Third-order Organizational Change and the Western Mystical Tradition

Jean M. Bartunek (Boston College, Chestnut Hill, Massachusetts)
Michael K. Moch (Michigan State University, East Lansing, Michigan, USA)
Journal of Organizational Change Management
ISSN: 0953-4814
Publication date: 1 February 1994

Abstract
Third-order change in organizations refers to attempts to help organizational members to transcend their shared schemata. It has not previously been explored in depth. Uses mystical experience as a model of how the third-order change process may occur. Discusses several characteristics of mystical experience, focusing in particular on the central characteristic of transconceptual understanding. Presents an example of Teresa of Avila, a Spanish woman from the sixteenth century whose mystical life was reflected in her organizing activities. Suggests how mystical experience can inform understanding of the third-order organizational change process and presents a preliminary model of ways in which the third-order change capacity might be developed.

Keywords
Employee involvement  Organizational change  Religion

Citation
https://doi.org/10.1108/09534819410050795

To read the full version of this content please select one of the options below

You may be able to access this content by logging in via Shibboleth, Open Athens or with your Emerald Account.

To rent this content from Deepdyve, please click the button.

If you think you should have access to this content, click the button to contact our support team.
organizational members to transcend their shared schemata. It has not previously been explored in depth. Uses mystical experience as a model of how the third-order change process may occur. Discusses several characteristics of mystical experience, focusing in particular on the central characteristic of transconceptual understanding. [Show full abstract] Presents an They are repositioning changes focused on big issues that affect the organization as a whole. We call this transformational change. Third, business model innovations result in new ways of making money for the firm. How do a manager's responsibilities for change leadership vary among Lewin's three phases of planned change? Lewin's three phases of planned change are unfreezing, changing, and refreezing. In terms of the change leadership challenges, the major differences in attention would be as follows: unfreezing—preparing a system for change; changing—moving or creating change in a system; and refreezing—stabilizing and reinforcing change once it has occurred.