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**Article:**

Hamilton, Lindsay (2020) Book review: Changing Change Management: Strategy, Power and Resistance (2020) By Darren McCabe. Management Learning. ISSN 1461-7307

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## Management Learning

**Book review:**  
**Changing Change Management: Strategy, Power and Resistance (2020)**  
**By Darren McCabe**  
**1st Edition, New York: Routledge**  
**DOI <https://doi.org/10.4324/9780429029981>**  
**eBook ISBN9780429029981**  
**228 pages**

Journal:	<i>Management Learning</i>
Manuscript ID	MLQ-20-0073
Manuscript Type:	Book Review
Abstract:	

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Manuscripts

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3 Book review:

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15 228 pages

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26 All organisations change as their members move, innovate, group and re—group within organisational  
27 practices that are driven by, and sometimes against, strategic decision—making, planning and control.  
28 While strategies may have singular points of origin, or moments of emergence, they coalesce, morph,  
29 or sometimes wither entirely along diverse courses of activity. The only constant is that such activity  
30 is decisively conditioned by human behaviour. That *change management* has become a ruling  
31 principle of management theory and practise needs no demonstration, therefore, and it has been a  
32 perennial staple of most business school curricula for decades. Yet McCabe’s (2020) book rightly  
33 points to the problematic nature of studying it, something which brings the topic firmly up to date.

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36 The key paradox that McCabe seeks to unriddle in this book is that while much of the extant literature  
37 on this subject works from the basis that management *possesses the power to achieve change*, the  
38 lived experience of day—to—day planning and management in organisations actually points out the  
39 propensity for change management interventions to fail. These apparent inconsistencies exist in  
40 tension and the book does a thorough and painstaking job of explaining why. McCabe builds the case  
41 persistently towards a demonstration of the elements of organisation life that make innovation,  
42 transformation and change strategies difficult to implement.

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45 McCabe’s very first line states that ‘This book is motivated by dissatisfaction with the way in which  
46 power is generally understood and represented in the literature on Change Management as  
47 something that is possessed largely by management.’ It is this *dissatisfaction* with the status quo that  
48 makes this approach so timely. No easy solutions are presented here, instead the reader is reminded  
49 that consent and cohesion are not simply the bi products of ‘effective’ management tools but are  
50 elusive and sometimes entirely unattainable. Resistance, McCabe argues, plays a much larger role  
51 than is often credited in management theory of change. Overlooked by mainstream and some critical  
52 organisation scholarship, McCabe sees the understanding of power and resistance as core to  
53 developing realistic concepts of change.

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56 This book adopts a critical ‘relational’ approach to change management and foregrounds resistance  
57 ‘as much a part of change as the strategies of those that seek to enact it’. Chapter one provides an  
58 overview of the key concepts discussed in the subsequent chapters and introduces the case of  
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3 Copperdale City Council in the UK, the (anonymised) empirical mainstay of the book. Chapter two then  
4 sets out two perspectives on change management—the *rational-technical* and the *processual*. These  
5 are used to extend the author's exploration of the relational approach. Chapter three elucidates this  
6 further to help readers to make sense of the subsequent empirical chapters that begin with Chapter  
7 five and end at Chapter nine. These empirical chapters explore Copperdale City Council firstly by  
8 describing, then by exploring the experience of working there and the specific changes it introduced.  
9 Chapter 4 is a summary of the qualitative research methods.

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12 As the first of the empirical sections, Chapter five focuses on the role of *metaphor* during the strategic  
13 introduction of a change programme. Analysing key texts from Copperdale and drawing on the  
14 metaphoric concept of 'walls' and 'journeys', McCabe shows how those seeking to manage change  
15 draw on the materials around them (documents, particularly) to present changes to the work being  
16 done as a positive departure from tradition. The chapter also shows how metaphors come up against  
17 the culture, extant identities and established patterns of work at Copperdale. Here, the book makes  
18 use of a new term, 'counter-metaphor', to explain how resistance is organised and discussed. This  
19 chapter makes a compelling case, using this field data, to show that all exercises of power need to be  
20 understood simultaneously in terms of how resistance unfolds in relation to control.

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23 This analysis is extended in Chapter six where the book questions the assumption that managers  
24 unquestioningly enact and support change strategies. McCabe argues here that such a view is over—  
25 simplistic because 'not all managers are instigators or agents of change' and surveys the tools that  
26 such individuals may themselves use to resist it. Turning simple notions of bureaucracy on their head,  
27 McCabe shows in this chapter how bureaucratic tools can be a medium and means of resistance. This  
28 is compelling evidence that resistance is far more complex than is often supposed and exceeds simple  
29 tensions between 'boss' and 'worker'.

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32 Chapter seven explores the concepts of location and space by charting what happened when  
33 Copperdale relocated 1,500 staff to a new open—plan, flexible hot—desk building and how this  
34 became a site for struggle. This chapter is novel because it focuses upon both employee and  
35 management resistance to change and gives the reader a deeper understanding of the contradictions  
36 and intricacies of resistance in a three—dimensional space. Chapter eight explores this theme further  
37 by elucidating how staff and managers at Copperdale resisted through cynical pragmatism especially  
38 in relation to the box—ticking culture. From the empirical material, it becomes apparent that while  
39 these public sector employees may be cynical about change programmes and managerialism, it is a  
40 complex form of cynicism. Employees distance themselves from managerialism, certainly, but  
41 continue to identify with their work, the public and each other.

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44 The final empirical chapter, nine, takes a closer look at organisational politics in relation to  
45 organisational change—micro, meso and macro. Drawing on a weight of canonical literature in this  
46 field (for example, Knights and Murray, 1994), McCabe tracks the relationships between the  
47 organisation and the structures beyond. This is a weighty theoretical chapter that provides an  
48 important linkage between the case material and the overarching concepts of social power and order.  
49 Chapter ten concludes the book by arguing that a 'relational' approach towards change management  
50 is necessary. Resistance is as much a feature of organisational life as the strategies needed to enact  
51 change and McCabe persuasively makes the case for the importance of understanding its presence,  
52 both from the perspective of a practitioner seeking to manage change better or from the perspective  
53 of social justice and inclusion.

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56 This book provides a timely counterpoint to traditional management models (and aspirations) of 'good  
57 change management'. It chimes with our current state of affairs because, as current unsettled  
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3 circumstances show, the power to oversee and control change usually lies firmly beyond the grasp of  
4 individual actors. There is no question that the upheaval of this year's Covid crisis has fundamentally  
5 changed these lineaments as a whole. It has altered fundamental aspects of the whole formation of  
6 work in its various forms. It is no exaggeration to describe the effects of the pandemic lockdown as a  
7 global, epochal restructuration of economic activity and it is not yet known whether and how  
8 organisations will return to business as usual.  
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11 This unsettling experience alone is enough to ensure that most will never again take for granted the  
12 presentation of packaged management knowledge that purports to lead to successful strategies for  
13 managing innovation, enterprise and change. The enduring message from this book, then, is that  
14 change is not something managers 'own' but a process that is fraught, indeterminate and shot through  
15 with uncertainty and risk. After all, social life is constituted by the co-productive activities, principles,  
16 meanings and hopes that all actors engage in, be they managers or otherwise.  
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19 Perhaps as scholars we can hope only to develop what Blumer (1954) 'sensitising concepts' about the  
20 social world, approximate conceptions which are rough and always provisional guides to a changing  
21 and complex reality. Management ideas about change have to be fluid, not least because the subject  
22 matter in which they deal is comprised of the views and thoughts of social agents themselves each  
23 forming their own 'sensitising concepts'. Individual organisation members are always trying to  
24 understand and mould for themselves the tasks, processes and objectives that make up the world in  
25 which they have to operate (Willis, 2000). There are continual negotiations, some tacit and some  
26 explicit that work to condition the course of strategic plans. As McCabe states, 'both power and  
27 resistance are part of the living fabric of everyday organisational life' (p.3). That some negotiations  
28 provoke and sustain heated resistance is perhaps an uncomfortable reality that many management  
29 theorists would perhaps prefer to disavow, particularly as a great deal of mainstream management  
30 (and management teaching) is built upon the ruling principle that management can be effective *if it is*  
31 *done right*.  
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35 In this important book, McCabe reminds us that each of us holds an internal model for our world,  
36 made real through interaction, collaboration, conflict and evident in the multifarious processes and  
37 routines that make up our reality. Change is always brokered through some relation, some experience  
38 and responsive — in some way — to the material world about us. It is evident in the clothing we wear  
39 for our next 'Zoom' meeting online, for example, or the objects we curate to form our desk or office  
40 space. The explanatory power of these phenomena, contoured by the systems and structuring forces  
41 of the organisational and social world, is what McCabe presents so finely in this book. Here we see  
42 the enduring and reinforcing effect of managerial power on both practical and cultural experiences as  
43 well as the possibilities for human action and creativity developed in successive moments, reducible  
44 to no one static pattern or model. This is a positive, if complex, message for it means that  
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48 'Once this is understood then we cannot go back to a situation where resistance is ignored or  
49 marginalised because this simply misrepresents both change and everyday life. It does great  
50 damage because it renders silent the voices of those who may suffer due to Change  
51 Management and helps to erect walls whereby we do not hear those voices because we are  
52 under the illusion that they either do not exist or are unimportant.' (p5).  
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55 The implication is clear: management must learn to relinquish the anachronistic myth of change as a  
56 form whose destiny depends upon and lies entirely within their hands. Perhaps as McCabe suggests,  
57 there is a danger in such thinking for 'it would mean that claims could no longer be made regarding  
58 what strategies, technologies, structures or cultures should be adopted to effect change and thereby  
59 deliver the often mute goals of control, growth, productivity and profitability.' In the current climate,  
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3 this argument has profound resonance and seems fitting as we create new templates for post—  
4 lockdown management which will necessitate radical change for us all.  
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