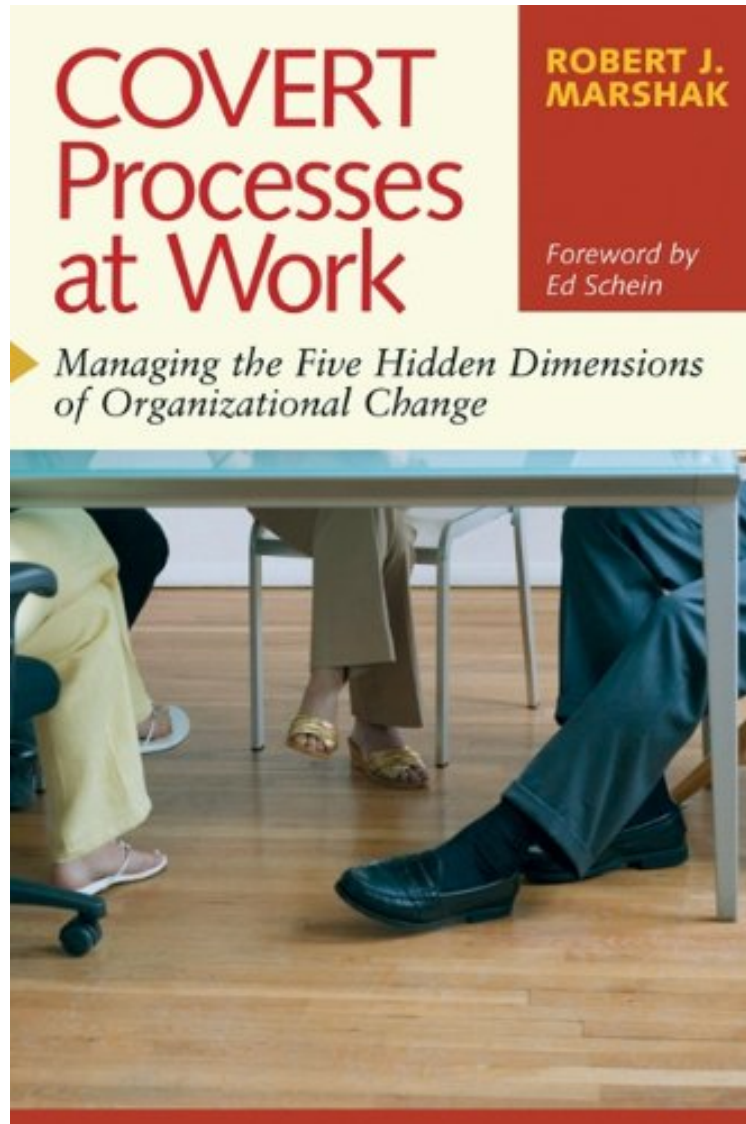


# Covert Processes at Work: Managing the Five Hidden Dimensions of Organizational Change

Robert J. Marshak

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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's 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 toolshellip;will take both your practice and your clients to a whole new level of capability and impact." -- Karen Boylston, PhD, Managing Director, Duke Corporate EducationFrom the Publisher"As a large-scale change consultant who has used the insights and tools from the Covert Processes Model for over a decade with many Fortune 100 companies, I know that adding these tools into your rsquo;change management toolkitlsquo; will take both your practice and your clients to a whole new level of capability and impact." mdash; Karen Boylston, PhD, Managing Director, Duke Corporate Education "Marshak has written a book that provides framing and perspectives with moral intricacies. It is a must read book for understanding the realities of organizational change." mdash; Brenda B. Jones, Coeditor, The NTL Handbook for Organization Development and Change and past Board Chair, OD Network. "This is a rare book from a grandmaster of OD. Marshak combines scholarship with unrivalled field experience, addressing universal, persistent but usually ignored issues in organizational change and development. This is an invaluable book for students, theorists, and practitioners of this field; it is destined to become a classic." mdash; Dr Loizos Heracleous, Official Fellow of Templeton College, Oxford University ""Bob Marshak has, for many years, been at the top of my list of those who not only understood, but are also able to articulate complex and paradigm shifting, cutting edge thinking in the field of management and Organization Developmenthellip; Don't miss this book!" mdash; Jane Magruder Watkins, author of Appreciative Inquiry: Change at the Speed of Imagination "rsquo;Covert processeslsquo; are observations that, until now, we have only been able to see when we were at our very best as process observers. Bob Marshak's outstanding book detailing his insights and experiences has given us, as practitioners, a significantly new level of awareness and is an enormous addition to the field of Organization Development." mdash; Edith Whitfield Seashore, Organization Consultant "Any time we are working from inside of a company, or serving as a consultant to an organization, we all deal with processes that are hidden below the surface. Marshak does an expert job of painting the backdrop of covert processes and strategically inviting us to rethink how we manage them in our work lives." mdash; Jeff Perkins, Managing Partner, Kessler Advisor, LLCAbout the AuthorRobert J. Marshak is distinguished scholar in residence at the School of Public Affairs, American University. He has received the OD Network s Lifetime Achievement Award.