

A Of Organizational Development

Organizations are increasingly investing in consulting capabilities to understand what changes they need to make to keep up the pace with the competition and future-proof their business. Consultancy, Organizational Development and Change is a guide for students and internal and external consultants needing to develop the necessary skills to consult in organizational settings where there is a great deal of complexity. It tackles the issues with the greatest threat to the success of the change programme, including how to adapt to rapidly shifting needs, deal with the emotional and ethical issues that arise and ensure that the managers take full ownership for the change so that 'business as usual' is established. Complete with case studies from the 'Big Four' consultancy groups as well as boutique firms, Consultancy, Organizational Development and Change shows how to identify and execute interventions in a variety of organisational settings to deliver value. It provides guidance on how to develop a value proposition; define, write and present the business case for the proposed interventions; establish credibility and report on the results.

The fifth edition of the Handbook explores the role and value of leadership and management development and provides tools, techniques and authoritative guidance on how to deliver it effectively. The contributors, both academics and professionals, many of whom are highly-regarded in their field, work with existing as well as new ideas; incorporating the needs of contemporary society with a commitment to show how their ideas are relevant in practice and how they may be implemented. The book draws on case studies and contributions from North America, Australasia and Europe.

This book brings new perspectives to classic issues in the field such as organizational complexity, change leadership, emotional intelligence and interorganizational change.

Market-leading Organizational Development and Change blends theory, concepts and applications in a comprehensive and clear presentation. The authors work from a strong theoretical foothold and apply behavioral science knowledge to the development of organizational structures, strategies, and processes.

The Roles of Organization Development

Managing Fractal Organizing Processes

A Manual of Organizational Development

Conversations on the Values, Applications, and Future of OD

New Approaches to Change in Organizations

Leading Organizational Development and Change

Learning for Organizational Development presents how to design, deliver and evaluate effective learning and development (L&D) programmes. This definitive guide to L&D's function in enhancing individual performance and organizational success is a core text for those studying for L&D qualifications such as the Chartered Institute of Personnel and Development (CIPD) Intermediate level as well as a useful handbook for L&D professionals looking to further their understanding of the latest developments. Complete with case studies and reflective questions to aid comprehension, Learning for Organizational Development considers the strategic business function of L&D for communicating the vital contribution that it makes to both individual performance and organizational success. It explores the role of L&D in talent development, showing how to support line managers in developing their people to drive retention and attraction. It also addresses the importance of developing the leadership capability within the organization, and provides practical guidance and examples of what works.

In a tumultuous global business environment, change is a constant. Organizations are affected by many factors from the local economy to global competition. To be successful they must do more than react to changes, they need to be proactive. Organization Development Fundamentals provides a starting point for those interested in learning more about taking this proactive approach. The authors explore the many facets of organization development and change management, including the theories, models, and steps necessary to complete the process. This is a perfect resource for professionals who are just starting out in the OD field or who want to brush-up on the basics. After reading this book, you will be able to: Define organization development and change management. Implement a change effort. Understand the competencies required of successful change agents. Recognize and solve ethical dilemmas related to change.

The Roles of Organisation Development introduces a radically new and original framework to explain organisation development work and how it is achieved. Dr Annamaria Garden does not describe the roles typically thought of in organisation development or management literature. Instead, she describes them in terms of: the Seer, Translator, Cultivator, Navigator, Teacher, and Guardian. These are presented primarily for OD people, but strategy and marketing consultants, academics as well as managers doing OD work will find this framework extremely useful. Garden was trained in her PhD from MIT by two of the founding fathers of OD: Professor Ed Schein and Professor Dick Beckhard. The book refers, in places, to their teaching and interaction.

This practical book explores collaborative inquiry as an approach to research and change in organizations where internal members and external researchers work together as partners to address organizational issues and create knowledge about changing organizations.

A Practitioner's Guide for OD and HR

Consultancy, Organizational Development and Change

A Jossey-Bass Reader

Managing Strategic Change

A Process of Learning and Changing

Organization Development and Change

Founders and Organizational Development: The Etiology and Theory of Founder's Syndrome is designed to help today's researchers, faculty, students and practitioners become familiar with the etiology and dynamics of Founder's Syndrome as an organizational condition challenging nonprofit/nongovernmental, social enterprise, and for-profit and publicly traded organizations. The book uses applied social and psychological theories and concepts to peel away the layers of an organizational enigma, revealing three causes of Founder's Syndrome and insight into the power and privileges assumed by founders who engage in undesirable and self-destructive behaviors leading to their termination; going from hero status to antihero. Researchers, instructors, students, and practitioners will find thought-provoking case studies from the real world of organization development practice. Segments from interviews during interventions reveal the type of emotional turmoil experienced in organizations where founder's syndrome is present. Insight is provided into accounts of well-known founders who were terminated or forced to resign. The unique features of this book include: integrating theory into practice, describing a new theory about the psychological reaction of founder's syndrome victims, prevention ideas when designing new organizations, strategies for intervention, using content based on research and organization development consultation experiences, and, integrating feedback from students who have launched organizations

Covering classic and contemporary organization development (OD) techniques, this is a comprehensive text on individual, team, and organizational change. Incorporating OD ethics and values into each chapter, Donald L. Anderson provides discussion of the real-world application of these theoretical ideas. In-depth case studies that follow major content chapters allow students to immediately apply what they have learned. In today's challenging environment of increased globalization, rapidly changing technologies, economic pressures, and expectations in the contemporary workforce, this book is an essential tool.

Organization Development and Society: Theory and Practice of Organization Development Consulting offers a new approach for the practice of organization development (OD). The new approach, a habitus oriented OD (HOOD), sees consultees' thinking and behavior a result of habitus, a cognitive structure developed historically in end interactions between human behavior and social structures. HOOD has two goals: The first goal is to redefine the objectives of individually oriented OD. The focus on habitus and social structure allows individually oriented OD scholars and practitioners to keep their subjective approach, which searches for consultees' inner world. However, this subjectivity searches not only for consultees' psychological but their social dispositions. It views the individual level, the habitus, as a site of social dispositions that from within the individual consultees generate thoughts and behaviors in a way that closely corresponds with the organization's social structure; with power relations and social positions and with accepted metaphors and common language. The HOOD links the concept of habitus to the field of OD and in so doing provides an alternative way to incorporate the individual and the social in OD. HOOD's second goal is to reposition OD between organization and society and thus to produce a consulting practice that is both pragmatic and human. It is pragmatic since incorporation of habitus enables the consultant to liberate consultees' perspectives and behavior from the organization's social and structural hoops and to use these perspectives in processes of change and development. Considering the habitus as central to consulting projects is human since it enables consultants (and consultees) to identify the responsibility for organizational problems (and other phenomena) not only at the level of the individual but also at the level of the organization and the environment outside the organization.

Written by two of the leading experts in the field, Organization Development is a guide to the basic principles of effective organization development. A compendium of theories, practices, diagnostics techniques and figures, it provides practical advice for identifying an organization's needs and determining the most appropriate course of action to maximize organizational capability. It provides an overview of the history and theory of OD and addresses the various phases, the role of the practitioner, aspects of power and politics, and the human resources context. The book also discusses organizational design, culture change, managing transformational change, and developing effective leadership. Bridging the gap between theory and practice, this fully updated new edition of Organization Development now includes coverage of complexity and chaos theory, new case studies describing OD practices and attitudes in countries outside of the US and UK, and new chapters on change and culture and on employee engagement and wellbeing. The authors also have added emphasis on the collaborations between OD and HR functions. It provides a wealth of helpful advice for OD practitioners, HR professionals and those with an interest in helping develop their organization.

Collaborative Inquiry for Organization Development and Change

The Psychology of Change

The NTL Handbook of Organization Development and Change

Organization Development at Work

Designing Interventions in Organizations

Organizational Development and Change Theory

Organization Development, as a field, is messy, imperfect and hard to get hold of - it is like nailing jelly to the wall. A Field Guide for Organisation Development offers a variety of perspectives and unparalleled experiences from practitioners and researchers who all share an interest and involvement in Organisation Development (OD). In it are multiple voices, mindsets and practices - not all of which necessarily agree with each other. Leading OD practitioners present a contemporary, practical guide that tackles the dilemmas and polarities that face anyone studying or practising within the OD arena, and encourages them to develop their own particular practice of OD in a way that is appropriate for their context, skills and preferences, while challenging them to look beyond what comes naturally. Here are new ways to support the growth and development of an organisation from modest endeavours that are small in scale to organisation-wide change programmes. A Field Guide for Organisation Development is as comprehensive a resource to support the practice of OD as can be found anywhere. It covers issues of organisational health as well as offering tools aimed at supporting practitioners to survive in the harsh realities of organisational life. It contains chapters on the OD practitioner, on groups, on culture, on data and evaluation. It offers perspectives on change, on the relationship between OD and HR, and on the use of external consultants.

Organization Development provides a forum for the ideas and experiences of a researcher and consultant concerned with change in organizations. It shows how choice and change can be guided in a world now characterized by what the author terms "permanent temporariness." The book is at heart an approach to increasing the amount of responsible freedom at work. In this respect, the volume responds to an avalanche of social criticism that has been directed at bureaucracy, "organizational America," and the "organizational ethic." The field of organization development is informed by such criticisms but transcends it via technology and values that drive change and choice alike.

A Dynamic New Approach to Organizational Change Dialogic Organization Development is a compelling alternative to the classical action research approach to planned change. Organizations are seen as fluid, socially constructed realities that are continuously created through conversations and images. Leaders and consultants can help foster change by encouraging disruptions to taken-for-granted ways of thinking and acting and the use of generative images to stimulate new organizational conversations and narratives. This book offers the first comprehensive introduction to Dialogic Organization Development with chapters by a global team of leading scholar-practitioners addressing both theoretical foundations and specific practices.

This work addresses the human and social dynamics of change on organization members. The effects of such changes ultimately influence the success or failure of the organization's change initiatives. Rather than focus on the "process" or "technology" of change, as many previous works have done, the premise of this work is to address the human dynamics that are crucial for any change initiative to be effective. In essence, Jackson emphasizes that people do indeed come first for any plan involving organizational change. Other important factors addressed in Organizational Development include: considering the entire organization and understanding that each change affects the entity as a whole; recognizing organizational learning as a key to inspiring members to learn together; and the development of a cadre of leaders who are willing to take the organization forward as opposed to solitary leadership. This work is ideal for students or practitioners of Organization Development (OD), and provides methods and practices that focus on improving the effectiveness of organizations.

Accelerating Learning and Transformation

Organization Development Fundamentals

Behavior, Technology, and Organizational Development

Radical Organisation Development

How to Design, Deliver and Evaluate Effective L&D

Ideas and Issues

Market-leading ORGANIZATION DEVELOPMENT AND CHANGE, 10th Edition blends rigor and relevance in a comprehensive and clear presentation. The authors work from a strong theoretical foundation to describe, in practical terms, how behavioral science knowledge can be used to develop organizational strategies, structures, and processes. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

This book offers a fresh perspective on organizational development and change theory and practice. Building on their recent work in quantum storytelling theory and complexity theory, Henderson and Boje consider the implications of fractal patterns in human behavior with a view toward ethics in organization development for the modern world. Building on Gilles Deleuze and Felix Guattari's (1987) ontology of multiple moving and intersecting fractal processes, the authors offer readers an understanding of how managing and organizing can be adapted to cope with the turbulence and complexity of different organizational situations and environments. They advocate a sustainable, co-creative brand of agency and introduce appropriate, simple tools to support organizational development practitioners. This book offers theory and research methods to management and organization scholars, along with praxis advice to practicing managers.

Organization development (OD) practitioners help companies manage change and align people, processes, and practices for success. This book offers information to gain an understanding of the tools, practices, and core skills of the OD practitioner. It is suitable for training managers wishing to add new knowledge and capabilities to their resume.

This book presents a very broad survey of the history and present practice of organization development. How and why did it come about, what is it, and what are some of the major unresolved issues in organization development? It is a systematic attempt to describe the various strategies and tactics employed in different kinds of organization development efforts. The author tries to build a general framework within most organization development programs can be located.

Its Nature, Origins, and Prospects

Dialogic Organization Development

Organisational Change

Strategies for Changing Environments

Principles, Processes, Performance

Organization Development at Work—a title in The Practicing OD Series—is a collection of conversations among leaders, practitioners, and educators in the organization development (OD) field. Throughout the book experienced professionals share their best thinking about principles, practices, values, and the future of OD. In this valuable resource, nearly 100 contributors share their operating principles, successful models, tools, application tips, and important insights from their years of practice. Written for organization development practitioners, consultants, and anyone who is considering a career in OD, Organization Development at Work will highlight the points of view that define the "values controversy" so you will be better able to clarify your own position on values-based work. As you read contributors stories, you will be able to compare your career path with others in the field. In addition, this book offers perspective on the debate about global work, with advice for practitioners seeking to do work on foreign soil. You will feel as if you are in a conversation with friends, mentors, and colleagues who are freely sharing their experiences, questions, and concerns.

Organization DevelopmentA Practitioner's Guide for OD and HRKogan Page Publishers

Organization development practitioners have, for over half a century, engaged with organizations to help them grow and thrive. The artful application of Organization Development (OD) has helped business leaders articulate vision, rethink business processes, create more fluid organization structures and better utilize people's talents. While business leaders and OD practitioners intuitively believe that OD provides valuable results, rigorous measurement of the value delivered has long eluded many OD practitioners. "Bottom-Line Organization Development" provides powerful tools to capture and measure the financial return on investment (ROI) of OD projects to the business. Given the increasing competition for budget and resources within organizations and the requirements of demonstrating tangible results, the need for such OD measurement tools is very high. But in addition to proving the value of OD projects, integrating evaluation into the change management process itself can actually increase the value of the change initiative because it opens up new ways of capturing and increasing the value of change initiatives. In other words, there is an ROI to ROI. Merrill Anderson calls this new way of approaching OD "strategic change valuation." The book explains the five steps in the OD value process - diagnosis, design, deployment, evaluation and reflection. In addition, three case studies take readers through the process of applying bottom-line OD to three types of popular strategic change initiatives: executive coaching, organization capability, and knowledge management. Readers will gain a holistic perspective of how to make the seemingly intangible benefits of these initiatives tangible.

Master the modern discipline of Organizational Development (OD), and use it to plan and drive effective change. Organization Development, Third Edition is today's complete overview of the OD discipline for managers, executives, administrators, consultants, and students alike. Fully updated to reflect major changes since the classic Second Edition, it explains how OD is now practiced, and how it is continuing to evolve. The authors illuminate each key theory in the field, giving readers the background they need to translate theory into action, make key choices, help organizations learn, and lead change. Coverage includes: What OD is, where it came from, and where it is headed Understanding OD as a process of change Defining the OD client (why your client may not be who you think it is) Diagnosing organizational problems Applying the Burke-Litwin model of organizational performance and change Assessing how well OD techniques work Working as an OD consultant, and much more

Learning for Organizational Development

Executing Effective Organizational Change

A Practical Guide to Delivering Value

Organization Development and Society

Principles and Contextual Perspectives

Principles, Practices, and Perspectives

Contemporary organization development (OD) in practice draws on sophisticated theory and tools to advance organisational change, using a range of concepts and techniques including positive psychology, appreciation, and active engagement with the workforce. OD is considered to be humanistic and, as a result, progressive. Mark Cole's original and thought-provoking treatise points at a hole at the heart of OD practice: it fails to consider the role of power in the workplace – and the result is disempowering. Drawing from critical theory as a radical means to redefine practice, Mark Cole exposes this paradox and reveals the significant limitations and negative impacts of current OD practice. We need to replace the idea of the organisation with a focus on active human organising to enable individuals within systems to effect change from the grassroots up; this concept is Radical OD. Essential reading for students, practitioners, and academics of OD; the wider HR community, and all with an interest in developing their understanding of organisational life, this ground-breaking manifesto offers unique and challenging insight into the corporate presence of OD – and challenges the willing reader to reimagining the focus and intent of this work.

Designed for use in undergraduate and graduate programs in organization development, management, human resources development, and industrial and organizational psychology, Organization Development provides readers with an overview of the field and acquaints them with the basic principles, practices, values, and skills of OD. Covering every aspect of the work of an OD professional and featuring numerous illustrative case studies, it shows how OD professionals actually get work and what the first steps in any OD effort should be. Author Gary McLean surveys different ways to assess an organizational situation—including a comparison of the Action Research and Appreciative Inquiry models—and provides forms for devising an action plan based on that assessment. He then looks at how to choose and implement a range of interventions at different levels, as well as how to evaluate the results of an intervention. Organization Development goes beyond the organizational level to look at the application of OD on community, national, regional, and global levels. And it successfully combines theory and practice; process and outcomes; performance and effective results; effectiveness and efficiency.

A practical guide to the essentials of organizational change which makes complex concepts accessible to managers, consultants, human resources professionals and others. Includes a directory of further sources of information and assistance.

S Ramnarayan and T V Rao build on the foundation of their extensive research and work with organizations over several decades to answer some of the most critical questions in Organization Development (OD) today: - How do you alter mindsets of organizational members at different levels to tackle new challenges posed by the environment? - How do you overcome silo thinking and build collaborations? - How do you make mergers or acquisitions work? - How do you bring about cultural change? - How do you build managerial and organizational capability to effectively tap the opportunities available in the new environment? A completely revised and updated second edition of the best-selling Organization Development: Interventions & Strategies (1998), this book brings key insights derived from the worlds of theory and practice to provide a holistic understanding of the field of OD. Focusing especially on issues relevant to India and the emerging markets, it is enriched with contributions from eminent OD practitioners from academic, corporate and consulting organizations from different parts of the world. Organization Development is a significant step in bridging the talent demand-supply gap for first-rate OD professionals.

Practicing Organization Development

Behavioral Science Interventions for Organization Improvement

The Process of Leading Organizational Change

The Human and Social Dynamics of Organizational Change

Development and Transformation

Research in Organizational Change and Development

Completely revised, this new edition of the classic book offers contributions from experts in the field (Warner Burke, David Campbell, Chris Worley, David Jamieson, Kim Cameron, Michael Beer, Edgar Schein, Gibb Dyer, and Margaret Wheatley) and provides a road map through each episode of change facilitation. This updated edition features new chapters on positive change, leadership transformation, sustainability, and globalization. In addition, it includes exhibits, activities, instruments, and case studies, supplemental materials on accompanying website. This resource is written for OD practitioners, consultants, and scholars.

This is the third book in the Jossey-Bass Reader series, Organization Development: A Jossey-Bass Reader. This collection will introduce the key thinkers and contributors in organization development including Ed Lawler, Peter Senge, Chris Argyris, Richard Hackman, Jay Galbraith, Cooperider, Rosabeth Moss Kanter, Bolman & Deal, Kouzes & Posner, and Ed Schein, among others. "Without reservations I recommend this volume to those students of organizational behavior who want an encyclopedia of OD to gain a perspective on the past, present, and future...." Jonathan D. Springer of the American Psychological Association.

Organizational Development gives readers an understanding of organizational structures and presents a new and easy-to-understand framework which describes the three dimensions of organizational interventions. Interventions in organization often fail. This has been widely acknowledged: many books exist about the topic and many approaches are proposed to guide organizational interventions - but to no avail - so it remains difficult to design and guide them. This is the first book to (1) provide readers with an understanding of organizational structures and why it is both relevant and difficult to change them, and (2) present a model consisting of three underlying dimensions of interventions. The authors describe how this model can be used to design interventions in organizational structures. Containing practical guidelines to show how interventions can be designed and controlled, this book should be considered essential reading for postgraduate students of organizational development, design, and change, and practitioners carrying out organizational development projects.

This textbook covers the fundamentals of organizational development and change (ODC) theory while offering a comprehensive, structured, and systematic approach to guide change management strategies at the organization level. It provides an in-depth understanding of and the tools necessary for designing, diagnosing, implementing and evaluating organizational change interventions. Students will be exposed to case studies in ODC from selected international and Caribbean/Latin American organizations, demonstrating ODC in practice across a broad geographical context. This textbook, the first to offer a macro-level perspective of ODC, provides students with the tools needed to be successful in implementing change into today's organizations.

Organization Development

Eric Trist and the Tavistock Institute

Organization Development Basics

Founders and Organizational Development

A Field Guide for Organisation Development

Reinventing Organization Development

Eric Trist was a psychologist, social scientist, and a leading figure in the field of organizational development. He was a founding member of the Tavistock Institute of Human Relations in London and spent many years in United States academia. This book delves into Trist's life to examine the evolution of his work and how he applied social science theory, knowledge, and methods to the organization of working life and its management. Richard Trahair outlines Trist's socio-technical theory of organization and how it applies to the turbulent environment that modern managers face. Trahair begins with Trist's educational career in England and his attitude toward American and English education. He also describes Trist's work to improve the United Kingdom's Army's method of selecting men for officer training in wartime, and his role in the establishment of the Civil Resettlement Units in England. In place of the traditional technology-driven bureaucracy of industry, Trist recommended that social science researchers help reorganize industries on socio-technical lines. Trist provided convincing evidence that organizations dominated by traditional attitudes were inefficient and unsatisfactory. He made it clear that seeing workers as little more than costly extensions of machines and the industrial environment as nothing but a set of competitive market forces seriously limited potential for growth.

Praise for Reinventing Organization Development "A hard hitting yet hopeful look at a field concerned with renewal that is in need of renewal itself. This book is full of intelligent questions, provocative appraisals, and prescriptions for action that they serve." -Rosabeth Moss Kanter, chaired professor, Harvard Business School; author, Confidence: How Winning Streaks and Losing Streaks Begin and End "Wise, invaluable advice that the field and its practitioners should heed if the field of OD is to take its rightful place as an applied behavioral science that can make a difference in the economic and human affairs of organizations." - Michael Beer, professor emeritus, Harvard Business School, chairman, Center for Organizational Fitness "Few disciplines in decline have subjected themselves to so profound a self-evaluation. It should lead to a rejuvenation of the field. Whether or not it does, there is a great deal to learn here about organizations and relevant professional practice." -Russell Ackoff, professor emeritus, Wharton School, University of Pennsylvania "Two of the leaders of the field of OD have collaborated to present us with a compelling and controversial state of the art." -Len Schlesinger, vice chairman and chief operating officer, Limited Brands "The book challenges OD consultants to think broadly about their organizational roles and to assert their rightful place in organizations." - Jean M. Bartunek, Robert A. and Evelyn J. Ferris Chair Professor of Organization Studies, Boston College

People and Organisational Development is ideal for both practitioners and students alike. Setting out a new agenda for organisational effectiveness, this book not only covers emergent theories of organisational development and human resources management, it also gives practical examples for how these theories can be applied. Covering everything from how HR can support strategic change and how technology can be an agent of transformation to performance management, diversity, talent management and emotion at work, this book firmly places HR at the heart of a modern approach to OD. Crucially, People and Organisational Development doesn't just examine successful change initiatives, it also covers the unsuccessful attempts at organisational change and what can be learnt from these. There is also invaluable discussion of the OD role of HRD in ethics, corporate social responsibility (CSR) and sustainability. Packed with international case studies and examples, this is essential reading for all those studying the CIPD Level 7 Advanced Organisation Design and Organisation Development module and everyone wanting to make a difference to the development of their people and their organisation. Online supporting resources include additional case studies and practical tools.

Change Management is a crucial process for gaining the competitive advantage that is the goal of many organisations. Leaders and change agents are often faced with conflicting challenges of motivating and understanding increasingly diverse workforces, accounting to stakeholders and planning for the future in a chaotic environment. Comprising 12 chapters in 6 parts, the text opens with an explanation of the environment of change faced by organisations today. It then deals with managing organisational development, which is a planned process of change which is often subject to the incursions of organisational transformation, a more dramatic and unpredictable type of change. With the field of organisational change continuing to evolve, especially in an international context, future directions of change management are also discussed. Finally, to emphasise the relationship between theory to practice, Organisational Change: Development and Transformation 6e provides 10 local and international case studies and a suite of online cases supported by a case matrix. Case studies, exercises and support material present the challenges of change management in a real-life manner - examining issues from a variety of viewpoints.

A New Agenda for Organisational Effectiveness

A Guide for Leading Change

Organization Development Interventions

The Theory and Practice of Transformational Change

People and Organisational Development

Gover Handbook of Leadership and Management Development

The NTL Handbook of Organization Development and Change is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time leader and champion for the field, The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work.

Organization Development: Strategies for Changing Environments, Second Edition, aims to help managers of the future successfully plan for and manage changes in the workplace. The book teaches students how to conceptualize and implement planned interventions to increase organizational effectiveness. Building on the success of the previous edition, Smither, Houston, and McIntire maintain the foundational and historical organization development content while incorporating a number of key changes: new material on change management, globalization, diversity, sustainability, ethics, talent management, and emotional intelligence; a greater emphasis on the practical application of the theory; new case studies focusing on current business dilemmas that align with the chapter objectives. This edition brings this classic book into the 21st century, making it a valuable resource for students of organizational development, organizational behavior, change management, and leadership.

To effectively adapt and thrive in today's business world, organizations need to implement effective organizational development (OD) interventions to improve performance and effectiveness at the individual, group, and organizational levels. OD interventions involve people, trust, support, shared power, conflict resolution, and stakeholders' participation, just to name a few. OD interventions usually have broader scope and can affect the whole organization. OD practitioners or change agents must have a solid understanding of different OD interventions to select the most appropriate one to fulfill the client's needs. There is limited precise information or research about how to design OD interventions or how they can be expected to interact with organizational conditions to achieve specific results. This book offers OD practitioners and change agents a step-by-step approach to implementing OD interventions and includes example cases, practical tools, and guidelines for different OD interventions. It is noteworthy that roughly 65% of organizational change projects fail. One reason for the failure is that the changes are not effectively implemented, and this book focuses on how to successfully implement organizational changes. Designed for use by OD practitioners, management, and human resources professionals, this book provides readers with OD basic principles, practices, and skills by featuring illustrative case studies and useful tools. This book shows how OD professionals can actually get work done and what the step-by-step OD effort should be. This book looks at how to choose and implement a range of interventions at different levels. Unlike other books currently available on the market, this book goes beyond individual, group, and organizational levels of OD interventions, and addresses broader OD intervention efforts at industry and community levels, too. Essentially, this book provides a practical guide for OD interventions. Each chapter provides practical information about general OD interventions, supplies best practice examples and case studies, summarizes the results of best practices, provides at least one case scenario, and offers at least one relevant tool for practitioners.

Taking Theory into Practice

Theory and Practice of Organization Development Consulting

The Etiology and Theory of Founder's Syndrome

Bottom-Line Organization Development