

## Useful Web Links

### **Martin Luther King Jr's "I have a dream" Speech**

**Theme:** Vision and how vision could be co-constructed through people

**Relevance:** [Chapter 2](#)

<https://www.youtube.com/watch?v=gdTpU5WZHMM&feature=kp>

### **Brene Brown**

**Theme:** Related to inclusivity. Also resilience and courage

**Relevance:** [Chapter 2](#); [Chapter 5](#)

<https://www.youtube.com/watch?v=185KE993nvg>

### **Edgar Schein on change leadership.**

**Theme:** Note Schein's notion of agency as that of 'helping' where the onus is in the change agent (change-makers) to understand the situation at hand and be able to relate to change recipients.

**Relevance:** [Chapter 3](#); [Chapter 4](#)

[https://www.youtube.com/watch?v=1bknGdA\\_xdw](https://www.youtube.com/watch?v=1bknGdA_xdw)

### **Change Agency (Change-makers)**

**Theme:** Are you a change agent?

**Relevance:** [Chapter 4](#)

<https://www.youtube.com/watch?v=eI0Y8ILlyRw&feature=related>

### **Kurt Lewin's Force-Field Analysis**

**Theme:** An example on Force Field

**Relevance:** [Chapter 6](#)

[https://www.youtube.com/watch?v=64t\\_NIAG2QY](https://www.youtube.com/watch?v=64t_NIAG2QY)

### **Karl Weick/Dropping your tools/ Sensemaking**

**Theme:** Weick's sensemaking. Some of the following clips are from the original 1952 movie. The idea of Weick's sensemaking is that reality is an 'ongoing accomplishment that emerges from efforts to create order.' I have included these clips to remind ourselves of the role sensemaking in constructing reality. Weick (1993) explained why the 13 young men had perished, despite the fact that the foreman, Wagner Dodge, made new sense of the rapidly changing situation by shouting for everyone to drop their firefighting tools, improvising by lighting a grass fire, and lying down in the ashes. It is a sad movie but then the notion should prove useful. For more on this see page 171 of your textbook.

**Relevance:** [Chapter 8](#)

<https://www.youtube.com/watch?v=-DOq0C3zO98>

### **Appreciative Inquiry/John Hayes**

**Theme:** Introducing appreciative inquiry

**Relevance:** [Chapter 11](#)

<https://www.youtube.com/watch?v=BqHeujLHPkw>

### **Appreciative Inquiry: A Conversation with David Cooperrider**

**Theme:** David Cooperrider on conversations, social construction and a bit on appreciative inquiry

**Relevance:** Chapter 11; Chapter 12

<https://www.youtube.com/watch?v=3JDfr6KGV-k>

### **Embracing vulnerability/Brene Brown**

**Theme:** On the importance of empathy in managing change. Resistance and Thinking organizational resistance through the lens of vulnerability. Not everyone can withstand a new restructure or an outsourcing. We know for a fact that people resist change due to a number of reasons and 'feeling vulnerable' could be one such reason. Perhaps 'feeling vulnerable' gets ratified through background talk and also through lack of relational (responsive) communication.

**Relevance:** Chapter 2; Chapter 7; Chapter 9

<https://www.youtube.com/watch?v=1Evwgu369Jw>

<https://www.youtube.com/watch?v=AO6n9HmG0qM>