CONTENTS

Introduction ........................................................................................................................................ vii
David W. Jamieson, Robert C. Barnett, and Anthony F. Buono

SECTION I
THE PROCESS OF ORGANIZATIONAL CHANGE

1 The Dynamics of Planned Organizational Change ................................................................. 3
Robert C. Barnett and Nancy Weidenfeller

2 A New View of Organization Development and Change Competencies: The Engage and Learn Model ................................................................. 29
Christopher G. Worley and Susan Albers Mohrman

3 Adaptive Action: Changing Change Consulting ................................................................. 49
Glenda H. Eoyang

4 Reframing the Resistance–Commitment Paradigm ............................................................. 65
Ron Koller

5 Supporting Leaders in Transition: A Peripheral View ...................................................... 93
Steven V. Manderscheid and Jean Ertel Davidson

SECTION II
THE USE OF SELF

6 The Critical Role of Use of Self in Organization Development Consulting Practice ................................................................. 115
Leslie L. McKnight and David W. Jamieson
7 Mindfulness Based Consulting ......................................................... 129
William T. Brendel

8 Consulting on a Tightrope: Meeting Client Requirements as a Balancing Act................................................................. 153
Eric Sanders

9 A Change Agent Compass for System Transformation: Harnessing the Use of Self ............................................................. 171
Aremin Hacobian

10 Knowing Yourself as a Change Agent: A Validated Test Based on a Colorful Theory of Change............................................. 185
Léon de Caluwé and Hans Vermaak

SECTION III
CONSULTING SKILLS AND METHODS FOR ORGANIZATIONAL CHANGE

11 Consulting In-the-Moment for Change ........................................... 213
Robert J. Marshak

12 Using Causal Loop Diagrams to Deal With Complex Issues: Mastering an Instrument for Systemic and Interactive Change .... 231
Hans Vermaak

13 The Infinite Power of Polarities...................................................... 255
Jean Ertel Davidson

14 Materializing the Organization: The Role of Change Consultants in Processes of Objectification ................................. 279
Irene Skovgaard Smith

About the Contributors .................................................................. 305