Gestion du changement dans les organisations

Bibliographie sélective

UN ALLIÉ DE CHOIX

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Célia Richard
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Ce document présente une sélection de publications sur des sujets reliés à la gestion du changement dans les organisations.

Les documents recensés datent de 1999 à 2015 et proviennent des bases de données bibliographiques de la Bibliothèque Cécile-Rouleau et du catalogue du Réseau informatisé des bibliothèques gouvernementales au Québec (CUBIQ).

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DANS LES SECTEURS PUBLIC ET PARAPUBLIC

Boin, Arjen, Sanneke Kuipers, et al. (2010). "The Life and Death of Public Organizations: A Question of Institutional Design?" Governance **23**(3): 385-410.

> Why do some public organizations grow old and others die young? Since Herbert Kaufman first posed this question, considerable research has been devoted to answering it. The findings of that research suggest that the design of new public organizations affects, to a significant degree, their survival chances. In this article, we test whether and how "design factors" affected the durability of the so-called New Deal organizations initiated under FDR's first term. Our findings confirm that design factors do matter, but their effects change over time. We draw out some potential implications for institutional design and sketch a renewed research agenda to determine why some public organizations survive environmental pressure whereas others succumb to it. Résumé de l'auteur.

Boyne, George A. et Kenneth J. Meier (2009). "Environmental Turbulence, Organizational Stability, and Public Service Performance." Administration & Society **40**(8): 799-824.

> A turbulent external environment is widely believed to have damaging effects on public service performance. Much less consensus has been reached on whether the best response to turbulence is to retain or alter existing organizational structures. We provide the first comprehensive empirical analysis of these issues by testing the links between turbulence, structural stability, and performance in a large sample of public organizations. Our results show that turbulence has a negative effect on performance, and that this is compounded by internal organizational change. Thus public managers can mitigate the harmful effects of volatility in the external environment by maintaining structural stability. Résumé de l'auteur.

Caiden, Gerald E. (2004). "Comment on Paul Nutt's theory of public organizational change." Public Performance & Management Review **27**(4): 44-50.

> Résumé: http://www.jstor.org/stable/3381195

Campbell, Colin (2007). "Spontaneous Adaptation in Public Management: An Overview." Governance **20**(3): 377-400.

> This collection addresses the issue of why it so often proves difficult to foster innovation in public management. Specifically, it focuses its attention on why reform efforts encounter so frequently intractable obstacles stemming from the erosion of the mutual regard among political executives and career officials for the integrity of each others' respective competences in the devising of policies and the crafting and implementation of decisions based upon these. Résumé de l'auteur.

Collerette, Pierre (2008). "Pour une gestion du changement disciplinée dans l'administration publique." Téléscope **14**(3): 33-49.

> Pour consulter le document:
> http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf

Entwistle, T. O. M. (2011). "For appropriateness or consequences? Explaining organizational change in English local government." Public Administration **89**(2): 661-680.

New institutional theory suggests that radical organizational change is guided by a logic of appropriateness in which organizations change their structures and processes in response to changes in prevailing notions of how best to organize. Contingency theories suggests, by contrast, that organizations pursue a logic of consequentiality, trying to maximize performance by adjusting structures and processes in response to relatively tangible things like the demand for services and the state of technology. Increasingly, commentators acknowledge the importance of both logics, but how do the two fit together? This paper considers this question through an analysis of 15 cases of radical change observed in four English local authorities. While much of the existing literature seeks to theorize the circumstances in which different logics will predominate, the cases considered here suggest a need to acknowledge the intermingling of logics. Résumé de l'auteur.

Fernandez, Sergio et David W. Pitts (2007). "Under What Conditions Do Public Managers Favor and Pursue Organizational Change?" American Review of Public Administration **37**(3): 324-341.
Managerial leaders play a prominent role in organizational change--as champions for change and as key players in its implementation. This study seeks to understand why public managers choose to support change and initiate it within their organizations. A model of change-related attitude and behavior is developed and tested in the study. The results indicate that a complex pattern of internal and external factors influence a public manager's attitude and behavior relating to change. The results also suggest that top-down and bottom-up drivers of change work simultaneously to influence a public manager's decision to assume the role of a change agent. Résumé de l'auteur.

Gagnon, Stéphanie et Francine Séguin (2010). "Institution and change: Possible coexistence." Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration **27**(2): 136-147.
Cet article présente un exemple de développement institutionnel dans un établissement de santé québécois. À l'aide d'une approche qualitative et constructiviste, il démontre qu'une institution peut subir des changements tout en gardant son caractère institutionnel. Les changements stratégiques étudiés permettent de conclure à la présence de deux facteurs nécessaires au succès du changement. D'abord, il s'agit de la mobilisation des mondes sociaux présents dans l'établissement de santé selon une séquence particulière. Ensuite, la double compétence (stratégique et professionnelle) des acteurs rend les actions accomplies compatibles avec les valeurs incarnées par l'institution. L'originalité de l'étude réside dans le fait qu'elle explicite le rôle de la compétence des acteurs dans le changement organisationnel. Résumé de l'éditeur.

*Garber, P. R. (2015). "Understand Change--Position Yourself to Win." Public Manager **44**(1): 32-34.
The article discusses about understanding organizational change in the public sector setting. It describes understanding the change players, which include the change initiators, the change implementers and the change intended. It outlines six ways to have the most accurate information to understand the change initiative which include finding out the reason of change, understanding the rationale of the reorganization, and knowing whether the reorganization is about the people or the process. Résumé de la base de données.

*Garvey, K. et A. B. Coleman (2015). "Transformational Change Takes Time and Effort." <u>Public Manager</u> **44**(1): 27-29.
> The article focuses on achieving organizational change in public sector setting. It discusses the three critical levers of change in a public organization including the human capital, the infrastructure, and the organizational culture. It also outlines strategies to address cultural concerns in an organization which include opening leadership team meetings, civility brown-bag sessions, and cultural and linguistic competence survey. Résumé de la base de données.

Jacob, Réal, Alain Rondeau, et al. (2008). "La gestion du changement stratégique dans les organisations des secteurs public et parapublic: le point de vue des praticiens." <u>Téléscope</u> **14**(3): 107-113.
> Pour consulter le document:
> http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf

*Kickert, W. J. M. (2014). "Specificity of Change Management in Public Organizations: Conditions for Successful Organizational Change in Dutch Ministerial Departments." <u>American Review of Public Administration</u> **44**(6): 693-717.
> This article is about the specificity of change management in public organizations. We analyze change management in a core-governmental type of public organization, that is, ministerial departments. Using six case studies of ministerial reorganizations, we address the question what specific characteristics the conditions for successful organizational change can have there. The case studies show that some of the success conditions did apply to these public organizations, some could be refined and specified, and others did not apply. The case studies also show that the conditions for successful organizational change were not the major explanations for success and failure of change. Change management in this type of public organization is not simply a straightforward application of generic management science insights. Résumé de la base de données.

*Kożuch, B. et K. Sienkiewicz-Małyjurek (2013). "Inter-Organizational Collaboration and Public Sector Innovativeness: the Case of Poland." <u>Contemporary Management Quarterly</u> **12**(3): 8-25.
> Background. Innovations in public management tend to be defined as creative ideas put into practice by management seeking to resolve persistent problems that are faced while pursuing the public interest. Inter-organizational collaboration fuels the effective accomplishment of ventures launched within organizations and is regarded as one of the methods for creating and implementing innovations. Research aims. Therefore, the overarching objective of this paper is to investigate the correlations between inter-organizational collaboration and the creation of organizational innovations. Method. The paper was drawn from literature studies and empirical research. It gives an insight into the requirements for inter-organizational collaboration in public management with an emphasis on creating innovations. Literature studies mere partly illustrated using empirical findings from research conducted in 2010 in commune offices located in the south of Poland (in the Małopolskie province). Key findings. Surveys mere carried out which led to the affirmation

that the needs and benefits, in terms of creation of innovations as part of inter-organizational collaboration in public management, attained visibility and recognition, although common practice within local government units fails to reaffirm this. Different replies to the implementation gaps of inter-organizational collaboration have been rendered, but there was no conclusive answer about how to achieve implementation. Résumé de l'auteur. Pour consulter le document: http://8723.indexcopernicus.com/fulltxt.php?ICID=1082907

Kramer, Robert (2007). "Leading Change through Action Learning." Public Manager **36**(3): 38-44.

The article focuses on the importance of action learning on changing organizational culture and building a continuous learning environment in public administration. It was stated that action learning involves managers working in a small group on an urgent organizational problem, asking questions, analyzing problems, taking action to implement solutions, and learning about their belief systems and the cultural assumptions of the organization. The author believes that through action learning, public administrators will develop more confidence in building groups, teams and organizations that learn new methods of thinking and behaving. In addition, the Animal and Plant Health Inspection Service (APHIS) emergency management system is discussed. Résumé de la base de données.

*Kuipers, B. S., et al. (2014). "The Management of Change in Public Organizations: a Litterature Review." Public Administration **92**(1): 1-20.

This article presents a review of the recent literature on change management in public organizations and sets out to explore the extent to which this literature has responded to earlier critiques regarding the lack of (public) contextual factors. The review includes 133 articles published on this topic in the period from 2000 to 2010. The articles are analysed based on the themes of the context, content, process, outcome, and leadership of change. We identified whether the articles referred to different orders of change, as well as their methods and theory employed. Our findings concentrate on the lack of detail on change processes and outcomes and the gap between the common theories used to study change. We propose an agenda for the study of change management in public organizations that focuses on its complex nature by building theoretical bridges and performing more in-depth empirical and comparative studies on change processes. Résumé de l'auteur.

*Meier, R., et al. (2013). "ICT-enabled public sector organisational transformation: Factors constituting resistance to change." Information Polity: The International Journal of Government & Democracy in the Information Age **18**(4): 315-329.

This paper suggests a revision of the commonly used model of acceptance of technical tools (TAM) for analyzing employees' attitudes towards ICT-enabled public sector organizational transformation. TAM models focus too much on technology acceptance ignoring employees' resistance to change and the reasons for innovation failure. Empirical research has shown the importance to consider these factors in organizational change projects. Basing on the example of the implementation of an electronic record system in the state (Land) Brandenburg (Germany), the paper applies a quantitative methodology for addressing the question: To what extent can other factors, besides software-problems, explain the employees' resistance to change towards the implementation of the electronic

record system? The results of our analysis show that in addition to the construct 'technology acceptance model' the variables: fear of losing work autonomy or in other words discretion, the perceived quality of information and the social influence significantly affect resistance to change. Long term analysis of the introduction of electronic systems in public organizations would improve the explanation power of our model enabling to examine the particular importance of these factors in different phases of the innovation process and to create appropriate interventions. Résumé de l'auteur.

Nutt, Paul C. (2004). "Prompting the transformation of public organizations." <u>Public Performance & Management Review</u> **27**(4): 9-33.
> This paper offers a framework to determine when a public organization will be susceptible to change and some ways to lead a susceptible organization toward a more proactive posture. It identifies situations in which change seems likely and unlikely, using organizational capacity and responsiveness as determinants. Types of change that are considered range from strategic repositioning to transformation. Some ways by which leaders can guide a public organization along a path of change are discussed. Research questions are formulated, and a research program is proposed. Résumé de l'éditeur.

Ostroff, F. (2006). "Change management in government." <u>Harvard Business Review</u> **84**(5): 141-147.
> Leaders of government agencies operate under handicaps largely unknown within the private sector. But the best of them have improved performance by adopting and adapting some goals and methods that have been proven in business. Résumé de la base de données.

Pichault, François (2008). "La question de la cohérence dans les projets de réforme des services publics basés sur la gestion des ressources humaines." <u>Téléscope</u> **14**(3): 64-72.
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*Pilkaitė, A. et A. Chmieliauskas (2015). "Changes in Public Sector Management: Establishment of Project Management Offices -- A Comparative Case Study of Lithuania and Denmark." <u>Public Policy and Administration = Viesoji Politika ir Administravimas</u> **14**(2): 291-306.
> This paper analyses an attempt to initiate an organizationaladministrative reform on the basis of experimental (pilot) project initiated by the Ministry of Economy in Lithuania which established a specialized unit -- Project Management Office (PMO) -- responsible for portfolio1 of programs and projects' coordination at ministerial level. The paper shortly describes types of reforms and how they can be implemented, as well as the notion of portfolio, program and project management and organizational capability to manage them, as one of the attributes of organizational maturity in project management is an existence of PMO. This article focuses on the main features of PMO and describes two qualitative case studies. Lithuanian and Danish cases are provided and differences of PMOs are analysed. The cases provide insights that the transition to portfolio, program and project management might last for decades. Although the reform did not gain the acceleration in Lithuania, the

trend toward project management embedment in the public sector in Europe is evidenced and more cases of the establishment of PMO are observed. Résumé de l'auteur.

Pour consulter le document:
https://www.mruni.eu/lt/mokslo_darbai/vpa/archyvas/dwn.php?id=392634

*Pollitt, C. (2013). "40 Years of public management reform in UK central government - promises, promises." Policy & Politics **41**(4): 465-480.

Despite the UK's leading role in public management reform, and decades of continuous change, little has been learned of the final outcomes. Our understandings of the impacts are fragmentary. A theoretical explanation has three elements. The first comprises the inherent technical and methodological difficulties of evaluating complex major organisational change over time. The second identifies reasons why it is unlikely that most executive politicians will invest energy in systematic evaluation. The third emphases specific institutional features of organisational reform in UK central government. Changes can be made and remade with (comparative) ease - tempting elites constantly to reinvent. Résumé de l'auteur.

Rochet, Claude, Olivier Keramidas, et al. (2008). "La crise comme stratégie de changement dans les organisations publiques." Revue internationale des sciences administratives **74**(1): 71-85.

Le secteur public est généralement considéré comme étant résistant au changement. Dans cet article nous montrons, au travers d'études de cas, que les organisations publiques présentent des aptitudes au changement égales au secteur privé. Nous mettons l'accent sur les crises qui fournissent dans le secteur public des occasions particulièrement propices au changement venant palier l'absence d'évaluation et de feedback court du marché et dégageons les stratégies possibles. Résumé de l'éditeur.

Trosa, Sylvie (2012). La crise du management public : comment conduire le changement? Bruxelles, De Boeck.

Un bilan éclairant sur la réforme de l'État, les raisons pour lesquelles elle n'a guère avancé et la façon de surmonter les obstacles qu'elle rencontre. L'auteur propose des pistes quant au management public et au rôle de l'État pour l'avenir. Résumé de l'éditeur.

Wise, Lois Recascino (2002). "Public Management Reform: Competing Drivers of Change." Public Administration Review **62**(5): 555-567.

Public management reforms often are portrayed as part of a global wave of change, and all organizational change is interpreted within a single reform paradigm that is rooted in economics and market–based principles. Reforms outside this paradigm go unnoticed. This article examines the assertion that different drivers of change competing with the dominant focus of management discourse remain present and influence the direction of reform. It presents three alternative drivers of change rooted in normative values and provides evidence of their relevance from three national cases. Normative influences are reflected in a stream of activities occurring within the same time period in different civil service systems. The direction of public management practice cannot be seen as fully determined by any one approach to government reform or as traveling in only one direction. Understanding the balance among competing drivers of change is a key to interpreting both

contemporary and future administrative reform. Résumé de l'auteur.

COMPLEXITÉ, DIFFICULTÉ ET RÉSISTANCE

Bareil, Céline (2010). "Décoder les préoccupations et les résistances à l'égard des changements." Gestion **34**(4): 32-38.

> La vie au travail est ponctuée de multiples changements que le cadre intermédiaire doit intégrer dans les pratiques quotidiennes de son unité. Pour optimiser les chances de succès de ces changements organisationnels, celui-ci doit apprendre à décoder les préoccupations qui sont à la source des résistances aux changements. Cet article vise à aider les gestionnaires à exploiter de manière positive la résistance à l'aide du modèle des phases de préoccupations. Résumé de la base de données.

Bareil, Céline (2008). "Démystifier la résistance au changement: questions, constats et implications sur l'expérience du changement." Téléscope **14**(3): 89-105.

> Pour consulter le document:
> http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf

Bloch, A. et E. Nabat (2009). "Pérennité organisationnelle et transformation. Concilier l'inconciliable ?" Revue française de gestion **35**(192): 113-126.

> Les transformations ou projets de changement sont paradoxalement devenus pour les organisations leurs principales sources de pérennité et de stabilité. Mais ce levier n'est pas sans risque et beaucoup de ces programmes se soldent par leur déclin. Quelles sont les méthodes à disposition des dirigeants pour les aider à concilier la permanence du changement et la pérennité? Que devient le sens lorsque le « cadre » est en perpétuelle mutation ? Et, in fine, le mode projet permet-il de gérer toutes les transformations de l'entreprise? Résumé de la revue.

Ford, J. D., L. W. Ford, et al. (2008). "Resistance to change: The rest of the story." Academy of Management Review **33**(2): 362-377.

> Prevailing views of resistance to change tell a one-sided story that favors change agents by proposing that resistance is an irrational and dysfunctional reaction located "over there" in change recipients. We tell the rest of the story by proposing that change agents contribute to the occurrence of resistance through their own actions and inactions and that resistance can be a resource for change. We conclude by proposing how resistance might be restructured. Résumé de la base de données.

*Ghadiri, D. P. (2014). "Quand le changement menace l'identité." Gestion **39**(1): 38-47.

> Les changements qui touchent l'identité de l'organisation ou de ses membres sont parmi ceux qui risquent le plus d'échouer ou de causer des dommages. En effet, ils peuvent entraîner des résistances farouches, aussi bien à l'intérieur qu'à l'extérieur de l'organisation. Or, il n'est pas toujours facile de cerner en quoi un changement peut menacer l'identité de

l'organisation, d'un groupe ou d'une personne. C'est pourquoi les résistances d'origine identitaire sont pour la plupart inattendues et mystérieuses aux yeux des porteurs du changement. Cet article met en lumière ce que sont les menaces identitaires, et leurs impacts potentiels en termes d'insécurité et de réactions défensives. Afin de prévenir ou d'apaiser ces menaces, l'article passe en revue quelques conditions de succès à respecter et proposer cinq balises identitaires auxquelles prêter attention dans la lecture et l'accompagnement du changement. Enfin, il fait quelques mises en garde éthiques et pratiques à considérer lorsque le changement touche directement l'identité. Résumé de la base de données.

*Harrisson, D. (2013). "Réceptivité et contraintes de l'innovation dans l'administration publique." Téléscope **19**(2): 71-86.
    Pour consulter le document:
    http://cerberus.enap.ca/Telescope/docs/Index/Vol_19_no_2/Telv19_no2_harrison.pdf

Kotter, J. P. et L. A. Schlesinger (2008). "Choosing strategies for change." Harvard Business Review **86**(7-8): 130-139.
    The rapid rate of change in the world of management continues to escalate. New government regulations, new products, growth, increased competition, technological developments, and an evolving workforce compel organizations to undertake at least moderate change on a regular basis. Yet few major changes are greeted with open arms by employers and employees; they often result in protracted transitions, deadened morale, emotional upheaval, and the costly dedication of managerial time. Kotter and Schlesinger help calm the chaos by identifying four basic reasons why people resist change and offering various methods for overcoming resistance. Résumé de la base de données.

Kotter, J. R. (2007). "Leading change - Why transformation efforts fail." Harvard Business Review **85**(1): 96-103.
    Businesses hoping to survive over the long term will have to remake themselves into better competitors at least once along the way. These efforts have gone under many banners: total quality management, reengineering, rightsizing, restructuring, cultural change, and turnarounds, to name a few. Unsuccessful transitions almost always founder during at least one of the following phases: generating a sense of urgency, establishing a powerful guiding coalition, developing a vision, communicating the vision clearly and often, removing obstacles, planning for and creating short-term wins, avoiding premature declarations of victory, and embedding changes in the corporate culture. Realizing that change usually takes a long time, says Kotter, can improve the chances of success. Résumé de la base de données.

Sirkin, H. L., P. Keenan, et al. (2005). "The hard side of change management." Harvard Business Review **83**(10): 108-118.
    Everyone agrees that managing change is tough, but few can agree on how to do it. Most experts are obsessed with "soft" issues, such as culture and motivation, but, say the authors, focusing on these issues alone won't bring about change. Companies also need to consider the hard factors - like the time it takes to complete a change initiative, the number of people required to execute it, and so forth. When the authors studied change initiatives at 225

companies, they found a consistent correlation between the outcomes of change programs (success versus failure) and four hard factors, which they called DICE: project duration, particularly the time between project reviews; integrity of performance, or the capabilities of project teams; the level of commitment of senior executives and staff, and the additional effort required of employees directly affected by the change. Résumé de la base de données.

Soparnot, Richard (2005). "L'évaluation des modèles de gestion du changement organisationnel : de la capacité de gestion du changement à la gestion des capacités de changement." Gestion **29**(4): 31-42.

Mise en lumière de la pluralité des changements organisationnels; analyse des caractéristiques et des limites des modèles unidimensionnels et multidimensionnels de la gestion du changement; la nécessité pour les entreprises de passer d'une logique de gestion du changement à une logique de gestion des capacités de changement. Résumé de la base de données.

*Stark, A. (2014). "Bureaucratic Values and Resilience: an Exploration of Crisis Management Adaptation." Public Administration **92**(3): 692-706.

The concept of resilience has gained currency as a motif under which governments have sought to improve their responses to crises. At the heart of this agenda is an understanding that crisis management must be adaptable. Yet crises continue to expose the intransigent nature of central bureaucracies. This article addresses this issue by exploring how bureaucratic values can affect the ability of agents to adapt to the challenges of crises. Data are generated from a series of interviews with crisis managers who operate in a policy chain that connects the European Union to the United Kingdom. The data indicate that two well-entrenched bureaucratic value-sets, relating to efficiency and procedural rationality, have profound consequences for the resilience agenda. Résumé de l'auteur.

Teneau, Gilles (2005). La résistance au changement organisationnel : perspectives sociocognitives. Paris, L'Harmattan.

Intituler un ouvrage *La résistance au changement organisationnel* c'est vouloir aller au-delà de la classique résistance au changement. Il s'agit d'examiner la résistance au changement organisationnel en focalisant le débat sur les notions d'intention et de sens en mettant l'accent sur l'importance à accorder à la volonté. Une approche positive qui unit l'histoire des individus et des organisations à l'expérience d'un travail de terrain. Résumé de l'éditeur.

Waltuck, Bruce A. (2012). "Complexity-based Change Methods." Journal for Quality & Participation **35**(3): 13-16.

The author describes a sampling of methods for influencing organizational change from a complexity perspective. He discusses the nine-step Process Enneagram model for change in organizations developed by Richard Knowles and the Human System Dynamics (HSD) devised by "Facilitating Organization Change" author Glenda Eoyang and Ed Olson. He also elaborates on management by objective (MBO), the behavior of complex systems, and simple rule sets, and offers reading resources and references. Résumé de la base de données.

COMMUNICATION ET GESTION DU CHANGEMENT

Anderson, Donald L. (2011). "Comment utiliser les communications et les discussions pour faciliter les changements organisationnels?" Gestion **35**(4): 90-95.

> Si, traditionnellement, on a vanté l'importance de la communication parce qu'elle permettait de présenter, d'expliquer et de justifier des changements ponctuels, cet article avance que les communications et les discussions créent des changements durables. Suivant cette nouvelle perspective, nous traitons de trois pratiques que les gestionnaires peuvent adopter pour que les communications et les discussions facilitent les changements. Ainsi, il est possible de susciter des discussions qui permettront au personnel, premièrement, de reconnaître les façons habituelles de faire et de s'exprimer dans l'organisation, deuxièmement, de discuter de ces façons habituelles de faire et de s'exprimer et, troisièmement, de discuter de façons éventuelles de faire et de s'exprimer dans l'avenir. Résumé de la base de données.

Collerette, Pierre (2010). "Comment communiquer le changement?" Gestion **34**(4): 39-47.

> Parmi les défis que doivent relever les gestionnaires au regard de la gestion du changement, la communication occupe une place centrale qui est souvent mal comprise. Cet article propose un éventail de repères aux gestionnaires qui cherchent à adopter des pratiques de communication efficaces pendant l'implantation d'un changement. Pourquoi communiquer? Quoi communiquer? De quelle façon? À qui? À quel moment? Voilà autant de questions auxquelles des éléments de réponse sont suggérés. Les principes mis en avant sont illustrés par une situation de changement qui s'est produite dans un Centre de santé et de services sociaux. Résumé de la base de données.

Sonenshein, S. (2010). "We're changing-or are we? Untangling the role of progressive, regressive, and stability narratives during strategic change implementation." Academy of Management Journal **53**(3): 477-512.

> Data from a Fortune 500 retailer suggest that managers tell strategically ambiguous, interwoven narratives about how an "organization changes and how it remains the same, thereby attempting to both unfreeze and freeze the existing meanings employees attribute to the organization. Employees embellish these narratives to make sense of and narrate responses to change (resisting, championing, and accepting), something patterned by time period and context. This study revises conceptualizations of managerial and employee discourse in fostering and hampering the implementation of strategic change by broadening consideration of both the sources and the types of meanings used to "construct" change. Résumé de la base de données.

ASPECT HUMAIN

Bareil, Céline (2004). Gérer le volet humain du changement. Montréal, Éditions Transcontinental.

Résumé: http://www.livres.transcontinental.ca/fr/index.cfm?pid=8&CatID=15&InvID=66

Codsi, Jacqueline (2013). "Le partenaire d'affaires RH: catalyseur des changements organisationnels réussis." Effectif **16**(3): 28-31.

Dubouloy, M. (2005). "La contribution des récits et de la psychanalyse à la gestion du changement." Revue française de gestion **31**(159): 267-282.
> Lors des restructurations d'entreprise, la mise en place de dispositifs d'accompagnement du changement construits à partir de la théorie psychanalytique du travail de deuil (Freud) et de l'espace transitionnel (Winnicott) et s'appuyant sur la narration collective de récits de vie professionnelle, permet de rendre supportable et de donner du sens à la souffrance psychique de nombreux salariés. Résumé de la revue.

Durand, R. et R. Calori (2006). "Sameness, otherness? Enriching organizational change theories with philosophical considerations on the same and the other." Academy of Management Review **31**(1): 93-114.
> Our objective is to discuss, in the organizational change literature, the recurring use of what we call the "sameness principle," along with another principle, inspired by contemporary philosophy and somehow present in the organizational ethics literature called "otherness." We review four classic organizational change approaches, underscore the limitations of the sameness principle, and position otherness relative to current organizational ethics literature. We then emphasize the role of powerful agents within the organization as potential conveyors of otherness and deduce propositions that relate these agents' posture to the observable type of organizational change processes. Résumé de la base de données.

*Giauque, D. (2015). "Attitudes Toward Organizational Change Among Public Middle Managers." Public Personnel Management **44**(1): 70-98.
> Positive attitudes toward change (PATC) are an important current issue in public organizations facing profound financial and managerial reforms. This study aims to identify social and organizational antecedents of PATC. The investigated population is composed of middle managers working in Swiss public hospitals (N = 720), which are currently being confronted by major reforms. Partial mediation effects of organizational commitment (OC) in the relationships between independent variables and PATC are also controlled. The findings show that perceived social support (work relationships with colleagues and supervisors) as well as perceived organizational support (employee voice and participation, information and communication, work-life balance) are positively and significantly related to PATC. Stress perception is shown to have a negative impact on PATC. This article provides valuable contributions with respect to antecedents of attitudes toward change in a population of public middle managers. Résumé de la base de données.

Gilbert, Patrick (2008). "Transformer, c'est aussi (dés)apprendre." Téléscope **14**(3): 51-61.
> Pour consulter le document:
> http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf

*Lemieux, N. et G. Hervieux (2014). "La gestion des changements organisationnels: intervention des professionnels RH et des gestionnaires." Effectif **17**(4): 22-25.

Maurer, Rick (2009). "Get Your Team Involved." Journal for Quality & Participation **32**(1): 28-31.
>	The article discusses basic strategies to encourage people to get involved in change. First, provide more information about an assignment or ask additional clarifying questions. Second try to identify issues and uncover emotion reactions. Third, try to be aware of the team's ability to trust one as a leader. Leaders have the responsibility to meet certain conditions that will foster teamwork, including clear goals, knowledge about his or her role and fair treatment. A problem-solving tool is another way to successfully manage programs arising in a group. Résumé de la base de données.

*McFarland, W. (2015). "Creating "Talent-Enabled" Change Leaders." Public Manager **44**(1): 37-39.
>	The article offers the author's insights on the failure in an organizational changes. Topics discussed by the author include the importance of leadership in successful organizational change, the involvement of business manager to ensure successful goal of the management, and the role of talent developer to develop leader's leadership in an organization. Résumé de la base de données.

Paillé, Pascal (2003). Changement organisationnel et mobilisation des ressources humaines. Paris, L'Harmattan.
>	Résumé: http://www.editions-harmattan.fr/index.asp?navig=catalogue&obj=livre&no=13269

Reay, T., K. Golden-Biddle, et al. (2006). "Legitimizing a new role: Small wins and microprocesses of change." Academy of Management Journal **49**(5): 977-998.
>	How do individual actors institute changes in established ways of working? Longitudinal research is the basis for our theoretical model showing how actors legitimize new practices by accomplishing three interdependent, recursive, situated "microprocesses": (1) cultivating opportunities for change, (2) fitting a new role into prevailing systems, and (3) proving the value of the new role. These microprocesses are demarcated by an accumulating series of small wins that consolidate gains while facilitating continuing change efforts. Most accounts of institutional change focus on embeddedness as a constraint, yet our study shows how embeddedness can provide the foundation and opportunity for change. Résumé de la base de données.

Rondeau, Alain et Céline Bareil (2010). "Comment la direction peut-elle soutenir ses cadres dans la conduite d'un changement majeur?" Gestion **34**(4): 64-69.
>	La mise en œuvre d'un changement majeur repose en grande partie sur les épaules des cadres, qui agissent comme intermédiaires entre les orientations de la direction et la concrétisation du changement pour le personnel. Que savons-nous des meilleures pratiques auxquelles les cadres peuvent recourir pour mettre en place le changement? Comment la direction peut-elle appuyer ses cadres afin qu'ils démontrent une plus grande efficacité

envers trois enjeux cruciaux : la légitimation du changement, sa réalisation et son appropriation par les personnes concernées? De nombreuses pistes de soutien sont proposées aux dirigeants pour qu'ils aident les cadres à devenir des acteurs clés dans la conduite d'un changement important. Résumé de la base de données.

Saksvik, Per Øystein, Sturle Danielsen Tvedt, et al. (2007). "Developing criteria for healthy organizational change." Work & Stress **21**(3): 243-263.
> The objective of this study was to identify criteria for healthy change in organizations and to develop practical guidelines for intended change. We aimed to explore how change processes at the shop floor level can be better informed by consultants and labour inspectors. A total of 180 interviews were conducted with managers and employees in 90 units of public and private organizations in Norway. We found that organizational change processes were better managed by more attention to awareness of the local norms and diversity among employees in the perception and reactions to change efforts. The other three factors identified were early role clarification, manager availability, and using constructive conflicts to deal with change. Résumé de l'auteur.

Shin, J., M. S. Taylor, et al. (2012). "Resources for change: the relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change." Academy of Management Journal **55**(3): 727-748.
> We tested the importance of two hypothesized resources-organizational inducements and employee psychological resilience-in determining employees' commitment to, and supportive behaviors for, organizational change. Conducting a two-wave survey in a sample of 234 employees and 45 managers, we found that organizational inducements and resilience were positively related to two types of employees' commitment to change (normative and affective) and that these effects were mediated through state positive affect and social exchange. We also found that the two types of commitment to change were positively but differentially related to behavioral and creative support for change, and negatively related to turnover. Résumé de la base de données.

*Smollan, R. K. (2015). "The Personal Costs of Organizational Change: A Qualitative Study." Public Performance & Management Review **39**(1): 223-247.
> Employee stress rises and falls during periods of organizational change, but research has tended to overlook the consequences of stress that predated the change. Interviews with 31 employees of a New Zealand public sector health authority revealed that while stress was present to some degree before the change, for some of them the transition triggered negative reactions on physiological, behavioral, affective, and cognitive levels, largely due to perceptions of inadequate processes and considerable uncertainty. For others, the aftermath was more damaging, mostly because of the extra workload, deteriorating relationships, and fear of further change. Public sector managers need to be aware of the personal costs of organizational change for employees and aim to minimize them where possible. Résumé de la base de données.

Tvedt, Sturle D., Per Øystein Saksvik, et al. (2009). "Does change process healthiness reduce the negative effects of organizational change on the psychosocial work environment?" Work & Stress **23**(1): 80-98.

> This study aimed to investigate whether the detrimental effects of organizational change on the psychosocial work environment are reduced by the "healthiness" of change processes. This includes the management's awareness that the change may be experienced differently by various individuals and groups (diversity); availability of the manager during the process; the degree to which conflicts are resolved constructively; and the degree to which the new roles to be taken on are clarified. Résumé de l'auteur.

*Wright, B. E., et al. (2013). "Motivated to Adapt? The Role of Public Service Motivation as Employees Face Organizational Change." Public Administration Review **73**(5): 738-747.

> Researchers concerned with organizational change have consistently emphasized the role that the work environment plays in employee acceptance of change. Underexamined in the public management literature, however, is the role that employee values, particularly public service motivation (PSM), may play in employee acceptance of change. Some scholars have noted a positive correlation between employee PSM and organizational change efforts; this article extends this work by attempting to isolate the mechanisms that explain this relationship. Using data from a survey of employees in a city undergoing a reorganization and reduction in workforce, the authors find that only employees who scored high on a single dimension of PSM-self-sacrifice-were more likely than others to support organizational change. Rather than support changes for their potential to improve public service, this finding suggests that employees with higher PSM may simply be less likely to resist changes that might disadvantage them personally. Résumé de l'auteur.

Yu, Ming-Chu (2009). "Employees' Perception of Organizational Change: The Mediating Effects of Stress Management Strategies." Public Personnel Management **38**(1): 17-32.

> This study explores employees' perception of organizational change and how those perceptions are shaped by trust and stress management strategies. Four hundred and five analyzable surveys were received from employees of four Taiwanese governmental departments undergoing change. Results showed that organizational change had a significant negative influence on employees' trust and job involvement. However, stress management strategies and an understanding of organizational change can positively influence employees' organizational identification and job involvement. As a result, it is suggested that stress management workshops be instituted within an organization undergoing change in order to provide strategies for stress relief and to improve employees' organizational identification and job involvement. Résumé de l'éditeur.

Zajac, Gary et John G. Bruhn (1999). "The Moral Context of Participation in Planned Organizational Change and Learning." Administration & Society **30**(6): 706.

> Presents a study that examined how various moral schemata treat moral claims to participation. Perspectives from moral theory; The public organizational context of participation; Participation in other organizations; Guidelines for `how to' participate; Conclusion. Résumé de la base de données.

Zeville, Eve (2008). "Un rôle à valeur ajoutée dans la réalisation du changement." Effectif **11**(5): 34-37.

> Pour consulter le document:
> http://www.portailrh.org/effectif/fiche_campusrh.aspx?p=407008

DIVERS

Azan, W. (2007). "Développement et performance pour le changement organisationnel." Revue française de gestion **33**(171): 15-30.

> La contribution vise à établir que considérer la performance comme le résultat d'un changement permanent, ainsi que le statue le courant du reengineering, rapproche parfois abusivement les concepts de performance et de développement. Il est montré ici que l'oeuvre de F. Perroux est une matrice de la littérature sur la performance par le changement notamment à travers l'importance qu'il accorde au sens et à l'humain. Les similitudes constatées sont ainsi source d'une meilleure compréhension de l'environnement économique et du développement des communautés humaines. Résumé de la revue.

Beck, N., J. Bruderl, et al. (2008). "Momentum or deceleration? Theoretical and methodological reflections on the analysis of organizational change." Academy of Management Journal **51**(3): 413-435.

> Research on organizational change has consistently shown that prior change increases the probability of further change, which supports the view that repetitive momentum governs change processes. We challenge this consensus, offering theoretical arguments for the opposite: Change propensity decreases as changes accumulate. We argue that unobserved heterogeneity in the inherent change propensity of organizations has biased prior results. Analyses of three data sets yielded positive effects of prior change on further change when we used the methodology of earlier studies. However, fixed-effects models that control for heterogeneity yielded negative effects. We conclude that deceleration, not repetitive momentum, governs change processes. Résumé de la base de données.

Carter, Eric (2008). "Successful Change Requires More Than Change Management." Journal for Quality & Participation **31**(1): 20-23.

> The article provides a brief history of strategy, skills and structures in the context of a change initiative and provides an overview of a methodology that draws on some of the best practices of existing change management methodologies and implementation experience. One of the earliest change models was developed by Kurt Lewin, a social psychologist, and describes a three-stage process. It is noted that strategies are ways of pursuing the vision and mission of an organization. Skills that are transferred to those affected by the change help with its acceptance by providing the tools or means for dealing with the problem created as a byproduct of the change process. An overview of the short- and long-term structures of an organization is provided. Résumé de la base de données.

Crifo, Patricia (2003). "La modélisation du changement organisationnel : déterminants et conséquences sur le marché du travail." Actualité économique **79**(3): 349-365.

    Cet article présente les analyses théoriques des changements organisationnels observés dans l'entreprise depuis ces deux dernières décennies dans la plupart des pays industrialisés. Une première famille de modèles considère le moteur du changement organisationnel comme l'augmentation de la complexité de la production ou les progrès dans le capital affectant les rendements du travail. Une seconde famille de modèles considère que le changement organisationnel dépend de variables dans l'environnement des firmes influençant les coûts du travail : l'augmentation de l'offre relative de travail qualifié, les préférences des travailleurs pour la polyvalence ou le cycle de vie des produits. Ces deux types de modèles mettent en évidence que le changement organisationnel contribue à augmenter les inégalités de salaires, à rendre la structure des qualifications intrafirme plus homogène et à augmenter la ségrégation des travailleurs par qualification. Résumé de la base de données.

Erakovic, Ljiljana et Michael Powell (2006). "Pathways of Change: Organizations in Transition." Public Administration **84**(1): 31-58.

    This article discusses and illustrates organizational changes as initiated by ownership transition. It develops and elaborates three different pathways that organizations might follow through the process of transformation from government departments to state-owned enterprises, and then to privately-owned companies: the incremental, radical and reductive pathways. The research reported here is based on 11 case studies of New Zealand privatized companies. The pathway approach develops and extends existing models of transitional organizational trajectories, emphasizing the importance of antecedent conditions of organizational development, current environmental patterns and the strategic choices of the government and new owners. Résumé de l'auteur.

Farjoun, M. (2010). "Beyond dualism: stability and change as a duality." Academy of Management Review **35**(2): 202-225.

    To survive and prosper, organizations must reconcile stability, reliability, and exploitation with change, innovation, and exploration. These imperatives and the mechanisms that support them are generally seen as incompatible and mutually exclusive. I present an alternative: a duality view in which stability and change are fundamentally interdependent contradictory but also mutually enabling. This view revisits several enduring ideas about stability and change and offers theoretical and pragmatic opportunities to dissolve and transcend their paradoxical relationship. Résumé de la base de données.

Golden-Biddle, Karen (2013). "How to change an organization without blowing it up." MIT Sloan Management Review **54**(2): 35-41.

Hannan, Michael T., László Pólos, et al. (2003). "The Fog of Change: Opacity and Asperity in Organizations." Administrative Science Quarterly **48**(3): 399-432.

    Initial architectural change in organizations often induces other subsequent changes, generating lengthy cascades of changes in subordinate units. This article extends a formal model of cascading organizational change by examining the implications for organizational change of the limited foresight of those who initiate such change about unit interconnections

(structural opacity) and the normative restrictiveness imposed on architectural features by organizational culture (cultural asperity). Résumé de l'auteur.

Jaujard, F. (2011). "La transition de rôle, concept opératoire de gestion du changement." <u>Revue française de gestion</u> **37**(214): 29-44.
    Résumé: <u>http://www.cairn.info/resume.php?ID_ARTICLE=RFG_214_0029</u>

Katzenbach, Jon et Ashley Harshak (2011). "Haro sur la culture?" <u>Premium</u> **9**: 14-23.
    Démonstration de l'impact de la culture d'entreprise sur la performance des organisations; mythes qui accompagnent la notion de changement culturel et qui mènent à de mauvaises décisions; les cinq principes de base d'un changement culturel réussi. Résumé de la base de données.

Kleiner, Art (2012). "Une question de valeurs." <u>Premium</u> **16**: 48-51.
    Entretien avec Margaret J. Wheatley, une figure clé du changement et de l'apprentissage organisationnel, ainsi que du leadership novateur. Résumé de la base de données.

Kotter, J. P. (2012). "Change management: Accelerate!" <u>Harvard Business Review</u> **90**(11): 44-58.
    A new system that allows the traditional hierarchy to operate in concert with a companywide "strategy network" holds the key to nimble change. Résumé de la base de données.

Langley, Ann et Jean-Louis Denis (2008). "Les dimensions négligées du changement organisationnel." <u>Téléscope</u> **14**(3): 13-32.
    Pour consulter le document:
    <u>http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf</u>

Luscher, L. S. et M. W. Lewis (2008). "Organizational change and managerial sensemaking: Working through paradox." <u>Academy of Management Journal</u> **51**(2): 221-240.
    As change becomes a constant in organizational life, middle managers charged with interpreting, communicating, and implementing change often struggle for meaning. To explore change and managerial sensemaking, we conducted action research at the Danish Lego Company. Although largely absent from mainstream journals, action research offers exceptional access to and support of organizational sensemaking. Through collaborative intervention and reflection, we sought to help managers make sense of issues surfaced by a major restructuring. Results transform paradox from a label to a lens, contributing a process for working through paradox and explicating three organizational change aspects-paradoxes of performing, belonging, and organizing. Résumé de la base de données.

Mantere, S., H. A. Schildt, et al. (2012). "Reversal of strategic change." <u>Academy of Management Journal</u> **55**(1): 172-196.
    When planned change is canceled, managers may be tempted to reverse their organization's strategy. Our longitudinal case study documents an organization's canceled merger effort and a failed attempt to return to the organization's widely accepted premerger strategy. We

trace the failure to contradictions in symbolic change management. The phenomenon of change reversal draws attention to the historical continuity of "sensemaking" and raises caution about the popular view that managers need to destroy organizational meaning to facilitate the realization of strategic change. Résumé de la base de données.

Maurer, Rick (2005). "Sustaining Commitment to Change." Journal for Quality & Participation **28**(1): 30-35.
Offers some tips for ensuring the implementation of organizational changes. Importance of leadership to implementing changes; Role of communication in implementing changes; Structures that could help sustain changes. Résumé de la base de données.

Maurer, Rick (2006). "12 Steps That Can Build Support for Change." Journal for Quality & Participation **29**(1): 21-22.
The article discusses various steps that are useful in building support for change within an organization. A checklist is offered, including references to articles found in previous issues of the journal. Résumé de la base de données.

Plowman, D. A., L. T. Baker, et al. (2007). "Radical change accidentally: The emergence and amplification of small change." Academy of Management Journal **50**(3): 515-543.
A decision to offer breakfast to homeless people led to radical change in a church and its environment. Existing theories of change do not fully explain observations from our qualitative study; however, complexity theory constructs suggest how and why such change emerged. We offer four key findings. First, the radical change was unintended, emergent, and slow. Second, destabilizing conditions helped small changes to emerge and become radical. Third, subsequent actions amplified an initial small change and, though not intended to do so, promoted radical change. Finally, the dynamic interaction of amplifying actions, contextual conditions, and small changes led to continuous radical change. Résumé de la base de données.

Reeves, Martin et Mike Deimler (2011). "S'adapter pour survivre." Premium **11**: 58-65.
Les aptitudes organisationnelles qui favorisent l'adaptation rapide de l'entreprise et sa capacité à évoluer. Résumé de la base de données.

Roland, Gérard (2004). "Understanding Institutional Change: Fast-Moving and Slow-Moving Institutions." Studies in Comparative International Development **38**(4): 109-131.
This article proposes a classification of 'slow-moving' and 'fast-moving' institutions, and discusses the potential results of their interaction. A prime example of a slow-moving institution is culture, including values, beliefs, and social norms, which tend to change gradually. Political institutions are typically fast-moving institutions; exemplifying the nature of this category, political institutions do not necessarily change often but can change very quickly—sometimes nearly overnight. The interaction between slow-moving and fast-moving institutions can shed light on institutional change (why, how, and when it occurs), and evinces both the difficulty of transplanting institutions into different cultural contexts and the advantages of diverse institutional 'blueprints' for efficient growth and development. Résumé de l'auteur.

Rondeau, Alain (2008). "L'évolution de la pensée en gestion du changement: leçons pour la mise en oeuvre de changements complexes." Téléscope **14**(3): 1-12.

> Pour consulter le document:
> http://www.telescope.enap.ca/Telescope/docs/Index/Vol_14_no_3/Telv14n3_changement.pdf

Rosenberg, Ron (2003). "The Eight Rings of Organizational Influence How to Structure Your Organization for Successful Change." Journal for Quality & Participation **26**(2): 30-34.

> Discusses strategies to implement organizational change in business enterprises. Tips to improve focus in the workplace; Factors to consider to maintain the balance in the organizational structure of a company; Importance of learning to for employee and organizational development. Résumé de la base de données.

Soparnot, Richard (2008). "La capacité d'adaptation ça se travaille." L'expansion management review (129): 48-55.

> Pour être en mesure de faire face à des transformations ou des crises plus ou moins radicales, il est vital pour les entreprises d'aiguiser leur aptitude au changement. Résumé de l'éditeur.

Vas, Alain (2005). "Le processus de changement organisationnel à l'épreuve des faits: une approche multiparadigmatique." Management international **9**(2): 21-36.

> L'étude des processus de changement reste un thème largement protéiforme qui n'a pas donné lieu à l'élaboration d'une théorie unique. L'objet de cette recherche est d'examiner s'il existe un courant paradigmatique dominant, susceptible d'appréhender les processus de changement, ou si, au contraire, il convient d'adopter une approche multiparadigmatique pour améliorer notre compréhension du changement au sein des grandes organisations. Notre étude a mis en évidence un modèle hybride de « planification-négociation-improvisation », caractérisé par un dosage équilibré entre une démarche analytique et négociée, structurée et chaotique. Au cours du processus, le contenu du changement est réinventé par les acteurs et nécessite le soutien d'une coalition politique forte. Résumé de l'éditeur.

Vas, Alain (2005). "Vitesse de propagation du changement dans les grandes organisations." Revue française de gestion **31**(155): 135-151.

> La plupart des grandes entreprises évoluent actuellement dans des environnements en mutation rapide. Ce constat pousse les gestionnaires à s'interroger sur les leviers susceptibles d'accélérer ou de freiner la vitesse de déploiement du changement au sein de leur entreprise. À la lumière d'une étude de cas menée au sein d'un opérateur de télécommunications européen, cet article présente sept facteurs susceptibles d'influencer la vitesse de propagation du changement au sein des grandes organisations. L'analyse de ces facteurs révèle des effets contradictoires au cours du processus. Résumé de l'éditeur.