

COVERT Processes at Work

ROBERT J.
MARSHAK

Foreword by
Ed Schein

*Managing the Five Hidden Dimensions
of Organizational Change*



Covert Processes At Work Managing The Five Hidden Dimensions Of Organizational Change

Robert J. Marshak



Covert Processes At Work Managing The Five Hidden Dimensions Of Organizational Change:

Covert Processes at Work Robert J. Marshak, 2006-08 Outlines methodologies for diagnosing and dealing with the hidden or covert factors that can subtly sabotage even the most meticulously planned change processes *COVERT Processes at Work* Robert J. Marshak, 2008-12-23 This is a book about powerful processes that impact organizations but usually remain unseen unspoken or unacknowledged Collectively called covert processes they include hidden agendas blind spots organizational politics the elephant in the room secret hopes and wishes tacit assumptions and unconscious dynamics Although covert in their workings these processes can be insidious in their impacts often shaping outcomes without our fully realizing it In some ways this book can be seen as an extension of the pioneering work by organizational psychologist Ed Schein on process consultation especially on the importance of being able to decipher hidden forces One of the most important functions of process consultation is to make visible that which is invisible 1999 p 84 Toward that end this book provides frameworks principles and practices that will be useful in diagnosing and addressing the hidden dynamics that can impact what you are doing and how it gets done Although the ideas are grounded in a wide range of social science research and theory there is little attention to definitions and literature reviews of specific theories or types of covert processes A thematic bibliography is included for readers interested in exploring the ideas that helped shape the book Finally the book integrates all hidden dynamics instead of focusing on one or two It asks and answers the question What do all types of covert processes have in common and what can you do about them

Managing and Leading Organizational Change Mark Hughes, 2018-10-10 Organizational change impacts upon all organizations regardless of size and sector In this unique organizational change textbook important ongoing debates about managing change and leading change are combined giving a broader perspective that encourages readers to engage with both management and leadership In combination management and leadership insights inform how organizations are changing and how we can make a positive difference in such processes of change Managing and Leading Organizational Change speaks both to the applied and practical aspects of organizational change as well as questioning the research and evidence base of organizational change practices Chapters begin with real world insights followed by coverage of the major theories The ongoing nature of these debates is signposted through the inclusion of questioning sections with research case studies showcased This textbook will be particularly beneficial for final year undergraduates and postgraduates studying organizational change strategic change change management and change leadership modules

Research in Organizational Change and Development William A. Pasmore, Richard W. Woodman, Abraham B. (Rami) Shani, 2011-07-07 In this diverse volume new methodologies are introduced such as the strategic fitness process for engaging leaders in better understanding the reactions of employees to strategic change efforts Beer Jazz as a metaphor for organizational improvisation Bernstein and new theories for understanding change processes Gomez Ballard

Executing Transformation Joel Bigley, 2019-02-01 With the competitive landscape changing faster than

ever before leaders understandably favor what has worked for them in the past But that kind of approach doesn't give anyone the motivation to develop new and better strategies to execute and navigate change As a result change leaders and practitioners find themselves asking the same old questions With no time for failure how can initiatives be moved forward How do you fit the right change method to the change objective How do you create a roadmap that is designed for success Why do some organizations succeed with change while others struggle The authors share the insights of change management thought leaders that have stood the test of time within the scope of organization wide change Change managers today can review the work of these thought leaders to better understand and implement effective change in their organizations The authors also propose a holistic meta framework to create a path for enterprise wide change With the insights from case studies you'll learn how to create a customized and robust transformation plan for your own organizational change initiatives

Research in Organizational Change and Development Debra A. Noumair, Abraham B. (Rami) Shani, Danielle P. Zandee, 2023-01-16 Volume 30 of Research in Organizational Change and Development brings together contributions from colleagues around the globe with powerful insights and potentially relevant impact for researching and practicing organization change and development during and post the pandemic [Handbook of Research Methods in Organizational Change](#) David B. Szabla, David Coghlan, William Pasmore, Jennifer Kim, 2023-08-14 The Handbook of Research Methods in Organizational Change offers innovative and practical information to aid in the successful implementation of research methodologies Written by a collective of experienced scholars it provides inspiration for future academics wishing to advance research into human system changes [The Routledge Companion to Organizational Change](#) David Boje, Bernard Burnes, John Hassard, 2012-10-02 Organizations change They grow they adapt they evolve The effects of organizational change are important varied and complex and analyzing and understanding them is vital for students academics and researchers in all business schools The Routledge Companion to Organizational Change offers a comprehensive and authoritative overview of the field The volume brings together the very best contributors not only from the field of organizational change but also from adjacent fields such as strategy and leadership These contributors offer fresh and challenging insights to the mainstream themes of this discipline Surveying the state of the discipline and introducing new cutting edge themes this book is a valuable reference source for students and academics in this area *Consultation for Organizational Change Revisited* David W. Jamieson, Robert C. Barnett, Anthony F. Buono, 2016-03-01 As a follow up to a 2010 volume on organizational change related consulting the book continues to push our thinking about the dynamics involved in consulting with change leaders and intervening in the change process Consulting for organizational change is a special type of consultation with its own complex set of conditions and needs for a broad range of skills and competencies which include distinct needs for the client consultant relationship superior consulting facilitation skills an expertise in human and organizational systems and as emphasized in the volume the masterful use of self As with our prior edited collection this

volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organization Development and Change book series The dual focus is intended to reflect the importance of quality consulting for change across both the management consulting and Organization Development OD fields It follows a long history of interest in how consulting affects organization change what works and perhaps most importantly for generating theory and insight into the change process why it works The book contains fourteen chapters that frame the changing nature of the organizational change challenge explore the use of self in intervening in organizations and examine different change frameworks and perspectives sharing various reflections and personal insights into the underlying challenges of consulting to bring about organizational change Our underlying goal is to advance the theory and practice of effective organizational change consultation stimulating thinking and discussion among change practitioners and researchers so that this work and profession continue to grow and evolve

ENDORSEMENT Consultation for Organization Change Revisited offers a clear map of the dominant thinking about how consultants intervene to help organizations create an alternative future It nicely answers the question of What is Organization Development It also has a memory so that you see the arc of the field over time which gives an important perspective Organization change is complicated work this book makes it clearer Peter Block Author of Flawless Consulting

The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, Jonathan Passmore, 2016-09-06 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of leadership change and OD Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee well being organizational creativity and innovation positive psychology and Appreciative Inquiry and leadership culture fit Contributors include David Cooperrider Manfred Kets de Vries Emma Donaldson Feilder Staale Einarsen David Day Beverley Alimo Metcalfe Michael Chaskalson and Bernard Burnes

Research in Organizational Change and Development Abraham B. (Rami) Shani, Debra A. Noumair, Danielle P. Zandee, David Coghlan, 2025-06-17 Volume 31 of Research in Organizational Change and Development addresses emerging issues challenges and opportunities while advancing new insights to practice and theoretical development

Coaching for Change John L. Bennett, Mary Wayne Bush, 2013-10-08 Current research indicates that approximately 70% of all organizational change initiatives fail This includes mergers and acquisitions introductions of new technologies and changes in business processes Leadership is critical in initiating driving and sustaining change to produce business results and executive coaching is the best way to support leaders at all levels Coaching for Change introduces a model for executive coaching that provides the tools and resources to support leaders in driving organization change In this book a number of coaching and change models are explored with the goal of integrating them into a framework that can be applied to the

individual team or organization Bennett and Bush explain the theories behind both coaching and change and include practical sections on developing coaching skills A companion website supports this book as a learning tool featuring a curriculum instructor guides powerpoint presentations and more Coaching for Change is a valuable book for students in coaching change management or organizational development courses as well as professionals who want to develop their skills to drive successful change within their organizations The SAGE Handbook of Coaching Tatiana Bachkirova,Gordon Spence,David Drake,2016-11-03 The SAGE Handbook of Coaching presents a comprehensive global view of the discipline identifying the current issues and practices as well as mapping out where the discipline is going The Handbook is organized into six thematic sections Part One Positioning Coaching as a Discipline Part Two Coaching as a Process Part Three Common Issues in Coaching Part Four Coaching in Contexts Part Five Researching Coaching Part Six Development of Coaches It provides the perfect reference point for graduate students scholars educators and researchers wishing to familiarize themselves with current research and debate in the academic and influential practitioners literature on coaching

Preparing for High Impact Organizational Change Gavin M. Schwarz,Anthony F. Buono,Susan M. Adams,2019 Preparing for High Impact Change Experiential Learning and Practice provides an overview of change processes for teaching facilitating and coping with change Tested high impact exercises in the book will prepare change leaders at all organizational levels to deal with the myriad of challenges inherent in the process of organizational change This book is a resource for consultants educators students and practitioners in corporate training and development roles **Secrecy and Tradecraft**

in Educational Administration Eugenie A. Samier,2014-02-03 During the last couple of decades there has been an expansion in a number of related and overlapping fields producing evidence of covert activities toxic cultures destructive leadership styles micropolitics ethical problems in organisations and administration abusive power and authority and many other topics of dysfunctional management and leadership studies that frequently make reference to secretive and deceptive behaviour In this book Eugenie A Samier draws on a range of disciplines including education psychology administration and management studies and organizational theory to provide a comprehensive examination of the ways in which organisational leaders and administrators carry out their roles in a secretive or deceptive manner Samier presents a theory of covert administration that can be used to provide an analysis and interpretation of secretive and deceptive activity inform decision making both theoretically and practically offer a means of diagnosing errant management using secretive and deceptive practices provide a general set of guidelines for determining when clandestine activities may be legitimate and moral Alongside a detailed presentation of the theory of covert administration the book explores covert administration in practice factors leading to it and the results of attempts to combat its many forms It will be key reading for researchers and postgraduates with an interest in the field as well as administrators and policy makers **Organization Development**

Mee-Yan Cheung-Judge,Linda Holbeche,2021-06-03 Organization Development OD is key to ensuring that organizations and

their people can adapt to and engage in ongoing change in today's fast paced and competitive world How can those responsible for managing change determine the most appropriate course of action for their organization's needs and maximize capability Written by two of the leading experts in the field Organization Development is an essential guide to the theories practices tools and techniques for achieving success It explores the role of HR in relation to OD and connected areas such as organization design building organizational agility and resilience and culture change Alongside international case studies from organizations including Ernst Young Nationwide Lockheed Martin and the University of Sheffield UK this revised third edition of Organization Development contains new chapters on building an adaptive culture of learning and innovation and organization health and use of self With fresh material on digitization OD in SMEs and competence profiles this is an indispensable handbook to understanding communicating and implementing organization development approaches for both experienced practitioners and students

Positive Psychology as Social Change Robert

Biswas-Diener, 2011-02-01 In recent times there has been growing interest in positive psychology as evidenced by the swell in positive psychology graduate programs undergraduate courses journals related to the topic popular book titles on the topic and scholarly publications Within the positive psychology community there has been an increased emphasis on the socially beneficial side of positive psychological science At the First World Congress of the International Positive Psychology Association there was a major push to look at positive psychology as a social change mechanism This volume will bring together thoughts of leaders in positive psychology from 8 countries to capitalize on the push toward social change and flourishing By releasing this title at a critical time Springer has the opportunity to help frame the agenda for positive psychology as a force for social change This seminal work is meant for anyone interested in happiness strengths flourishing or positive institutions It introduces Positive Psychology as an unapplied science that can be used to create positive social transformation and enabling institutions This is a must have title for academics especially psychologists sociologists economists and professionals working in the field of Positive Psychology and Well Being

Hard Conversations Unpacked

Jennifer Abrams, Corwin, 2015-12-23 Learn to speak up for what really matters Tough talks are never easy but in her best selling book Having Hard Conversations Jennifer Abrams showed educators how to speak intentionally with colleagues about work related issues through a planned interactive and personal approach In this sequel she moves readers deeper into the nuances of how to prepare for those conversations while building expectations for positive and meaningful outcomes Putting clarity before accountability or by being clear about what should be understood before going in can and will increase the favorable results of those tough talks With an emphasis on what needs to happen before during and after hard conversations this resource explores What humane growth producing and other centered conversations sound like How race culture gender and generational filters influence perceptions and how to account for them How to spot and work with organizational dynamics that could influence discussions How to conduct hard conversations with supervisors Plan for positive outcomes

from hard conversations Let this resource empower you to expect and professionally navigate environmental influences unexpected pushback and uncomfortable silences toward real understanding and progress Abrams who cites a broad and current body of literature provides a valuable rationale for why certain ways of talking are more effective than others Robert J Garmston Professor Emeritus Co Developer of COgnitive Coaching Adaptive Schools California State University Sacramento In order to grow as learners educators and leaders we need to be provided with feedback that will enhance our growth That feedback doesn t come easily We shy away from providing honest feedback because we re afraid it will be taken the wrong way That is why I love Having Hard Conversations 2 0 Jennifer Abrams brings us through the process beautifully with a great deal of honesty and we can learn a great deal from her insight This is an important read for anyone in education Peter De Witt Former School Principal Finding Common Ground Blog Corwin

Managing Change Mark Hughes,2010-08-13 Managing Change A Critical Perspective explores how and why change occurs in organizations and how the change process can be managed effectively Complete with an appendix featuring twenty popular change management techniques it is an ideal core textbook for change modules on HR and business degree programmes at both undergraduate and postgraduate level It offers a critical perspective challenging the main assumptions and ensuring that the complexity of the subject is understood and appreciated This fully updated 2nd edition of Managing Change A Critical Perspective includes new chapters on perspectives power and politics ethics agents and agency HRM and evaluation Its revised structure reflects strategic group and individual change and a revised final chapter evaluates the practice and theory of change management Online supporting resources include annotated weblinks for students an instructor s manual complete with commentary on questions and cases in the book and lecture slides and additional case studies for tutors

Leadership and Change Management Annabel Beerel,2009-05-13 Recognizing and responding to change is the oxygen of life for an organization and leadership is fundamentally about focusing organizations on these new realities Leadership and Change Management provides the reader with a practical real world understanding of several dimensions of leadership that are usually neglected in management textbooks such as the nature of new realities and how managers can improve their insight into them and how leaders can identify and overcome resistance to change Drawing on a wide range of insightful global real life case studies to capture the imagination the topics covered include critical systems thinking philosophies of leadership group dynamics authority ethics personal character and the psychology of leadership This comprehensive text will be of interest to anyone looking for a more thoughtful engagement with the key issues in leadership and change management

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