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E-Copies

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Vol 18 No 4 November 2011 – Developing organisations: evolution & revolution

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
OD Practice – Editorial <i>Valerie Garrow and Sharon Varney</i> Developing organisations; evolution & revolution. Valerie and Sharon believe OD remains pertinent and has a promising future. While much is changing, and complexity is becoming more apparent, human nature remains essentially the same.	184P001	£3.00	
Working at the interface – pausing to talk <i>Mandy Bromley</i> Mandy considers why teams often get stuck working at internal interfaces and how techniques in sense making and dialogue can help them get unstuck.	184P010	£3.00	
Slow change in a dynamic world <i>Alison Nolan</i> Alison offers reflections from a learning practitioner in a global professional service firm in times of economic turbulence and merger.	184P017	£3.00	
Organisation Development in a complex world <i>Christine Lloyd</i> In this article, Christine summarises concepts of ‘complexity’ from a range of perspectives and, based on personal insights and practical experience, suggests some of the implications for OD practitioners in today’s fast changing world.	184P024	£3.00	
Board blind spots: a method for exposing what boards can’t see <i>Alison Carter</i> Alison describes a new diagnostic method for identifying issues hampering effective boardroom conversations which represents a shift away from asking board members questions to seeing and hearing them operate.	184P031	£3.00	
Working with organisational energy as a framework for organisational development <i>Bernd Vogel and Heike Bruch</i> Bernd and Heike introduce a concept they call organisational energy, the commodity that makes a difference when an	184P040	£3.00	

organisation has mobilised the human potential of its people. They consider how it can be measured, mobilised and sustained.			
Conflict: what do we make of it ... and what do we do about it? <i>John Burgoyne</i> John's article is about using the full spectrum from micro, intra-personal, psychological to cultural sociological and anthropological perspectives to both make sense of situations and choose how to act in them.	184P049	£3.00	
'Future of Work' enquiry: developing organisations which focus on personal value <i>Sandra Dodgson, Nic Brocklebank, Deborah Wharton and Isabelle Beaumont</i> The authors are leading a 'future of work' enquiry which explores the potential of personal value transfer in engendering environments where individuals can be their extraordinary selves in the workplace.	184P057	£3.00	
Can organisations be 'developed'? <i>Linda Holbeche</i> Linda argues that recent events have led to increased interest in developing organisations to improve workplace culture, practice and performance and to manage change. She makes the case for more democratic approaches to leadership and management and high involvement change approaches.	184P065	£3.00	
Individual articles up to 5 back copies		£15	
Full copy of the whole edition	184P999	£15	N/A

Full AMED Members can download copies of Volume 18 from the [Full AMED Members webpage](#) . To access the files you will need to have created a profile on the AMED website and be a member of the 'Full AMED Members Group'.

Vol 18 No 3 August 2011 - Building bridges through facilitation

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Building bridges with words <i>Rosemary Cairns and Bob MacKenzie</i> Celebrates the power of the bridge metaphor in spanning various perspectives on facilitation and offers a snapshot of the articles.	183P003	£3.00	
Reflections on the history of professional process facilitation <i>Richard Chapman</i> Provides a personal view on how professional process facilitation emerged and has developed since WWII.	183P013	£3.00	
Facilitation training for the real world: <i>Viv McWaters and Johnnie Moore</i> Introduces a novel improvisational approach to helping people become confident facilitators.	183P021	£3.00	
The power of transformative facilitation: <i>Annette Moench and Yoga Nesadurai</i> Creates a conceptual framework for supporting „transformative facilitators“ for a changing world.	183P031	£3.00	
FACILITATOR PRACTICE Building bridges <i>Ann Alder</i> Offers an approach to help clients learn how to learn through working with patterns.	183P042	£3.00	
Spanning a divide <i>Sarah Lewis</i> Illustrates how a facilitator deals with the challenge of assuming temporary group leadership.	183P050	£3.00	
The art of online facilitation: <i>Simon Koolwijk</i> Identifies twelve distinctive factors and eight competencies for successful online facilitation.	183P057	£3.00	
Transforming trainers into facilitators of learning <i>Pamela Lupton-Bowers</i> Shows how a shift from „death by Powerpoint“ to lively experiential learning enables subject matter experts to embrace facilitative interventions.	183P067	£3.00	
First person plural: <i>Bob MacKenzie</i> Suggests how learning facilitators can build bridges between their multiple selves and those of others using a personal self-facilitation framework	183P079	£3.00	
Less is more: <i>Vicky Cosstick</i> Argues that the less a facilitator appears to do, the greater the opportunities for transforming	183P087	£3.00	

conversations.			
Building a future together <i>Jonathan Dudding and Ann Lukens</i> Demonstrates how participatory techniques can help all stakeholders develop a strategic plan while building capacity.	183P096	£3.00	
Facilitating local peacebuilders <i>Rosemary Cairns</i> Highlights how facilitation helps local peacebuilders to know and increase their impact in areas of conflict.	183P105	£3.00	
Proving you're worth it <i>Jeremy Wyatt</i> Demonstrates a facilitative approach to generating meaningful 'hard' evaluation data for local organisations.	183P115	£3.00	
Full copy of the whole edition	183P999	£15	N/A

Vol 18 No 2 May 2011 – Celebrating Variety, Diversity and Change

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Celebrating variety, diversity and change <i>Chris Grieve, guest editor writes</i> Editorial Summary and Introduction to our authors and articles	182P001	£3.00	
Has Organisational Development Failed? <i>Martin Saville and James Traeger</i> A polemic urging developers to recapture something essential in our practice of OD	182P006	£3.00	
Building an Action Learning capability from scratch <i>Anne Grove</i> Exploring the benefits and shadow side of a leadership development tool	182P014	£3.00	
Creating and leading lasting change <i>Chris Grieve</i> Chris reviews 'Leadership for Sustainability' a new book edited by Judi Marshall, Gill Coleman & Peter Reason	182P021	£3.00	
A personal inquiry into comparisons of Gestalt coaching and therapy <i>Paul Barber</i> The phenomenon of coaching and therapy as a whole	182P024	£3.00	
Sell your cleverness and buy bewilderment <i>Julie Allan and Kirstin Irving</i> Inquiries and poetical explorations into ambiguity and working with difference	182P032	£3.00	
Polarity Management: Jo Gage	182P040	£3.00	

Working with the inevitable tensions of everyday choices in organisations			
The Change Agent and Conflict: Building Our Capacity <i>Suzanne Penn</i> Strengthening our abilities so we can work more effectively with difference, polarity or conflict	182P050	£3.00	
Tricia Lustig is a simplifier <i>Interviewed by David McAra</i> Making AMED and e-O&P relevant for current and future practitioners	182P058	£3.00	
Individual articles up to 5 back copies		£15	
Full copy of the whole edition	184P999	£15	N/A

Vol 18 No 1 February 2011 – Lessons from the Battlefield

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Lessons from the battlefield: making a difference that makes a difference <i>Deb Booth</i> Editorial Summary and Introduction to our authors and articles	181P001	£3.00	£2.50 from 1 st March
Can developers learn from warriors? Leadership in turbulent times <i>Jonathan Cormack</i> Introduces an innovative leadership framework which delivers when conditions are uncertain	181P010	£3.00	£2.50
The fine art of balance: how we can help failing organisations regain a sense of balance <i>David MacKinnon</i> Shows how a simple model can transform leaders' understanding of their own organization	181P021	£3.00	£2.50
Would it be better if managers stopped managing? The concept of Obliquity <i>David McAra</i> reviews John Kay's book 'Obliquity – Why our goals are best achieved indirectly' Business organisations will make more profit by aiming for something else Need to locate document.	181P030	£3.00	£2.50
Organisational evolution requires cautious change <i>Geoffrey M. Hodgson, with an Introduction by Sharon Varney</i> Why we should pay more attention to organisational habits and routines	181P033	£3.00	£2.50
The Self-Awareness Myth: how self-awareness doesn't always lead to change <i>Michael Walton</i> How to help senior executives adjust to a new organisational climate	181P042	£3.00	£2.50
Getting a purchase on Action Learning <i>Joanna Kozubska & Bob MacKenzie</i> What we really need to know before we design or buy Action Learning	181P052	£3.00	£2.50
Building a culture of evaluation in Organisation Development <i>Liz.Finney</i>	181P066	£3.00	£2.50

Why we shouldn't be afraid to use evaluation, and why we need it			
Adapting awayday rituals to deliver in difficult times <i>Tony Page & Chiara Vascotto</i> Adjusting to change through the collective re-discovery of meaning and identity	181P073	£3.00	£2.50
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From warrior to midwife: journey of a learning facilitator <i>Ana Karakusevic</i> What does it really mean to become a developer? Ana shares her story	181P089	£3.00	£2.50
Full copy of the whole edition	181P999	£15	£10 from 1st March 2012

You can also purchase individual articles up to 5 back copies for £10 for Full AMED Members and £15 for Non Members.

Vol 17 No 4 November 2010 – Coaching as Organisation Development

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Coaching as Organisational Development - Editorial <i>Paul Z Jackson and Chris Grieve</i> An overview of the diverse stories and issues contained in this volume, identifying applications of positive psychology, complexity science, systemic and solutions-focused approaches, and inviting further research into the serious issues and benefits arising from and associated with coaching.	174P001	£3.00	£2.50
If the answer was coaching what was the question? <i>Karen Maxwell</i> How the company-wide introduction of Action Learning Sets led to a coaching style of leading, enhancing market responsiveness in a global automobile business.	174P005	£3.00	£2.50
Installing Coaching as a Catalyst for Organisational Learning <i>Nancy Doyle, Paul Tosey and Caitlin Walker</i> Uses stories, metaphors and examples to illustrate an organizational coaching process called Systemic Modelling, including a case study demonstrating a shift from a defensive to a collaborative culture.	174P013	£3.00	£2.50
A High-performing Factory via Solution-focused Coaching: a Case Study <i>Paolo Terni</i> Describes organizational transformation within a small alpine bottling plant through team coaching, which gave participants the freedom to discover what kind of leaders they wanted to be.	174P023	£3.00	£2.50
Solution Focused Organisation Development: A Swiss case-study <i>Dominik Godat</i> Argues that a solution-focused approach made a significant contribution to the organisational development of a Swiss	174P031	£3.00	£2.50

company, helping it to come through a merger unstuck, appreciative and dynamic.			
Creating a coaching culture one conversation at a time: Solutions-focused coaching at John Laing Integrated Services <i>Janine Waldman</i> A case study of how a positive (SF) approach helped a rapidly growing support services business to achieve raised management performance and integrated 'learning to learn' into their coaching programme.	174P038	£3.00	£2.50
The value of coaching and teambuilding to support sustained organisational change <i>Vicky Cosstick</i> Stories from several UK charities about the neglected personal, relational and shadow sides of organizational change, illustrating the value of 1:1 coaching and team-building with managers.	174P049	£3.00	£2.50
Can line managers ever be effective coaches <i>Jeff Matthews</i> Contrasts developmental or 'executive' and 'performance' coaching contracts, as well as the respective coaching roles and effectiveness of internal managers and external coaches	174P057	£3.00	£2.50
Coachee Preparation Getting the best possible start to the coaching experience <i>Caroline Taylor</i> Argues that the initial preparation of people for coaching is crucial but frequently overlooked, and suggests how to remedy this oversight.	174P068	£3.00	£2.50
A Coaching Style of Leadership - Improving Customer Service at Southern Railway with Buonacorsi Consultin <i>Gill How and Zoey Hudson</i> A case study of a six-year award-winning intervention supporting a coaching style of leadership.	174P074	£3.00	£2.50
On the reconciliation of hedgehogs with foxes <i>David McAra</i> A review of Beyond Crisis: Achieving Renewal in a Turbulent World	174P083	£3.00	£2.50
Full copy of the whole edition	174P999	£15	£10

Vol 17 No 3 August 2010 – Writing that Influences

Contents	Order Ref (Filename)	Non- Memb Price	Member Price
Writing that influences <i>Alison Terry & Bob MacKenzie</i> An editorial overview of the contents of this issue and reflections on the impact of the internet on writing, writers and influencing.	173P005	£3.00	£2.50
Façonner des mots vivants <i>Brian Hughes (B A Humar)</i> A posthumous contribution, exemplary in its content and style, about four strands in 'creative' writing that should resonate with authors of effective business writing.	173P015	£3.00	£2.50
Writing that had an impact <i>Tom Boydell</i> An eminent practitioner of personal and organisational development reflects upon the influence that his many publications have had on him and others.	173P018	£3.00	£2.50
Politics, people & paradigms: the limits to influence of a consultant's report <i>Vicky Cosstick</i> Important observations, derived from a major international development project, on why consultancy reports can succeed or fail to influence action.	173P033	£3.00	£2.50
How healing stories create pictures: to make learning a delight <i>Olive Hickmott</i> Examples, inspired by personal experience of dyslexia, of written narratives that help people to overcome health-related barriers.	173P044	£3.00	£2.50
Writing @ the speed of technology <i>Maria Fleming</i> Cautions against a tendency to 'short-termism' engendered by digital media and pleads that we uphold the tradition of 'articulate and meaningful expression'.	173P051	£3.00	£2.50
Pens, print and pixels: writing that influences in the Digital Age <i>Bob MacKenzie</i> Advocates the practice of 'blended writing' and 'slow writing' to complement and utilise the benefits, and mitigate the 'dark side', of internet writing.	173P059	£3.00	£2.50
Memes, Magic and Mental Hygiene <i>Alison Terry</i> A philosophical exploration of the potentially unlimited influence of our writing in the internet age and our responsibility for helping to shape reality through our words.	173P068	£3.00	£2.50
Full copy of the whole edition	173P999	£15	£10

Vol 17 No 2 May 2010 – In Search of Organisations that Learn – individual copies of articles not available.

Contents	Order Ref (Filename)	Non- Memb Price	Member Price
<p>The learning goes on – Editorial <i>David McAra</i> I chose the theme with a sense of yearning for the many transforming ideas whose early promise seems doomed to remain unfulfilled. Our exploration has reminded me of the importance of recognising how far we have come and not being daunted by the distance still to go. The glass is half full.</p>	N/A	N/A	N/A
<p>The tendering game which obstructs learning – Vignette <i>Aidan Duff</i></p>			
<p>The Learning Organisation in 2010: From a conversation with Arie de Geus <i>Graham Robinson</i> With a principal author of the concept of organisational learning, we remember the thinking that went into it: about learning, planning, decision making and play; the breakthroughs and setbacks; how computer modelling made ‘play’ acceptable to Shell and hopes for the future including new large group processes and better understanding of our brain functioning.</p>			
<p>Learning from the back end – Vignette <i>Beth Duff</i></p>			
<p>A contemporary view of corporate universities in a learning organisation <i>Dr Lindsay Ryan</i> Are corporate universities the answer to the age old challenge to align learning and development provision to the needs of the organisation? Judging by the level of investment in them, many global corporations appear to believe so. The extent to which they succeed in enabling their patrons to create a culture for organisational learning is less clear.</p>			
<p>Transforming the culture of an elite profession – Vignette <i>Vic Baxter</i></p>			
<p>Organisational Learning underpinned by Knowledge <i>Gordon Hall</i> Mostly, we don’t even notice that we hold theories, believing instead, we simply understand how the world really is, except we keep getting it wrong. We need to examine the underlying worldviews or theories which govern what we perceive and how we make our interpretations and respond.</p>			
<p>Learning is a messy process – Vignette <i>Beth Duff</i></p>			
<p>Why aren’t we all working for Learning Organisations? <i>Professor John Seddon and Brendan O’Donovan</i> To improve quality, service and all aspects of performance at less cost managers should concern themselves less with trying to control resources and activities and more with smoothing the flow of services and information.</p>			
<p>Portsmouth City Council Housing Service- Case Study <i>Brendan O’Donovan</i></p>			
<p>Collective intelligence – Vignette <i>David McAra</i></p>			
<p>A story for our times: a short history of the Learning Organisation <i>Deborah Booth</i> A note of caution: the Learning Organisation may be desirable when business priorities demand an engaged workforce – to provide good customer service, for example. When profits can be made faster in other ways, leaders are less eager to invest in their people.</p>			

Enabling epiphanies: supporting Tin Gods in their quest to join the Human Race- Vignette <i>Vic Baxter</i>			
The Learning Organisation 20 Years On <i>Professor John Burgoyne</i> Ownership of the means of production of knowledge work (“mentofacture” rather than manufacture) rests with the workers - so leadership, rather than management, is required. This shift in power will give renewed impetus to the further development of the concept of organisational learning.			
Full copy of the whole edition	172P999	£15	£10

Vol 17 No 1 February 2010 – Crisis? What Crisis?

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Crisis? What Crisis? Perspectives on leadership, change and organisational dynamics in turbulent times <i>Editorial by Chris Rodgers</i>	171P004	£3.00	£2.50
How Coaches can help their Clients Survive the Downturn <i>Alistair Turner</i> As the first signs of life, post-recession, begin to emerge, feedback based on client interviews suggests that leaders need to rebuild trust. Alistair shows which coaching behaviours add most value.	171P006	£3.00	£2.50
Horsepower your way out of the crisis <i>Beth Duff</i> The workplace needs a return to traditional values such as respect and trust. Beth describes how equine-assisted learning can show leaders how they can develop greater presence and authenticity.	171P010	£3.00	£2.50
Scripting Futures: writing as strategy <i>Bob MacKenzie</i> The act of writing is inherently strategic. Writing as strategy is an often overlooked process that can make us more effective in times of crisis and change. Bob explains how.	171P015	£3.00	£2.50
Organisational Change and Development during the Recession – and Beyond <i>Chris Rodgers</i> Development specialists should use the end of the recession to reassess their current practice. Chris draws on the informal coalitions view of organisational dynamics to challenge current wisdom.	171P024	£3.00	£2.50
Learner-Led Change – For a Real Change! <i>Emma Langman and Fiona Cozens</i> Emma and Fiona show us how they facilitated sustainable culture change, service delivery and short-term savings in a local government organisation.	171P030	£3.00	£2.50
Mindfulness – embracing the future by understanding the present <i>Penny Mavor</i> In 2007-8 we failed to notice and respond to the signs that a major crisis was about to break. Penny introduces us to the emerging field of mindfulness and how we should pay attention to what’s actually going on here and now.	171P036	£3.00	£2.50
Games Constructive people Play: A combined Transactional Analysis and Applied Improvisational approach to organisational transformation <i>Paul Z Jackson and Graeme Summers</i>	171P041	£3.00	£2.50

Paul and Graeme combine their fields of expertise to describe practical things we can do to help our clients in times of crisis.			
Crisis? What Crisis? How best to analyse critical, tame and leadership problems and to approach them exercising command, management or leadership by providing answers, processes or questions <i>Irwin Turbitt</i> Leaders and followers may both wish responsibility for problem-solving to be given to authority figures, even when this is inappropriate. Irwin argues that solving intractable organisational problems is only possible by acknowledging these truths.	171P046	£3.00	£2.50
Book Review - Complexity and Organizational Reality by Ralph Stacey (Routledge, 2010) <i>Reviewed for e-OandP by Chris Rodgers</i> Chris Rodgers offers us a clear account of Stacey's latest thinking, including the need to express identity as a primary social motivation and the importance of abstract thought processes in the construction of social reality.	171P056	£3.00	£2.50
Full copy of the whole edition	171P999	£15	£10

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Vol 16 No 2 November 09 - Writing Futures: looking at writing with fresh eyes

NB: For Vol 16 only numbers 1 and 2 were produced.

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Writing Futures – Editorial <i>Alison Donaldson and Bob MacKenzie</i> Editorial overview of the genesis, process and content of this special issue of <i>e-O&P</i>	162P005	£3.00	£2.50
Beyond Paperwork: conversation-entwined writing or, becoming alive to the special qualities of writing and conversation <i>Alison Donaldson</i> Reflecting on how we might combine conversation and writing more thoughtfully – allowing writing to emerge from conversation and writing to stimulate conversation.	162P013	£3.00	£2.50
Of Mouse and Pen <i>Jeremy Clare</i> Ponders what has changed through the introduction of keyboard and mouse, arguing that imagination, composition, flow and style are all affected by how we produce our written work, and encouraging us to buy a new fountain pen.	162P022	£3.00	£2.50
Writing that Connects <i>Theodore Taptiklis</i> A story of disenchantment with 'corporate writing' and a growing interest in writing that speaks from personal experience in the workplace.	162P030	£3.00	£2.50
The Future of Scholarly Writing: a polemic <i>Peter Franklin</i> Argues that, in our 24/7/365 world, scant attention is being given to the considered arguments and meticulous studies of scientists and scholars, and that it's time to redress this situation urgently to achieve better policy outcomes for our people.	162P038	£3.00	£2.50
Improvisational Writing: Miss Smith pokes back <i>Paul Z Jackson</i> Writing shorter texts, more often, more collaboratively and in more media, changes everything for writers, readers and the organisations in which we work.	162P045	£3.00	£2.50
Communicating across the Generations: engaging Generation Y <i>Stephanie Peckham</i> A story about designing a website that appeals to those born after 1980; shows that understanding how different generations like to communicate makes it easier to engage them, provided we are ready to vary our style.	162P051	£3.00	£2.50

Twitter: collaborative writing to save the world, in 140 characters or less <i>Rachael West</i> How Twitter and Web 2.0 could enable us to address the financial and environmental crises – through smaller, faster and more collaborative forms of 'prototyping'	162P060	£3.00	£2.50
Blogging to Build a Body of Work <i>Stephen Billing</i> Blogging offers a new way to make post-graduate research accessible to practising managers; the story of a consultant using it to develop his thinking and establish a body of work.	162P069	£3.00	£2.50
To Blog or Not to Blog ... reflections on the use of blogging for developing professional practice and marketing <i>Steve Hearsum</i> A consultant's personal experience of using blogging as a tool both to develop his professional practice and to maintain a strong online presence, with numerous practical tips and reflections.	162P075	£3.00	£2.50
Full copy of the whole edition	162P999	£15	£10

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Vol 16 No 1 August 09 - Change on a Shoestring

Contents	Order Ref (Filename)	Non- Memb Price	Member Price
Introduction And Welcome <i>David McAra</i>	161P004	£3.00	£2.50
Evolution At AMED: A Personal Reflection On 15 Inspirational Years <i>David McAra found in AMED a community, a safe home for heretics, where new thinking about management can be nurtured and explored. He remembers some of the recent history as the association has been adapting and learning to manage itself.</i>	161P007	£3.00	£2.50
How To Get A Great Logo Using Social Networking With Crowdspring: A Diablog <i>Paul Z Jackson and Belina Raffy transcribe their online conversation about choosing the new logo: how a small project group drew on a worldwide pool of creative designers, conducting their deliberations using various, technology-enabled media. It couldn't have happened in 1960 (or 1999 either).</i>	161P014	£3.00	£2.50
A Complex Of Connections: A Study Of An Interaction <i>Deborah Booth and Ned Seabrook also took advantage of simple, interactive technology to accelerate the process of getting to know each other faster than either expected, uncovering shared interests and almost becoming a virtual action learning set.</i>	161P021	£3.00	£2.50
Where Am I? Where Am I Going? How Shall I Get There? <i>David Shepherd rediscovers some simple systems thinking tools and describes how they helped him to see our complex situation with greater clarity.</i>	161P025	£3.00	£2.50
Reinventing Networking In The Age Of The Internet: Changing How We Interact <i>Bob MacKenzie and Belina Raffy demystify the bewildering world of social media and share some ideas about where to begin (and why).</i>	161P031	£3.00	£2.50
Blended Networking The AMED Way <i>Bob MacKenzie sets the technology a little to one side to discuss the importance of networking as a human process. He introduces some intriguing theory and reflects on the significance of networking for himself and for AMED.</i>	161P035	£3.00	£2.50
Management, Leadership And Finding The Trust In The Trustee <i>John Wilkes muses on the challenges of working with groups and subgroups, different personalities and conflicting styles, executives, clients and trustees and puts the challenges of our association in context</i>	161P048	£3.00	£2.50
Full copy of the whole edition	161P999	£15	£10

Vol 15 No 4 November 2008 - Journal

Contents	Order Ref (Filename)	Non- Memb Price	Member Price
Change happens . . . to people <i>John M Fisher</i> Successful change transition comes about only after consideration of effective communication, clear explanation, full participation and openness.	154P002	£3.00	£2.50
10 Qualities to look for in a Leader <i>Martin Kalungu-Banda</i> Nelson Mandela is the inspiration for this article which examines some of the qualities of servant leadership needed for nations and organisations.	154P009	£3.00	£2.50
Self-Reflection: by invitation only <i>Bill Noonan</i> Problem solving is usually restricted to looking outwards. This article guides the reader to help themselves and others remove blocks through introspective reflection.	154P018	£3.00	£2.50
SOAPBOX Liquid Thinking by Damien Hughes	n/a – included in full copy only.		
Reviews			
Full copy of the whole edition	154P000	£15	£10

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Vol 15 No 3 August 2008 - Toxic Leadership

Contents	Order Ref (Filename)	Non-Memb Price	Member Price
Editorial: Toxic Leaders & Leadership Toxicity <i>Dr Michael Walton, Guest Editor</i>	153P003	£3.00	£2.50
Good, Bad, Indifferent, Mad? A Leadership Paradox <i>Michael Walton (Exeter Univ)</i> A broad, less sanitised, approach to examining leadership is proposed as a counter to much of the writing on leaders which integrates the good and the bad, the singular and the collective.	153P004	£3.00	£2.50
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