

Detailed Contents

Preface	xi
Exercises and Activities	xii
Ancillaries	xiii
1. What Is Organization Development?	1
Organization Development Defined	2
Change Is a Constant Pressure	3
What Organization Development Looks Like	4
What Organization Development Is Not	9
Who This Book Is For	11
Overview of the Book	11
Analyzing Case Studies	13
Summary	16
2. History of Organization Development	17
Laboratory Training and T-Groups	18
Action Research, Survey Feedback, and Sociotechnical Systems	21
Management Practices	25
Quality and Employee Involvement	29
Organizational Culture	32
Change Management, Strategic Change, and Reengineering	33
Organizational Learning	34
Organizational Effectiveness and Employee Engagement	37
Summary	39
3. Core Values and Ethics of Organization Development	40
Defining Values	41
Why Are Values Important to the OD Practitioner?	41
Core Values of Organization Development	43
Changes to OD Values Over Time and the Values Debate	49

Challenges to Holding Organization Development Values	51
Statement of Organization Development Ethics	52
Summary	53
Appendix	54
CASE STUDY 1: ANALYZING OPPORTUNITIES FOR ORGANIZATION DEVELOPMENT WORK AT NORTHERN COUNTY LEGAL SERVICES	62
4. Foundations of Organizational Change	66
Levels and Characteristics of Organizational Change	67
Models of Organizational Change: Systems Theory and Social Construction Approaches	69
Organizations as Systems	69
Organizations as Socially Constructed	81
Summary	89
5. The Organization Development Practitioner and the OD Process	91
The Consulting Relationship and Types of Consulting	92
The Organization Development Consulting Model	94
OD Practitioners: Who Are They and Where Do They Work?	97
The Organization Development Consulting Profession	99
The OD Consulting Process and Action Research	103
A Dialogic Approach to OD	105
Summary	109
6. Entry and Contracting	111
Entry	112
Contracting	115
Summary	126
7. Data Gathering	127
The Importance of Data Gathering	128
Presenting Problems and Underlying Problems	129
Data Gathering Process	130
Data Gathering Methods	130
Creating a Data Gathering Strategy and Proposing an Approach	147
Ethical Issues With Data Gathering	151
Summary	152
CASE STUDY 2: PROPOSING A DATA GATHERING STRATEGY AT AEROTECH, INC.	153
8. Diagnosis and Feedback	159
Diagnosis: Discovery, Assessment, Analysis, and Interpretation	160
Finding Patterns by Analyzing Data	162

Interpreting Data	168
Selecting and Prioritizing Themes	170
Feedback	172
Resistance	175
Ethical Issues With Diagnosis and Giving Feedback	182
Summary	182
CASE STUDY 3: SORTING THROUGH THE DATA FROM LOGAN ELEMENTARY SCHOOL	184
9. An Introduction to Interventions	188
Interventions Defined	190
Why Interventions Fail	192
Considerations in Selecting the Right Intervention Strategy	196
Structuring and Planning Interventions for Success	201
The Change Agent's Role in the Intervention	203
Ethical Issues With Interventions	204
Overview of Intervention Techniques	205
Summary	207
10. Individual Interventions	208
Individual Change and Reactions to Change	210
Individual Instruments and Assessments	211
Coaching	216
Mentoring	219
360 Feedback	220
Career Planning and Development	222
Summary	227
CASE STUDY 4: INDIVIDUAL TYPE STYLES AT THE PARKS DEPARTMENT	229
11. Team Interventions	233
Defining Teams	234
What Makes a Successful Team?	235
Special Types of Teams	236
Team Development	240
Team-Building Interventions	240
Intergroup Interventions	260
Summary	265
CASE STUDY 5: SOLVING TEAM CHALLENGES AT DocSYSTEMS BILLING, INC.	267
12. Whole Organization and Multiple Organization Interventions	276
Characteristics of Contemporary Large-Scale Interventions	278
Organizational Culture Assessment and Change	279
Organization Design and Structure	282
Directional Interventions	296
Quality and Productivity Interventions	308

Interventions in Mergers and Acquisitions	312
Dialogic OD Interventions	322
Transorganization or Interorganization Development	327
Summary	330
CASE STUDY 6: REORGANIZING HUMAN RESOURCES AT ASP SOFTWARE	333
CASE STUDY 7: THE FUTURE OF THE CROSSROADS CENTER	339
13. Sustaining Change, Evaluating, and Ending an Engagement	343
Sustaining Change After the Intervention	344
Evaluation	349
Ending an Engagement: Separation and Exit	357
Summary	359
14. Global Issues in Organization Development	361
OD's Challenges in a Global Environment	363
Dimensions of Global Cultural Difference	365
OD Values, Interventions, and Culture	374
Case Examples and Research Findings	377
Advice for the Global OD Practitioner	382
Summary	384
CASE STUDY 8: A GLOBAL PARTNERSHIP AT GFAC CONSULTING	386
15. The Future of Organization Development	389
Increasing Complexity of Change	389
Changing Workforce Demographics	391
Changing Nature of Work	395
The Current State of OD: Strengths, Weaknesses, and Opportunities	399
Conclusion: The Future of OD	405
Summary	405
Exercises and Activities	407
References	416
Author Index	444
Subject Index	454
About the Author	469