

Of course, not all change agents would agree with the foregoing and there would most certainly be many variations on the themes I have been developing. But allowing for important exceptions, most would probably accept the broad value commitments enumerated above. Differences among change agents come into sharper focus in their choice of strategies and educational programs for implementing these normative goals. The subsequent volumes in this series provide concrete examples of the differences which I, possibly too cavalierly, blurred over.

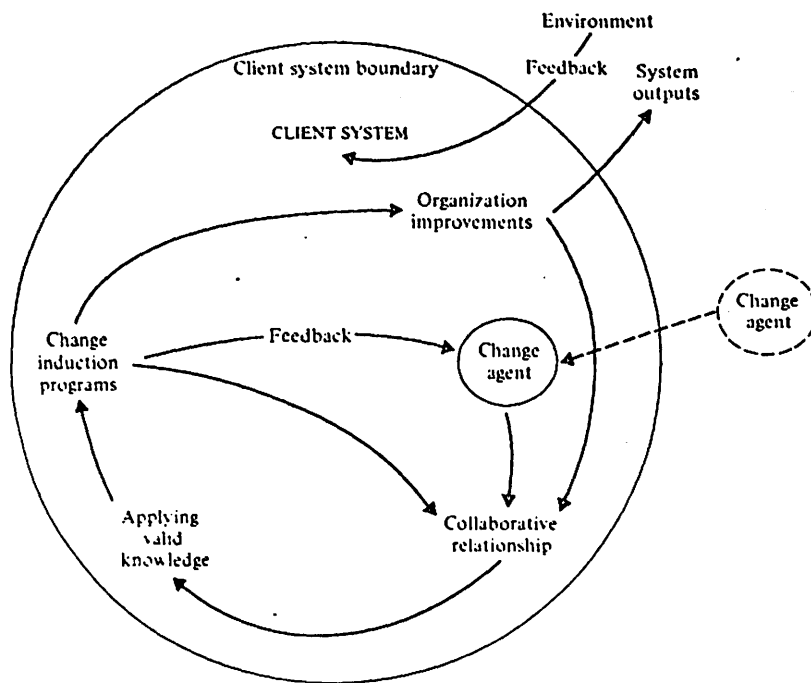


Figure 1-3

Hollis Peter (Bennis and Peter, 1967, p. 317) has developed a graphic model which depicts with amazing simplicity most of the elements I have been describing. Again: an exigency, either internal or external to the organization, stimulates a response by an outside change agent to apply valid knowledge to a client system. These steps lead ultimately (at least in successful cases) to an improvement in system outputs (see Fig. 1-3).

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