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This book is an excellent read for anyone looking for theoretical perspectives on organisational change. Rather than using the duality of structure and agency, as in Giddens Theory of Structuration, he describes the four main discourses in terms of systems and processes.

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Raymond Caldwell is Reader in Organizational Change at Birkbeck College, University of London. His research interests include organizational change theories, change agency and leadership, and the role of the HR function in the management of change.

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Caldwell challenges this orthodoxy by arguing that Foucault's rejections of humanism, rationalism, and a coherent moral self were not the abandonment of the notion of agency: Far from destroying intentional agency, decentered agency allows new possibilities for resistance and the dispersal of agency and change in organizations and societies.

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It will be concluded, however, that Foucault's concept of agency fails as a theorization of change: it breaks the link between the voluntary choice or desire to 'act otherwise' and the moral, political and practical possibilities of 'making a difference'.

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In terms of further reading, my own personal recommendation would be to start with Agency and Change (Caldwell, 2006). It is a difficult read, but it brings together Caldwell's passions about the value of philosophy and social theory in critically advancing organizational change theory, and it is bursting with research questions.

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