



Organizational Change and Strategy: An Interlevel Dynamics Approach

David Coghlan, Nicholas S. Rashford

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This cutting-edge text shows how large scale organizational change is in fact a complex iteration of individual, team, interdepartmental and organization processes whereby each continually and systematically influences the others (a topic often neglected by ODC and strategy books). Traditionally, strategy and organization development and change have occupied different worlds; one grounded in the economic and management sciences, the other in the applied behavioural sciences. In this enlightening text, Coghlan and Rashford abridge these two worlds using a framework of organizational levels.

In this important text, the authors here clearly demonstrate how such processes are brought together in an interlevel approach. They focus on the involvement of such players as:

- individuals (CEO, senior managers and others)
- teams (senior management team, board, other teams)
- inter-departmental groups (inter-team)
- the organization (in its external relations).

This interdepartmental aspect of most organizations is critical to developing and deploying strategic actions, yet is often never discussed.

Exploring both the external and internal discontinuous nature of forces for change, this book guides the reader through the intricacies of this highly complex subject. Expertly combining theory with practice, it will be a valuable book for masters level and advanced undergraduate students, and for all those concerned with strategy and change.

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