

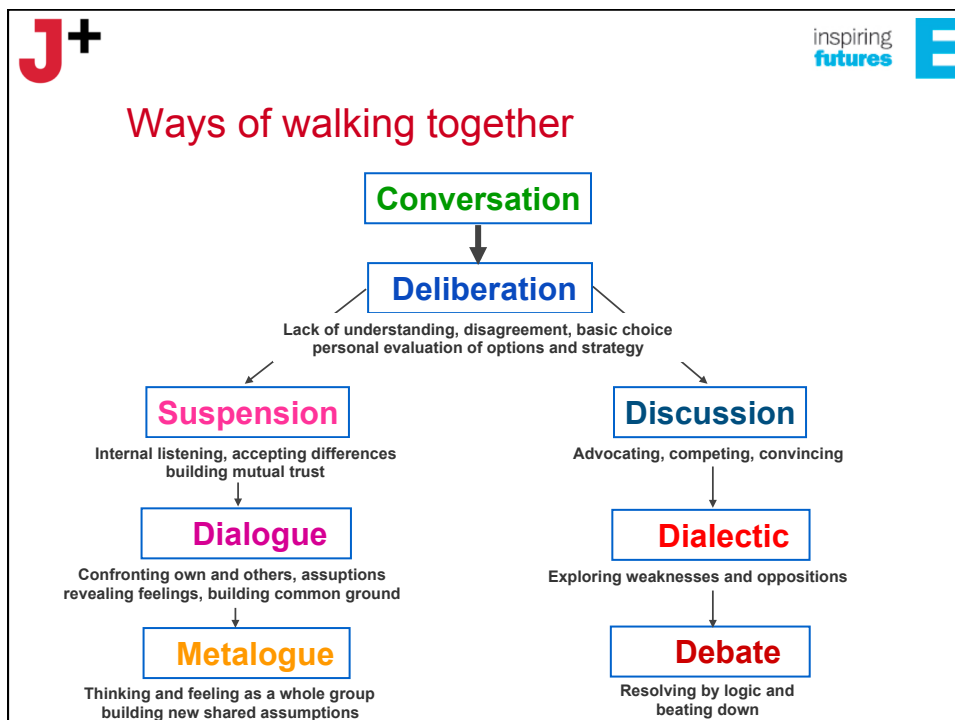
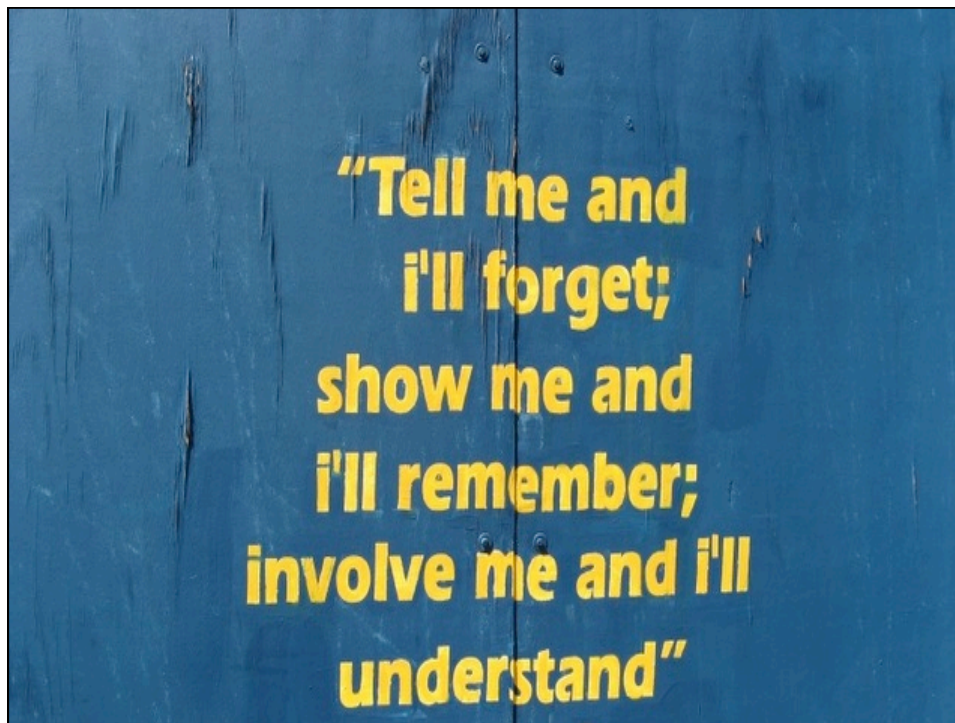
# Sensing & Inquiring



Prof. dr. Jaap Boonstra  
Esade - University of Amsterdam

## Contents

- Training, Teaching and Learning
- Ways of walking together
- Organizing and changing
- Change Management
- Sensing and Inquiring
  - Essentials
  - Activities



## Organizing and Changing

### Organization Theory

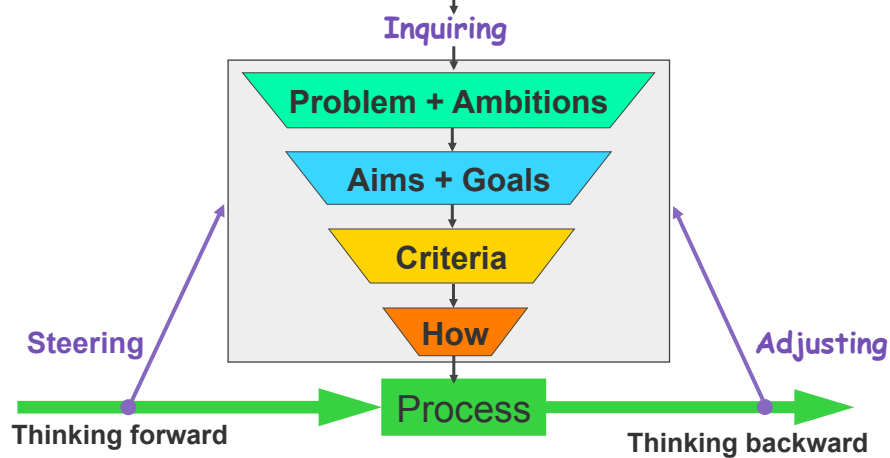
- Describes and analyses
- Normative viewpoints
- Static aspects
- Design criteria

### Organizational Change

- Shapes processes
- Actual change
- Dynamic aspects
- Intervention perspective

## Managing Organizational Change

### Organization & Environment



## Inguiring and looking with an open mind



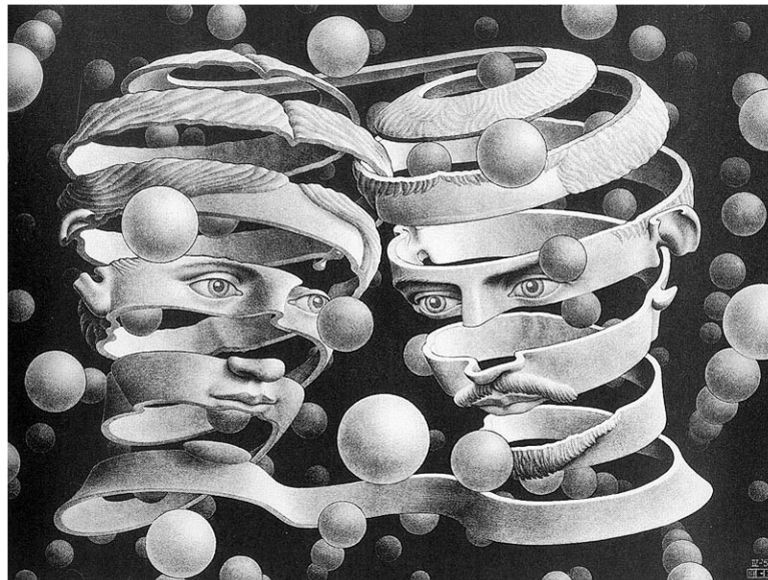
## First Contacts

What is essential?



What is Essential?

**Trust**



## Sensing and Inquiring: Essentials

- Looking with an open mind (but not an empty head)
- Create relationships built on trust
- Look at problems from multiple perspectives
- Initial thoughts on issues
- Obtain understanding of relationships
- Determine position
- Tackle for closer understanding
- Diagnostic models



## Sensing and Inquiring: Activities

- Analyse documents
- Informal discussions
- Discussions by appointment
- Observations



Psychological contact and contract  
Open communication about issues  
Mutual understanding of change approach  
Formal agreements on effort and costs

