change programs generally are managed from the top of the organization and take considerable time, effort, and resources. Chapter 18 presents three interventions having to do with organization transformation, including organization design, integrated strategic change, and culture change. Chapter 19 describes continuous change interventions, including dynamic strategy making, self-design, organization learning, and creating built-to-change organizations. Finally, Chapter 20 describes three transorganizational interventions: merger-and-acquisition integration processes, alliance formation and management, and network development and change.

Part 7 (Chapters 21, 22, and 23) is concerned with special topics in OD. Chapter 21 describes the growing application of OD to building sustainable management organizations and global social change organizations. Chapter 22 presents broad applications of OD in different kinds of organizations, including educational, government, family-owned, and health care agencies. Finally, Chapter 23 examines the future of organization development, including the trends affecting the field and the prospects for its influence on organization effectiveness.

SUMMARY

This chapter introduced OD as a planned change discipline concerned with applying behavioral science knowledge and practices to help organizations achieve greater effectiveness. Managers and staff specialists must work with and through people to achieve organizational objectives, and OD can help them form effective relationships with others. Organizations are faced with rapidly accelerating change, and OD can help them cope with the consequences of change. The concept of OD has multiple meanings. The definition provided here resolved some of the problems with earlier definitions. The history of OD reveals its five roots: laboratory training, action research and survey feedback, normative approaches, productivity and quality of work life, and strategic change. The current practice of OD goes far beyond its humanistic origins by incorporating concepts from organization strategy and design that complement the early emphasis on social processes. The continued growth in the number and diversity of OD approaches, practitioners, and involved organizations attests to the health of the discipline and offers a favorable prospect for the future.

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highly complex problems. Changing any one part or feature of an organization often requires adjustments in the other parts to maintain an appropriate alignment. Thus, although quick fixes and change programs that focus on only one part or aspect of the organization may resolve some specific problems, they generally do not lead to complex organizational change or increase members' capability to carry out change.[39]

SUMMARY

Theories of planned change describe the activities necessary to modify strategies, structures, and processes to increase an organization's effectiveness. Lewin's change model, the action research model, and the positive model offer different views of the phases through which planned change occurs in organizations. Lewin's change model views planned change as a three-step process of unfreezing, moving, and refreezing. It provides a general description of the process of planned change. The action research model focuses on planned change as a cyclical process involving joint activities between organization members and OD practitioners. It involves multiple steps that overlap and interact in practice: problem identification, consultation with a behavioral science expert, data gathering and preliminary diagnosis, feedback to a key client or group, joint diagnosis of the problem, joint action planning, action, and data gathering after action. The action research model places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, and on assessment of results after action is taken. In addition, change strategies often are modified on the basis of continued diagnosis, and termination of one OD program may lead to further work in other areas of the firm. The positive model is oriented to what the organization is doing right. It seeks to build on positive opportunities that can lead to extraordinary performance.

Planned change theories can be integrated into a general model. Four sets of activities—entering and contracting, diagnosing, planning and implementing, and evaluating and institutionalizing—can be used to describe how change is accomplished in organizations. These four sets of activities also describe the general structure of the chapters in this book. The general model has broad applicability to planned change. It identifies the steps an organization typically moves through to implement change and specifies the OD activities needed to effect change. Although the planned change models describe general stages of how the OD process unfolds, there are different types of change depending on the situation. Planned change efforts can vary in terms of the magnitude of the change, the degree to which the client system is organized, and whether the setting is domestic or international. When situations differ on those dimensions, planned change can vary greatly. Critics of OD have pointed out several problems with the way planned change has been conceptualized and practiced, and specific areas where planned change can be improved.

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with those outside groups may take political skills, as well as the more traditional social skills.

Ethical issues in OD involve how practitioners perform their helping role with clients. As a profession, OD always has shown a concern for the ethical conduct and several ethical codes for OD practice have been developed by various professional associations. Ethical dilemmas in OD arise around misrepresentation, misuse of data, coercion, value and goal conflict, and technical ineptness.

NOTES

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conducted. As a result, actually coming to agreement during the contracting phase can be difficult and intense. A number of complex emotional and psychological issues are in play, and OD practitioners must be mindful of their own as well as the client's perspectives. Attending to those issues as well as to the content of the contract will help increase the likelihood of success.

SUMMARY

Entering and contracting constitute the initial activities of the OD process. They set the parameters for the phases of planned change that follow: diagnosing, planning and implementing change, and evaluating and institutionalizing it. Organizational entry involves clarifying the organizational issue or presenting problem, determining the relevant client, and selecting an OD practitioner. Developing an OD contract focuses on making a good decision about whether to proceed and allows both the client and the OD practitioner to clarify expectations about how the change process will unfold. Contracting involves setting mutual expectations, negotiating time and resources, and developing ground rules for working together.

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Administrator to perform certain tasks that he finds most rewarding. (Chapter 14 describes interventions for matching people, technology, and job design.) If the proposed changes are not implemented, alternative structural arrangements within the EMBA programs organization may need to be examined.

SUMMARY

This chapter presented information for diagnosing organizations, groups, and individual jobs. Diagnosis is a collaborative process, involving both organization members and OD practitioners in collecting pertinent data, analyzing them, and drawing conclusions for action planning and intervention. Diagnosis may be aimed at discovering the causes of specific problems, or it may be directed at assessing the organization or department to find areas for future development. Diagnosis provides the necessary practical understanding to devise interventions for solving problems and improving organization effectiveness.

Diagnosis is based on conceptual frameworks about how organizations function. Such diagnostic models serve as road maps by identifying areas to examine and questions to ask in determining how an organization or department is operating.

The model presented here views organizations as open systems. The organization serves to coordinate the behaviors of its departments. It is open to exchanges with the larger environment and is influenced by external forces. As open systems, organizations are hierarchically ordered; that is, they are composed of groups, which in turn are composed of individual jobs. Organizations also display five key open-systems properties: environments; inputs, transformations, and outputs; boundaries; feedback; and alignment.

A comprehensive model for diagnosing organizational systems was described and applied to three organizational levels—organization, group, and individual job. It consists of inputs; a set of design components; and a variety of outputs, such as performance, productivity, and stakeholder satisfaction. For each organizational level, diagnosing involves understanding each of the parts in the model and then assessing how the design components align with each other and with the inputs. Effective outputs are likely to result from good alignment.

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role in feeding back data to employees and helping them to work with the data.[38] Similarly, a field study of funeral cooperative societies concluded that the use and dissemination of survey results increased when organization members were closely involved in developing and carrying out the project and when the consultant provided technical assistance in the form of data analysis and interpretation.[39] Finally, a long-term study of survey feedback in an underground mining operation suggested that continued, periodic use of survey feedback can produce significant changes in organizations.[40]

SUMMARY

This chapter described methods for collecting, analyzing, and feeding back diagnostic data. Because diagnosing is an important step that occurs frequently in the planned change process, a working familiarity with these techniques is essential. Methods of data collection include questionnaires, interviews, observation, and unobtrusive measures. Methods of analysis include qualitative techniques, such as content analysis and force-field analysis, and quantitative techniques, such as the determination of mean, standard deviation, and frequency distributions; scattergrams and correlation coefficients; as well as difference tests. Feeding back data to a client system is concerned with identifying the content of the data to be fed back and designing a feedback process that ensures ownership of the data. If members own the data, they will be motivated to solve organizational problems. A special application of the data collection and feedback process is called survey feedback, which enables OD practitioners to collect diagnostic data from a large number of organization members and to feed back that information for purposes of problem solving.

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NOTES

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