

Hebel, M. (2007). Light bulbs and change: Systems thinking and organizational learning for new ventures. *Learning Organization*, 14(6), 499–511.

Heneman, R., Fisher, M., & Dixon, K. (2001). Reward and organizational systems alignment: An expert system. *Compensation and Benefits Review*, 33(6), 18–30.

Henttonen, K., & Blomqvist, K. (2005). Managing distance in a global virtual team: The evolution of trust through technology-mediated relational communication. *Strategic Change*, 14(2), 107–119.

Higgins, J., & McAllaster, C. (2004). If you want strategic change, don't forget to change your cultural artifacts. *Journal of Change Management*, 4(1), 63–74.

Higgs, M., & Rowland, D. (2005). All changes great and small: Exploring approaches to change and its leadership. *Journal of Change Management*, 5(2), 121–151.

Hinduan, Z., Wilson-Evered, E., Moss, S., & Scanell, E. (2009). Leadership, work outcomes, and openness to change following an Indonesian bank merger. *Asian Pacific Journal of Human Resources*, 47(1), 59–75.

Hurley, R. (2006, September). The decision to trust. *Harvard Business Review*, 84(9), 55–63.

Huy, Q. (2001, September/October). In praise of middle managers. *Harvard Business Review*, 72–79.

Huy, Q. (2002). Emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative Science Quarterly*, 47(1), 31–51.

Jelinek, M., & Bean, A. (2010). New innovation architectures will shape R&D labs of the future. *Research Technology Management*, 53(2), 2–5.

Jones, C. (2001). *Organizational trust, learning and performance*. (Doctoral dissertation, George Washington University, 2001). Accession Order No. AAT 3006928.

- Judge, W. (1999). *The leader's shadow: Exploring and developing executive character*. Thousand Oaks, CA: Sage.
- Judge, W., & Blocker, C. (2008). Organizational capacity for change and strategic ambidexterity: Flying the plane while rewiring it. *European Journal of Marketing*, 42(9/10), 915–926.
- Judge, W., & Douglas, T. (2009). The evolution of the organizational capacity for change construct. *Journal of Organizational Change Management*, 22(6), 635–649.
- Judge, W., & Elenkov, D. (2005). Organizational capacity for change and environmental performance: An empirical assessment of Bulgarian firms. *Journal of Business Research*, 58, 894–901.
- Judge, W., Fryxell, G., & Dooley, R. (1997). The new task of R&D management: Creating goal-directed communities for innovation. *California Management Review*, 39(3), 72–85.
- Judge, W., Naoumova, I., Douglas, T., & Koutzevol, N. (2009). Organizational capacity for change and firm performance in Russia. *International Journal of Human Resource Management*, 20(8), 1737–1752.
- Kanter, R. (1983). *The change masters: Innovation and entrepreneurship in the American corporation*. New York, NY: Simon & Schuster.
- Kanter, R. (2004, July/August). The middle manager as innovator. *Harvard Business Review*, 84(4), 150–161.
- Kanter, R. (2006, November). Innovation traps. *Harvard Business Review*, 86(11), 72–83.
- Kaplan, S. (2008). Are U.S. CEOs overpaid? *Academy of Management Perspectives*, 22(2), 5–20.
- Katz, D., & Kahn, R. (1966). *The social psychology of organizations*. New York, NY: Wiley.
- Katzenbach, J. (1996). From middle manager to real change leader. *Strategy and Leadership*, 24(4), 32–35.

Kelley, R. (1992). *The power of followership*. New York, NY: Doubleday.

Kelley, T., & Littman, J. 2005. *The ten faces of innovation: IDEO's strategies for defeating the devil's advocate and driving creativity throughout your organization*. New York, NY: Doubleday.

Kempner, M. (2009). Trust is dead. Long live trust. *Chief Executive*, 240, 23–25.

Kerr, J., & Slocum, J. (2005). Managing corporate culture through reward systems. *Academy of Management Executive*, 19(4), 130–150.

Kerr, S. (1975). On the folly of rewarding A while hoping for B. *Academy of Management Journal*, 18, 769–783.

Kilmann, R. (1989). *Managing beyond the quick fix*. San Francisco, CA: Jossey-Bass.

Kotter, J. (1995, March/April). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59–67.

Kotter, J. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

Kotter, J., & Cohen, D. (2002). *The heart of change: Real-life stories of how people change their organizations*. Boston, MA: Harvard Business School Press.

Kotter, J., & Heskett, J. (1992). *Corporate culture and performance*. New York, NY: Free Press.

Kouzes, J. (2005). Leadership development is character development. *Leadership Excellence*, 22(2), 6–7.

Kouzes, J., & Posner, B. (2003). *The leadership challenge (3rd ed.)*. San Francisco, CA: Jossey-Bass.

Krishnamurthy, B. (2008, December). Use downtime to enhance skills. *Harvard Business Review*, 86(12), 29–30.

Kuhl, S., Schnelle, T., & Tillmann, F.-J. (2005). Lateral leadership: An organizational approach to change. *Journal of Change Management*, 5(2), 177–190.

- Kydd, A. (2000). Trust, reassurance, and cooperation. *International Organization*, 54(2), 325–358.
- Larkin, T., & Larkin, S. (1994). *Communicating change: Winning employee support for new business goals*. New York, NY: McGraw-Hill.
- Larkin, T., & Larkin, S. (1996, May/June). Reaching and changing frontline employees. *Harvard Business Review*, 74(3), 95–104.
- Lawler, E., & Worley, C. (2006). *Built to change: How to achieve sustained organizational effectiveness*. San Francisco, CA: Jossey-Bass.
- Littlefield, K. (2004). The profile of the twenty-first century leader: Redefining today's progressive entrepreneurs. *International Journal of Entrepreneurship*, 8, 23–55.
- Maccoby, M. (2004, September). Why people follow the leader: The power of transference. *Harvard Business Review*, 82(9), 77–85.
- Maitland, A. (2008, May 28). Straight-talking is the key to success. *Financial Times*, 2.
- Mayer, R., Davis, J., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709–734.
- McCall, M., Lombardo, M., & Morrison, A. (1988). *Lessons of experience: How executives develop on the job*. New York, NY: Free Press.
- McCann, L., Morris, J., & Hassard, J. (2008). Normalized intensity: The new labour process of middle management. *Journal of Management Studies*, 45(2), 343–363.
- McLuhan, M. (1964). *Understanding media*. London, England: Routledge.
- Melnyk, S., Hanson, J., & Calantone, R. (2010). Hitting the target...but missing the point: Resolving the paradox of strategic transition. *Long Range Planning*, 43(4), 555–575.
- Mercer, J. (2010). In praise of dissent. *Ode Magazine*, 8(4), 54–61.
- Miller, J. (1978). *Living systems*. New York, NY: McGraw-Hill.

- Mishra, K. (2009). J. Walter Thompson: Building trust in troubled times. *Research in Marketing*, 1(2), 246–266.
- Mumford, M. (2000). Managing creative people: Strategies and tactics for innovation. *Human Resource Management Review*, 10(3), 313–351.
- Nancheria, A. (2009). Future leaders expected to wield soft power. *Training and Development*, 63(12), 16–18.
- Nordblom, C. (2006). Involving middle managers in strategy at Volvo group. *Strategic Communication Management*, 10(2), 26–30.
- Norman, S., Avolio, B., & Luthans, F. (2010). The impact of positivity and transparency on trust in leaders and their perceived effectiveness. *Leadership Quarterly*, 21(3), 350–370.
- O'Reilly, C., & Pfeffer, J. (2000). *Hidden value: How great companies achieve extraordinary results with ordinary people*. Boston, MA: Harvard Business School Press.
- Osborne, J. (1993). The supervisor's role in managing change. *Supervisory Management*, 38(3), 3.
- Oshry, B. (1996). *Seeing systems*. San Francisco, CA: Berrett-Koehler.
- O'Toole, J., & Bennis, W. (2009, June). What's needed next: A culture of candor. *Harvard Business Review*, 87(6), 54–61.
- Ouchi, W. (1980). Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25(1), 129–141.
- Ozag, D. (2001). *A mixed methodology study of the relationship between merger survivors' trust, hope, and organizational commitment*. (Doctoral dissertation, George Washington University, 2001). Accession Order No. AAT 3029589.
- Parker, G. (2002). *Cross-functional teams: Working with allies, enemies and other strangers*. San Francisco, CA: Jossey-Bass.
- Pellet, J. (2009). Rebuilding trust in the CEO. *Chief Executive*, 242, 58–63.

Pelley, S. (2010, May 16). Escape from Deepwater Horizon. In 60 Minutes [Television news magazine]. New York, NY: CBS News. Retrieved on June 12, 2010 from <http://www.cbsnews.com/stories/2010/05/16/60minutes/main6490087.shtml?tag=mncol;lst;2>

Peters, J., & Waterman, R. (1982). *In search of excellence: Lessons from America's best-run companies*. New York, NY: Harper & Row.

Peters, T. (2006). *Innovate or die*. Enterprise Media [Videotape]. Retrieved on July 21, 2010 from http://www.enterprisemedia.com/product/00245/innovate_die.html

Peus, C., Frey, D., Gerhardt, M., Fischer, P., & Traut-Mattausch, E. (2009). Leading and managing change initiatives. *Management Revue*, 20(2), 158–176.

Pfeffer, J., & Sutton, R. (1999, May/June). The smart-talk trap. *Harvard Business Review*, 77(3), 134–142.

Pfeffer, J., & Sutton, R. (2000). *The knowing-doing gap: How smart companies turn knowledge into action*. Boston, MA: Harvard Business School Press.

Prior, D., Surroca, J., & Tribó, J. (2008). Are socially responsible managers really ethical? Exploring the relationship between earnings management and corporate social responsibility. *Corporate Governance: An International Review*, 16(3): 160–177.

ProQuest Research Library. (2010). Organization change. Retrieved from <http://www.proquest.com>.

Prosen, B. (2006). Five crippling habits: Are they attacking your organization from within? *SuperVision*, 67(12), 6–8.

Pucetaite, R., Lämsä, A., & Novelskaite, A. (2010). Building organizational trust in a low-trust societal context. *Baltic Journal of Management*, 5(2), 197–217.

Quinn, R. (1991). *Beyond rational management: Mastering the paradoxes and competing demands of high performance*. San Francisco, CA: Jossey-Bass.

Ramo, H. (2004). Moments of trust: Temporal and spatial factors of trust in organizations. *Journal of Managerial Psychology*, 19(8), 760–775.

Rogers, E. (1983). *Diffusion of innovations (5th ed.)*. New York, NY: Free Press.

Roth, J. (2008). Review of the book *The speed of trust: the one thing that changes everything*, by Stephen Covey. *People & Strategy*, 31(1): 57.

Schein, E. (1985). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.

Schriefer, A., & Sales, M. (2006). Creating strategic advantage with dynamic scenarios. *Strategy and Leadership*, 34, 31–42.

Schwartz, P. (1991). *The art of the long view*. New York, NY: Doubleday.

Senge, P. (1990). *The fifth discipline*. New York, NY: Doubleday.

Shames, A. (2009, April 1). Einstein called it “combinatorial play” [Blog entry]. Retrieved on June 21, 2010 from <http://innovationonmymind.blogspot.com/2009/04/einstein-called-it-combinatorial-play.html>

Shook, J. (2010). How to change a culture: Lessons from NUMMI. *Sloan Management Review*, 51(2), 63–68.

Shrivastava, P. (1985, Winter). Integrating strategy formulation with organizational culture. *Journal of Business Strategy*, 5(3), 103–111.

Spreitzer, G., & Quinn, R. (1996). Empowering middle managers to be transformational leaders. *Journal of Applied Behavioral Science*, 32(3), 237–263.

Stamato, L. (2008, July/August). Should business leaders apologize? Why, when, and how an apology matters. *Ivey Business Journal*, 72(4), 1–8.

Stern, S. (2009, February 17). Resources are limited and HR must raise its game. *Financial Times*, 14.

Stewart, T. (1995). Planning a career in a world without managers. *Fortune*, 131(5): 72–76.

Stringer, R. (2000). How to manage radical innovation. Why aren't large companies more innovative? *California Management Review*, 42(4), 72–88.

- Stybel, L., & Peabody, M. (2006). Beware the stealth mandate. *Sloan Management Review*, 48(3), 11–14.
- Taylor, K. (1998). Corporate change: If communication isn't working, nothing else will. *Employment Relations Today*, 25(1), 69–76.
- Thames, R., & Webster, D. (2009). *Chasing change: Building organizational capacity in a turbulent environment*. Hoboken, NJ: Wiley.
- Thomas, S. (2010). Turning conflict management into a strategic advantage [Unpublished white paper]. Retrieved May 25, 2010 from http://www.cpp.com/pdfs/conflict_whitepaper.pdf
- Tichy, N., & Cohen, E. (1997). *The leadership engine*. New York, NY: HarperBusiness.
- Ulrich, D., Zenger, J., & Smallwood, N. (1999). *Results-based leadership*. Boston, MA: Harvard Business School Publishing.
- Vaill, P. (1991). *Managing as a performing art: New ideas for a world of chaotic change*. San Francisco, CA: Jossey-Bass.
- Vaill, P. (1996). *Learning as a way of being: Strategies for survival in a world of permanent white water*. San Francisco, CA: Jossey-Bass.
- Vlachos, P., Theotokis, A., & Panagopoulos, N. (2008, November). *Sales-force reactions to corporate social responsibility: Attributions, outcomes and the mediating role of organizational trust* (SSRN Working Paper Series). Rochester, NY.
- Weber, P., & Weber, J. (2001). Changes in employee perceptions during organizational change. *Leadership and Organization Development Journal*, 22(5/6), 291–301.
- Welch, J., & Welch, S. (2006, November 13). Send the jerks packing. *Businessweek*, 4009, 136. Retrieved January 18, 2011, from http://www.businessweek.com/per/content/06_46/b4009127.htm
- Welch, J., with Welch, S. (2005). *Winning*. New York, NY: HarperBusiness.

Wheatley, M. (2006). *Leadership and the new science*. San Francisco, CA: Berrett-Koehler.

Williamson, H. (2008, May 22). Merkel ally backs curbs on executive salaries. *Financial Times*, 2.

Wines, W., & Hamilton, J. (2009). On changing organizational cultures by injecting new ideologies: The power of stories. *Journal of Business Ethics*, 89(3), 433–457.

Wormeli, R. (2009). *Metaphors and analogies: Power tools for teaching any subject*. Portland, ME: Stenhouse.

Wylie, I. (2001, October). Failure is glorious. *Fast Company*, 51, 35–38.

Yankelovich, D. (2007). Social contract. *Leadership Excellence*, 24(7), 9–11.

Zades, S. (2003, September). Creativity regained. *Inc. Magazine*, 60–68.

Ziegenfuss, J., & Bentley, J. (2000). Implementing cost control in health care: Strategies driven by an organizational systems approach. *Systemic Practice and Action Research*, 13(4), 453–474.