

RESEARCH IN ORGANIZATIONAL CHANGE AND
DEVELOPMENT VOLUME 26

**RESEARCH IN
ORGANIZATIONAL
CHANGE AND
DEVELOPMENT**

EDITED BY

DEBRA A. NOUMAIR

Columbia University, USA

ABRAHAM B. (RAMI) SHANI

California Polytechnic State University, USA

a emerald
zk PUBLISHING

United Kingdom – North America – Japan
India – Malaysia – China

CONTENTS

LIST OF CONTRIBUTORS	vii
PREFACE	ix
WORKING TOWARD SUSTAINABLE DEVELOPMENT: CONSULTING TO THE ECO-SYSTEM <i>Susan Alters Mohrman and Stu Winby</i>	1
ENHANCING 360-DEGREE FEEDBACK FOR INDIVIDUAL ASSESSMENT AND ORGANIZATION DEVELOPMENT: METHODS AND LESSONS FROM THE FIELD <i>Allan H. Church, Lorraine M. Dawson, Kira L. Barden, Christina R. Fleck, Christopher T. Rotolo and Michael Tuller</i>	47
ORGANIZATION RENEWAL THROUGH ENTREPRENEURIAL INITIATIVES: WHEN THE SEED CHANGES THE SOIL <i>Tobias Fredberg and Johanna E. Pregmark</i>	99
A TEST OF THE THEORY OF PLANNED BEHAVIOR: INFLUENCING BEHAVIORAL CHANGE TO GO "GREEN" <i>Ramkrishnan (Ram) V. Tenkasi and Lu Zhang</i>	127
THE COLORS OF CHANGE REVISITED: SITUATING AND DESCRIBING THE THEORY AND ITS PRACTICAL APPLICATIONS <i>Hans Vermaak and Leon de Caluwe</i>	167
ORGANIZING INTELLIGENCE (OQ): THE SOURCE OF PRODUCTIVE WORKPLACES <i>Mark Addleson</i>	217

CHAMPIONS OF CHANGE AND ORGANIZATIONAL DEVELOPMENT: A RETURN TO SCHON AND TYPOLOGY FOR FUTURE RESEARCH AND PRACTICE <i>Andani Thakhathi</i>	265
AGENTS OF CHANGE: INSIGHTS FROM THREE CASE STUDIES OF HOSPITAL TRANSFORMATIONS <i>Danielle A. Tucker and Stefano Cirella</i>	307
SYSTEM CHANGE AT NATIONAL GOVERNMENT LEVEL <i>Raymond Saner and Lichia Yiu</i>	341
OPENING SPACES AND LIVING IN THE LIMITS: ATTEMPTS AT INTERVENING IN ORGANIZATION STUDIES <i>Maria B. Calas and Linda Smircich</i>	389
ABOUT THE AUTHORS	421