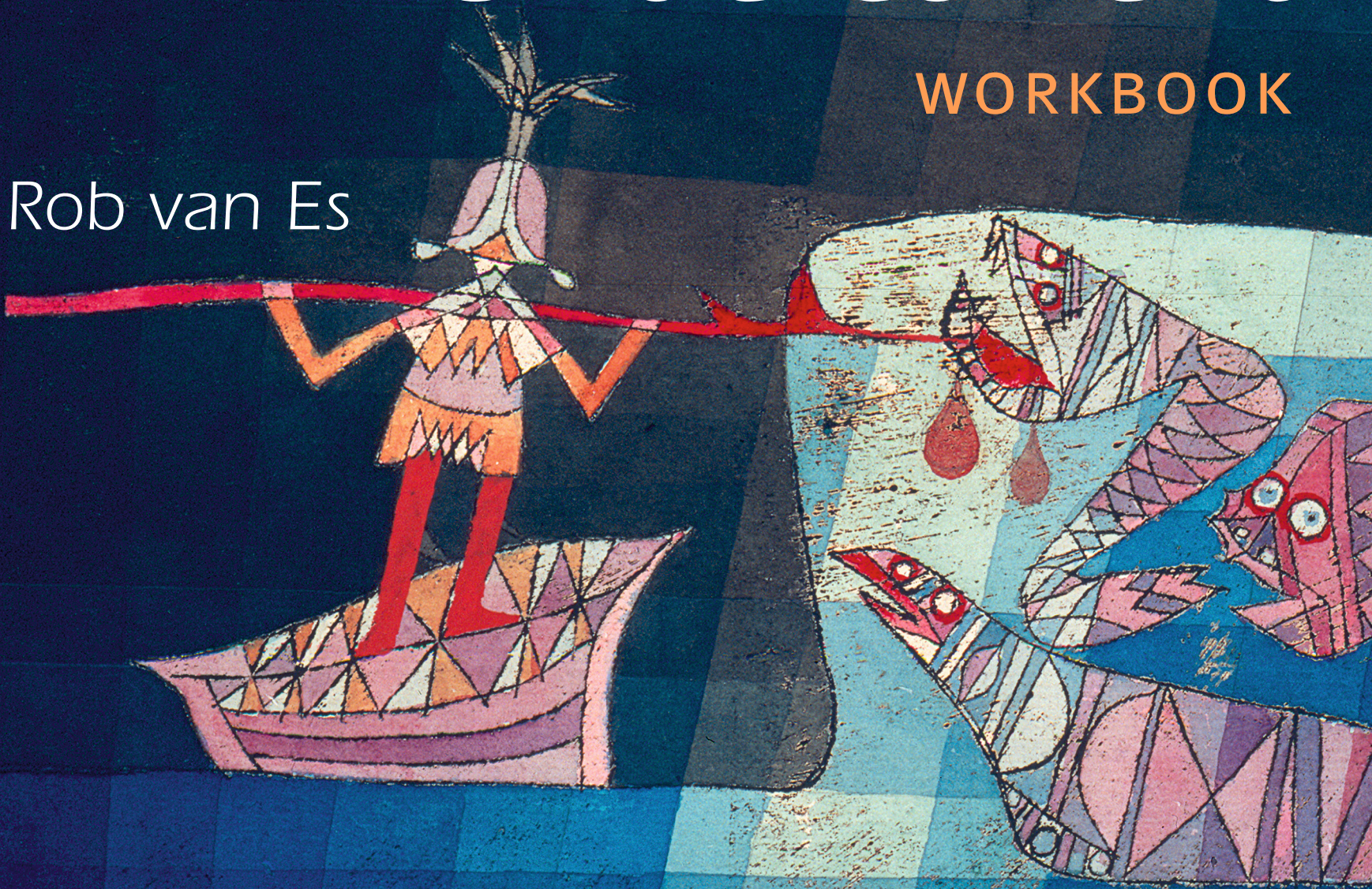


# The Organizational Undercurrent

WORKBOOK

Rob van Es



*Diagnosis and Initial Interventions*



# Preface

Organizational change is not something to be taken lightly. Despite all our good intentions, we practitioners run the risk of making ill-advised decisions, unwittingly mobilizing resistance and sparking conflicts, and finding ourselves back at square one after two years of hard work. The best way to avoid this scenario is to start the change process by carefully watching and listening to what's going on in the organization. Yes, this increases the initial costs. But what you spend now, you save later twice over. Besides, the pleasure we derive from our work comes not just from working efficiently but also from attaining a high standard of professionalism, and professional change management begins with a thorough diagnosis.

At the end of *Diagnosing Change: The Organizational Undercurrent* (2011), I presented a Diagnostic Film Model. This model uses filmmaking techniques and concepts — such as zooming in, zooming out, the close-up, plot and screenplay — as metaphors when making a diagnosis. Over the years, this model has proven highly successful in practice; those who use it find that it provides an overview and a systematic approach resulting in a balanced organizational diagnosis focused not on money but on people and their interactions. Practice has also shown the need for the model to be available in the shape of a workbook. Hence, the book you have before you.

*The Organizational Undercurrent* is designed as a workbook (to be filled in) or simply as a guide to organizing your own notes. It is also suitable for use as documentation of the actual diagnosis that constitutes the basis of the change process. The diagnosis is the text we agree to work from. It must therefore be safeguarded in case we are faced with unexpected developments or misunderstandings later on. Such a document benefits everyone involved in the change process and particularly the organization in its professional development.





Rob van Es  
Amstelveen, August 2017

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# The Diagnostic Film Model: An Overview

Four Camera Movements	
 <p><b>Zooming out</b></p> <p>Industry Macro Factors Meso Factors External Stakeholders</p>	 <p><b>Close-Up of Assignment/Principal</b></p> <p>Diagnosis Change Project Expectations Responsibilities Paradox Moral</p>
 <p><b>Zooming in</b></p> <p>Internal Factors Process Characteristics Internal Stakeholders</p>	 <p><b>Extreme Close-Up of Change Agent</b></p> <p>Matching Self-Representation Process Expectations Personal Frame of Reference Subject in Object Feedback</p>

## Five Screenplay Elements



### 1. Surface Current

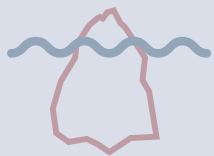
Machine	Politics	Culture	Brain
Capital Structure Output	Interests Power Coalitions	Collective Symbols Rituals	Information Learning Innovation

**Strategy** Deliberate policy connections



### 2. Key Players or Main Characters

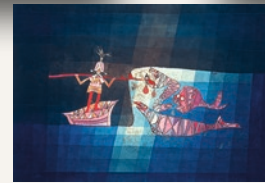
Reputation  
Use of Language/Images  
Sensemaking  
Multiple Perspectives  
Willingness to Learn



### 4. Undercurrent

Organism	Morality	Self-Restriction	Flux
Survival Health Vitality	Respect Fairness Dignity	Personal Knowledge Rules Knowledge Taboos Personal truth	Creativity Fun Improvisation

**Rhizome** Immediate emotional connections



### 5. Collage of Practice



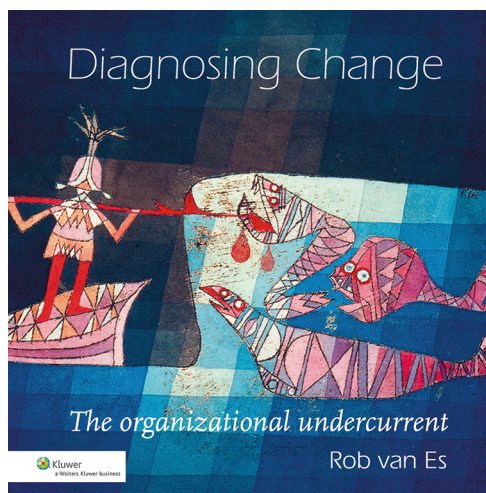
### 3. Genre and Plot

Actors  
Problem-Solution Clusters  
Motivation  
Sensemaking  
Drama

in keywords



For a detailed explanation and substantiation of the Diagnostic Film Model, see:



*Diagnosing Change: The Organizational Undercurrent*

1<sup>st</sup> edition 2011

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Price: € 59.90 (incl. VAT) hard cover, CMYK.

224 pp.

*Diagnosing Change* is an introduction into organizational diagnostics with an emphasis on the most difficult type of change process: bottom-up change. The book is unique in its use of artworks to present its subject matter. Using 26 paintings and lithographs, 19 films and 11 poems, the author introduces the reader to the practice of diagnosis to effect bottom-up change. The book ends with a clear diagnostic tool grounded in cinematic technique that uses terminology such as zooming in, zooming out, close-up and screenplay. This tool has proven its practical use in 500+ diagnostic processes in which the author was directly or indirectly involved.

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