

Changing Organizational Culture

The Change Agent's Guidebook

it/
instituut
of
t I, Mr University of Amsterdam, Marc J. Schabracq
The Netherlands

iN4 tyio I fij
"tV.i » .i - i#u.-
It iitwtyj^ irfm^l iUEnnol si«a

» in:

HOCHSCHULE
LIECHTENSTEIN
Bibliothek
"iff iif" HOCHSCHULE
, 1807
^WILEY
2007
-ICHTIHHHL

John Wiley & Sons, Ltd

Contents

About the Author	Cf(l • 1', ..YiiisJciit^m. •	vil
Introduction		1
Part I Changing organizational culture		
Chapter 1: Organizational culture		7
Chapter 2: Assessing the organization and cultural change		23
Chapter 3: Everyday reality, attitude and leadership		51
Chapter 4: Mapping and taking away ineffectiveness		75
Chapter 5: Dialogue		109
Part II Techniques, personal issues and exercises		
Chapter 6: Techniques and tools		131
Chapter 7: Personal issues		167
Chapter 8: Exercises		
Part III Addenda		
Addendum 1: Some meanings of the non-verbal behavioral elements in Chapter 8		
Addendum 2: Some connotations of the words in the You-We-It exercise in Chapter 8		
Addendum 3: Examples of unproductive assumptions (Chapter 8, Walk 2)		241
Bibliography		343
Index	-	249