

CONTENTS

Introduction: Change behaviours, get culture 1

IN THEORY, FOR THE PRAGMATISTS

- 1 The change management 'speak' 41
- 2 How to fail expensively 63
- 3 Behind the curtains of the organization chart 81
- 4 Small worlds inside 109
- 5 The tsunami and the butterfly 133

IN PRACTICE, FOR THE THEORISTS

≡ LANGUAGE

- 6 Language, frames and conversations 157

≡ NEW BEHAVIOURS

- 7 Can't change mindset, can't find it 177
- 8 Why we do things the way we do 201
- 9 Non-negotiable behaviours 225

≡ TIPPING POINTS

- 10 Infections, fashions and tipping points 249
- 11 Activists, deviants and sceptics 269
- 12 The plumbers (management) 291

≡ 'CULTURES'

- 13 New cultures: if not now, when? 311

IN SUMMARY, FOR ALL

- 14 Leading Viral change: process in a box 341
- 15 15 'change management' assumptions revisited 353

Epilogue: 'Hi, this is a cultural change programme and this is the last time we will mention change or culture' 371