

# COVERT Processes at Work

ROBERT J.  
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Foreword by  
Ed Schein

▶ *Managing the Five Hidden Dimensions  
of Organizational Change*



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

**Mee-Yan Cheung-Judge, Linda  
Holbeche**



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

*Covert Processes at Work* Robert J. Marshak, 2006-08-13 The first and only guide to diagnosing and dealing with the hidden or covert factors that can ruin even the most meticulously planned change processes Organizational change initiatives often fail because they focus exclusively on the rational overt aspects of change overlooking the powerful role played by concealed or irrational factors It is well known that these covert processes such as hidden agendas blind spots office politics tacit assumptions secret hopes wishes and fears frequently sabotage change efforts but up until now nobody has offered a rigorous consistent way of identifying and dealing with them Drawing on over thirty years of experience as an organizational change consultant to global corporations and government agencies Robert J Marshak shows precisely how to bring these hidden processes to light and deal with their negative impact Marshak identifies five different dimensions of covert processes presents an integrated model to explain the ultimate source of all of them and shows how to diagnose whether any covert processes might be at work in your organization He then offers specific tools and techniques for engaging and managing these under the table processes and for creating the kind of organizational environment in which such hidden dynamics are unable to flourish *Covert Processes at Work* is a comprehensive and practical guide that managers leaders and consultants can use to deal with the hidden dynamics that are often at the root of many organizational problems Adding these tools will take both your practice and your clients to a whole new level of capability and impact Karen Boylston PhD Managing Director Duke Corporate Education

**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 Covert

Processes at Work Robert J. Marshak, 2008-12-18 **Research in Organizational Change and Development** Abraham B. (Rami) Shani, Debra A. Noumair, 2017-07-12 This volume brings forth the latest scholarly work and practice in the fields of

organization development and change It is a resource for scholars who are interested in well integrated reviews of the literature advances in research methods and ideas about practice that open new ways of working with organizations

**Handbook for Management of Threats** Konstantinos P. Balomenos, Antonios Fytopoulos, Panos M. Pardalos, 2023-12-26  
In answer to the unprecedented challenges and threats that face today's globalized world the primary goal of this Handbook is to identify the most probable threats that have affected humanity in recent years and our world in years to come The Handbook comprises mostly expository chapters that discuss tested methods algorithms case studies as well as policy decision making techniques surrounding threats and unnatural disasters to evaluate their effects on people and to propose ways to mitigate these effects In several chapters new approaches and suggested policies supplement algorithms that are already in practice The curated content brings together key experts from the academic and policy worlds to formulate a guide of principal techniques employed to gain better control over selected types of threats This Handbook explores a wide range of technologies and theories and their impact on countering threats These include artificial intelligence machine learning variational inequality theory game theory data envelopment analysis and data driven risk analysis These tools play a vital role in decision making processes and aid in finding optimal solutions Additionally a variety of optimization techniques are employed These include mixed integer linear programming models for identifying critical nodes in complex systems heuristics approximation algorithms and bilevel mixed integer programming for determining the most impactful links in dynamic networks Furthermore simulation tools are described that enable the quantification of societal resilience These techniques collectively provide a mathematical framework capable of quantifying fundamental aspects of threats They equip policymakers with the necessary tools and knowledge to minimize the impact of unnatural threats The expected readership is wide and includes officials working in technical and policy roles in various ministries such as the Ministry of Defense Civil Protection Ministry of Public Order and Citizen Protection United Nations European Institutions for Threat Management NATO Intelligence Agencies Centers of Excellence for Countering Threats Think Tanks Centers for Policy Studies Political Leaders the European Commission National Institutes International Organizations Strategic Consulting Experts Policymakers and Foreign Affairs personnel Some of these national or international organizations employ algorithms to measure resilience and enhance security Quantification is challenging but crucial in the scenarios discussed in the book This Handbook will also prove valuable to various universities non practitioners studying systems engineering leadership management strategy foreign affairs politics and related disciplines Chapter Risk Assessment and Identification Methodology for the Defense Industry in Times of Crisis Decision Making is available open access under a Creative Commons Attribution 4.0 International License via Springerlink

**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.

***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*. 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.

***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

### **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 Academy of Management Annual Meeting Academy of Management, 2005 *Journal of Public Affairs Education*, 2006 FYI Michael M. Lombardo, Robert W. Eichinger, 2009 For learners managers mentors and feedback givers *Leadership Excellence*, 2007 *Bibliographic Index*, 2009

People-Centric Security: Transforming Your Enterprise Security Culture Lance Hayden, 2015-09-25 A culture hacking how to complete with strategies techniques and resources for securing the most volatile element of information security humans People Centric Security Transforming Your Enterprise Security Culture addresses the urgent need for change at the intersection of people and security Essentially a complete security culture toolkit this comprehensive resource provides you with a blueprint for assessing designing building and maintaining human firewalls Globally recognized information security expert Lance Hayden lays out a course of action for drastically improving organizations security cultures through the precise use of mapping survey and analysis You ll discover applied techniques for embedding strong security practices into the daily routines of IT users and learn how to implement a practical executable and measurable program for human security Features downloadable mapping and surveying templates Case studies throughout showcase the methods explained in the book Valuable appendices detail security tools and cultural threat and risk modeling Written by an experienced author and former CIA human intelligence officer *American Book Publishing Record*, 2005 Points of Influence Morley Segal, 1997 Points of Influence provides a primer for understanding and influencing individual human behavior in the workplace With capsule introductions to the key personality theorists who have had the most profound effect on the study of motivation and human behavior Morley Segal shows how each theory can help managers gain a better understanding of human behavior and expand their managerial skills *Current Index to Journals in Education*, 1997 **Perfect Phrases for Communicating**

**Change** Lawrence Polsky, Antoine Gerschel, 2010-02-19 THE RIGHT PHRASE FOR EVERY SITUATION EVERY TIME Employees respond to organizational change with worry fear and sometimes even panic Your job is to keep them motivated and focused so you must choose your words carefully during times of upheaval Perfect Phrases for Communicating Change has hundreds of ready to use phrases for ensuring your employees make the transition with clarity commitment and skill Learn the most effective language for Articulating new company initiatives Responding to questions with confidence Easing employees fears Clarifying roles and responsibilities Addressing resistance and performance problems Praise for Perfect

Phrases for Communicating Change Perfect Phrases for Communicating Change is a wonderful book filled with practical solid advice suggestions and examples for how to communicate effectively in a time of change John Krajicek Executive Professor and Assistant Director of Business Communication Studies Texas A M University Communication during organizational change is everything The right words at the right time can make all the difference between a successful and unsuccessful change initiative This is a wonderful resource for finding the right words and sentiments to convey any type of change Robert J Marshak Ph D author of Covert Processes at Work Managing the Five Hidden Dimensions of Organizational Change Finding the right words to communicate change is challenging even for the best of managers In this user friendly text Lawrence and Antoine provide hundreds of practical phrases to better prepare managers for the task The book is rich with insightful suggestions on change messaging considerations and construction Edward Ferris Assistant Professor The New School for Management and Urban Policy In my over 20 years of running companies and corporate divisions I have seen a direct correlation between the quality of communication of my managers and their success in the business world If you aspire to be an effective efficient and productive leader then I highly recommend this book It is an outstanding reference guide and road map for pragmatic yet inspirational communication techniques Mitch Pisik President and CEO Breckwell Products Implementing Organizational Change Gordon L. Lippitt, Petter Langseth, Jack Mossop, 1985-02-12 Gives practical step by step advice on how to analyze the changes needed within an organization Provides a variety of useful tables graphs and forms to use as models in implementing and evaluating organizational change

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