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PRACTICING ORGANIZATION DEVELOPMENT

A GUIDE FOR LEADING CHANGE

3

THIRD EDITION

About This Book

Why is this topic important?

Organization development (OD) is about planned change. As change has turned into the only constant, many managers and other people are pursuing change strategies with vigor. OD is a major strategy with a process for leading and managing change at the individual, group, intergroup, organizational, inter-organizational, and large systems levels. This book is about what it takes to be an effective change manager, change leader, and OD practitioner.

What can you achieve with this book?

Simply stated, this book provides everything you need to think through on how to function as a competent OD professional.

How is this book organized?

The book is organized into five parts. Part One consists of Chapters One through Seven and is entitled "Foundations." It includes information on key terms and definitions, models, origins of OD, practitioner competencies, mindful leadership, and post-modern OD: Appreciative Inquiry. Part Two consists of Chapters Eight through Twelve and is entitled "OD Process to Guide Change." This section covers marketing, pre-launch, launch, implementation, evaluation, and separation. Part Three consists of Chapters Thirteen through Eighteen and is entitled "Levels and Types of Change." In it we discuss the issue of organization culture and interventions across various levels: individual, team, large systems, whole system, and inter-level. Part Four addresses "Special Issues in OD": global OD, positive states of organizing, sustainability, organization design, mergers and acquisitions, values, ethics, human systems dynamics, technology, transformational learning journeys, strategic change and fitness, HR-OD audits, Gestalt theory and approach, whole system transformation, and other issues.

The book concludes with Part Five: "The Future of Organization Development," with insights from our contributors, the movement toward dialogic OD, and the role of the OD practitioner. The book's website offers a variety of supplementary information, including a self-assessment tool for OD competencies, reproducible slides, podcasts, articles to support chapters, syllabi, and resource lists.