

Fifth Edition

# Organization Development and Transformation



Managing  
Effective

Change



McGRAW-HILL INTERNATIONAL EDITIONS  
Management and Organization Series

French  
Bell  
Zawacki

## PART I

## MAPPING THE TERRITORY

- 1 What Is Organization Development?  
*Richard Beckhard* 16
- 2 A History of Organization Development  
*Wendell L. French and Cecil H. Bell, Jr.* 20
- 3 General Strategies for Effecting Changes  
in Human Systems *Robert Chin and  
Kenneth D. Benne* 43
- 4 Toward Third-Wave Managing and  
Consulting *Marvin R. Weisbord* 64
- 5 Organization Development and  
Transformation *Jerry I. Porras and  
Robert C. Silvers* 80
- 6 Estimating the Success of OD Applications  
*Robert T. Golembiewski, Carl W. Proehl, Jr. and  
David Sink* 100

## PART II

FOUNDATIONS OF ORGANIZATION  
DEVELOPMENT AND TRANSFORMATION

- 7 The Field Approach: Culture and Group  
Life as Quasi-Stationary Processes  
*Kurt Lewin* 115

- 8 Two-Person Disputes *Carl Rogers* 116
- 9 Intervention Theory and Method  
*Chris Argyris* 117
- 10 Intergroup Problems in Organizations  
*Edgar H. Schein* 121
- 11 Organizational Culture *Edgar H. Schein* 127
- 12 Sociotechnical System Principles  
and Guidelines: Past and Present  
*William M. Fox* 142

## PART III

## FUNDAMENTAL INTERVENTIONS

- 13 Methods for Finding out What's Going On  
*Jack K. Fordyce and Raymond Weil* 161
- 14 Operation KPE: Developing a  
New Organization *Ishwar Dayal and  
John M. Thomas* 171
- 15 Planning Procedures/Managing Interfaces/  
Charting Responsibility *Richard Beckhard  
and Reuben T. Harris* 174
- 16 When Power Conflicts Trigger Team Spirit  
*Roger Harrison* 178

**17** Strategies for Improving Headquarters-Field Relations *Robert Blake, Herbert A. Shepard and Jane S. Mouton* 186

**18** The Confrontation Meeting  
*Richard Beckhard* 190

**19** Collateral Organization: A New Change Strategy *Dale E. Zand* 198

**20** Survey-Guided Development: Using Human Resources Measurement in Organizational Change *David G. Bowers and Jerome L. Franklin* 215

#### **PART IV**

#### **CUTTING-EDGE CHANGE STRATEGIES**

**21** Successful Self-Directed Teams and Planned Change: A Lot in Common *Robert A. Zawacki and Carol A. Norman* 228

**22** Survey Guided Appreciative Inquiry: A Case Study *Rita F. Williams* 235

**23** Inventing the Future: Search Strategies for Whole Systems Improvement  
*Marvin R. Weisbord* 242

**24** Meeting the Global Competitive Challenge: Building Systems That Learn on a Large Scale *Gary E. Jusela* 251

**25** Centers of Excellence: Empowering People to Manage Change *Steven W. Lyle and Robert A. Zawacki* 276

**26** Building a Learning Organization  
*David A. Garvin* 281

**27** Teaching Smart People How to Learn  
*Chris Argyris* 295

#### **PART V**

#### **IMPLEMENTATION GUIDELINES AND ISSUES**

**28** The Experience and Evolution of Trust: Implications for Cooperation and Teamwork  
*Gareth R. Jones and Jennifer M. George* 310

**29** Creating Readiness for Organizational Change *Achilles A. Armenakis, Stanley G. Harris and Kevin W. Mossholder* 327

**30** Defining a Political Model of Organizations  
*Larry E. Greiner and Virginia E. Schein* 342

**31** Functional Roles of Group Members  
*Kenneth D. Benne and Paul Sheats* 347

**32** Choosing the Depth of Organizational Intervention *Roger Harrison* 354

**33** Rules of Thumb for Change Agents  
*Herbert A. Shepard* 365

**34** Facilitating Transformational Change  
*Paul C. Nutt and Robert W. Backoff* 370

#### **PART VI**

#### **EXAMPLES AND SPECIAL SITUATIONS**

**35** Creating Successful Organization Change  
*Leonard D. Goodstein and W. Warner Burke* 388

**36** The Employee-Customer-Profit Chain at Sears *Anthony J. Rucci, Steven P. Kim and Richard T. Quinn* 398

**37** Creating Excellence out of Crisis: Organizational Transformation at the *Chicago Tribune* *Robert M. Frame, Warren R. Nielsen and Larry E. Pate* 411

**38** Organization Development in the Entrepreneurial Firm *W. Gibb Dyer, Jr.* 424

**39** Are Organizational Development Interventions Appropriate in Turnaround Situations? *Gregory W. Pacton* 439

## **PART VII**

---

### **CHALLENGES AND OPPORTUNITIES FOR THE FUTURE**

**40** Empowerment: The Emperor's New Clothes *Chris Argyris* 452

**41** Ethics and Organizational Change *Warren R. Nielsen, Nick Nykodym and Don J. Brown* 460

**42** Re-Energizing the Mature Organization *Richard W. Beatty and David O. Ulrich* 471

**43** Managing Discontinuities: The Emerging Challenges *C. K. Prahalad* 483

**44** Seven Practices of Successful Organizations *Jeffrey Pfeffer* 494

**45** From Team Building to Community Building *John Nirenberg* 515

**46** The New Agenda for Organization Development *W. Warner Burke* 523