



# 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.

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