## Contents

About the Author vii  

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 191  

Part III Addenda  

Addendum 1: Some meanings of the non-verbal behavioral elements in Chapter 8 229  
Addendum 2: Some connotations of the words in the You-We-It exercise in Chapter 8 239  
Addendum 3: Examples of unproductive assumptions (Chapter 8, Walk 2) 241  

Bibliography 243  
Index 249