

Organization Development and Change

Chapter One: Introduction to Organization Development

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Learning Objectives for Chapter One

- To provide a definition of Organization Development (OD)
- To distinguish OD and planned change from other forms of organization change
- To describe the historical development of OD
- To provide an outline of the book

Burke's Definition of OD

OD is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory.

French's Definition of OD

OD refers to a long-range effort to improve an organization's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants.

Beckhard's Definition of OD

OD is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes," using behavioral science knowledge.

Beer's Definition of OD

OD is a system-wide process aimed at:

- (1) enhancing congruence between organizational structure, process, strategy, people, and culture;
 - (2) developing new and creative organizational solutions;
and
 - (3) developing the organization's self-renewing capacity.
- It occurs through collaboration of organizational members working with a change agent using behavioral science theory, research, and technology.

Features of OD

- OD applies to changes in the strategy, structure and processes of an entire system, such as an organisation
- OD is based on the application and transfer of behavioural science knowledge and practice
- OD is concerned with managing planned change
- OD involves both the creation and the reinforcement of change
- OD is oriented to improving organisational effectiveness

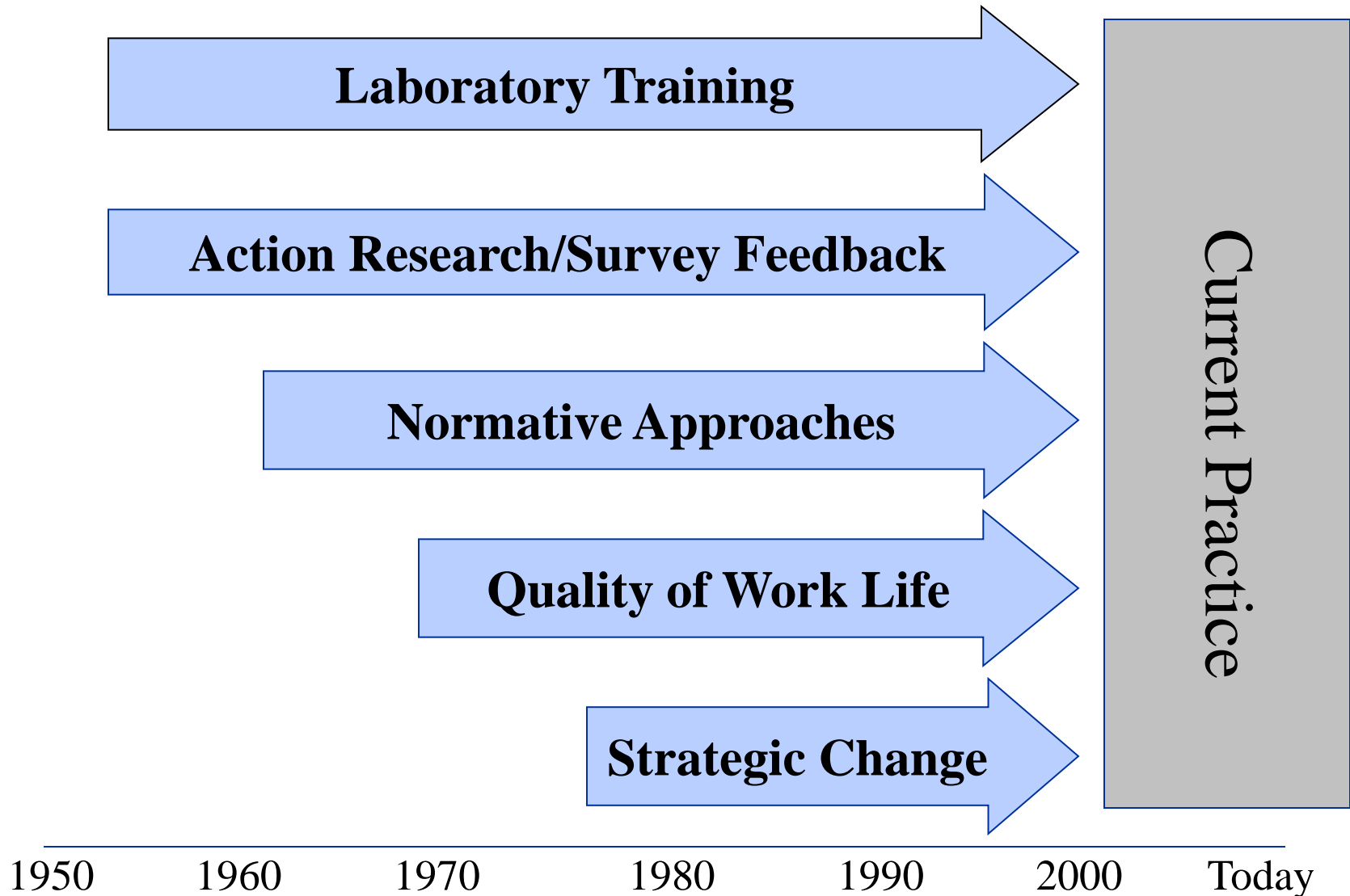
Organization Development is...

a systemwide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.

Difference between OD and Change Management (CM)

| OD | Change Management |
|---|---|
| • OD supports values of human potential, participation, development, performance and competitive advantage | CM focuses more narrowly on cost, quality and schedule. |
| •OD is concerned with the transfer of knowledge and skills so that the system is more able to manage change in the future | CM does not necessarily require the transfer of these skills. |
| OD involves change management, but change management may not involve OD | |

Five Stems of OD Practice



Part I: Overview of the Book

The Nature of Planned Change
(Chapter 2)

The OD Practitioner
(Chapter 3)

Part II: The Process of Organization Development

Entering &
Contracting
(Chapter 4)

Diagnosing
Organizations
(Chapter 5)

Diagnosing
Groups & Jobs
(Chapter 6)

Collecting
Diagnostic
Information
(Chapter 7)

Feeding Back
Diagnostic Data
(Chapter 8)

Designing OD
Interventions
(Chapter 9)

Leading and
Managing
Change
(Chapter 10)

Evaluating &
Institutionalizing
Change
(Chapter 11)

**Part III:
Human
Process
Interventions**

Individual,
Interpersonal,
& Group
Process
Approaches
(Chapter 12)

Organization
Process
Approaches
(Chapter 13)

**Part IV:
Techno-
structural
Interventions**

Restructuring
Organizations
(Chapter 14)

Employee
Involvement
(Chapter 15)

Work Design
(Chapter 16)

**Part V:
Human
Resources
Management
Interventions**

Performance
Management
(Chapter 17)

Developing and
Assisting
Members
(Chapter 18)

**Part VI:
Strategic
Interventions**

Competitive and
Collaborative
Strategies
(Chapter 19)

Organization
Transformation
(Chapter 20)

Part VII: Special Topics in Organization Development

Organization Development
in Global Settings
(Chapter 21)

OD in Nonindustrial
Settings
(Chapter 22)

Future Directions
in OD
(Chapter 23)