

## Map of the Book

**Chapter 1:** We begin by discussing the notion of process and how change can be triggered by a variety of forces. We will then explore ‘type’ of change as we move into an appreciation of digitalization, agility and empowerment in driving the change effort.

**Chapter 2:** We discuss leadership and its importance for building an inclusive workplace.

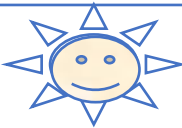
**Chapter 5: Are you a storyteller?** Here, we discuss the role of storytelling in narrating job and organizational situations.

**Chapter 4:** We talk about the role of the change-maker (change agent, or change team) as we discuss modes of change including top-down, bottom-up and centre-out.

**Chapter 3:** We discuss ‘social construction’ and its role in making change happen.

**Chapter 6:** We discuss change models for planning the change effort. We start with force-field as an ice-breaker and then move into action research (action leading to theory; theory leading to action).

**Chapter 7: Communicating the need for ‘changing’.**



**Chapter 8: Creating readiness as we go**

**Chapter 9:** Here, we reiterate the fact that resistance needs to be understood by taking seriously the positive intentions of those who resist.

Throughout chapters 10-11, we discuss the main principles associated with the conduct of diagnosis in two interdependent halves. The first half is about the ‘problem-centric’ mode (Chap 10). The second is the ‘appreciative-centric’ (Chap 11).

‘Problem-centric’

Using either one or both

‘appreciative-centric’

**Chapter 12:** Having discussed diagnosis, we move on to intervention. Here, we discuss modes of intervention, intervention styles and how to decide on the level of intervention to be applied.

**Chapter 13:** Here, we talk about personal identity (*who am I*) and that of organizational identity (*who we are*) and what the organization stands for in terms of its attributes and qualities that differentiates it from another organization. We need knowledge of organizational identity to answer questions such as: how does our organization present itself and what are the key attributes we want to monitor.

**Chapter 14:** In this concluding chapter, we discuss sustaining change. We talk about how we can reimagine organizations to become more resilient and more innovative. We also consider democratic design principles, scenario planning and how to sustain what has already been achieved.