

CONTENTS

List of figures x

Introduction 1

PART ONE An OD practitioner's guide for Organization Development 5

SECTION 1: OD HISTORY AND THEORY OVERVIEW 7

01 What is OD? Its brief history 9

The goals, characteristics and definition of Organization
Development 9

A brief history of OD 12

Critical founders who shaped the OD field 14

How the field got its name 16

Values that have informed OD practice 19

The role of the OD practitioner 21

Summary 23

02 Theories and Practices of OD: a theory overview 25

What are our practice building blocks? 25

The relationships between theory and research 26

Five core theoretical bases that shape OD practices 28

Dialogic OD 41

Methodological/practical implications of the theoretical
perspectives 45

Summary 50

SECTION 2: OD CYCLE OF WORK 53

03 Theories and Practices of OD: the OD cycle and the entry and contracting phase 56

Overview of the OD consultancy cycle – six key components 57

Phase one: entry – initial contact 60

Phase two: Contracting 66

Summary 71

04 Theories and Practices of OD: the diagnostic phase 72

What is diagnosis in OD? What are the wider aims for the diagnostic process? 73

Summary of the tasks and skills required by the diagnostic process 75

A political consideration in managing the diagnostic phase 76

An outline of the different kinds of data you may need 79

Data collection methods and how to ensure that the data collection process achieves your aims 82

Data analysis – how to join different data together 84

Data feedback and action planning 86

Summary 89

05 Theories and Practices of OD: the intervention phase 90

Definition of intervention and the key criteria of OD intervention 91

Summary of the tasks and skills required in intervention 92

Cross-dimensional design of intervention – review of the three ‘cubes of intervention’ frameworks 92

Levels and types of interventions 98

Summary of cross-dimensional checklist based on concepts from the three cubes, levels and types of intervention 102

Building an intervention strategy – construction of criteria for effective intervention design 105

Summary 113

06 Theories and Practices of OD: the evaluation phase 115

What is evaluation and what are metrics? 116

Summary of the tasks and skills required for evaluation 116

OD perspectives on evaluation – evaluation in the OD cycle of work 118

How to build the culture of evaluation as an integrated part of our OD work 119

What does one measure and how? 125

The practicalities of estimating return on investment 133

Postscript: The value an internal OD department can offer an organization 138

Summary 143

SECTION 3: OD AND CHANGE 145**07 Living at the edge of chaos and change** 151

What is the Newtonian Change Paradigm? 153

What are the differences between the traditional and complex adaptive models of change? 157

What are the implications of our change practice when operating at the edge of chaos? 158

Conclusion 159

A word about change vocabulary 161

08 Back room and front room change matters 163

Overview 163

Back room matters – macro level of change work 163

Front room matters (the people dimension and the engagement issue) 179

Conclusion 189

09 Can behavioural change be made easy? 191

Overview 191

Can behavioural change be made easy? Culture, patterns, behaviours 192

Four ways that offer alternative insights on how to do behavioural change 197

Conclusion – the practice implication for practitioners 218

SECTION 4: THE ORGANIZATION DEVELOPMENT PRACTITIONER 219**10 The Organization Development practitioner** 221

The roles and tasks of OD practitioners 221

The concept of ‘self as instrument’ 223

The competence profile of the OD practitioner 228

The development journey that OD practitioners should engage in 232

The practice trademarks of OD 236

Summary 244

11 Power and politics and Organization Development 245

What do we mean by power and politics? Why are they relevant for OD practitioners? 247

Two faces of power – the work of McClelland 249

How power dynamics work within the organization – four theorists 250

The application of the use of power in three key OD activities 255

Using personal power more effectively to achieve greater impact 260

Summary 265

Postscript 267

PART TWO HR in relation to OD: practice examples 271

12 HR in relation to OD 273

Why is it important that HR ‘gets’ OD? 274

How well equipped is HR to be change agent? 277

A strategic agenda 279

How to get the ‘licence to play’? 285

Building credibility 289

Conclusion 292

13 Organizational design 294

What is organization design (ODS)? 295

Challenges for the business 296

The changing field of ODS 298

The Star Model 299

An HR/OD approach to designing organizations 306

14 Managing transformational change 316

A turbulent backdrop 316

The challenges of profound change 317

Planned change philosophies and approaches 321

HR and transformational change 324

HR’s role in changing cultures 332

About culture change 332

Training as an enabler of cultural integration 337

HR stimulating culture change 340

Conclusion 341

15 Building organizational agility and resilience 342

What is organizational agility? 343

Why are agility and resilience so elusive? 345

Unpacking organizational agility and resilience 346

A change-able, innovative culture 350

How can HR help build agility and resilience? 352

HR modelling agility 360

Conclusion 362

16 Building the context for employee engagement 363

What is employee engagement? 364

What motivates people to want to do a good job? 369

How can employers create the context for engagement? 372

Building trust and involvement 373

Maintaining engagement in times of change 377

Conclusion: building a more mutual employment relationship 383

17 Developing effective leadership 385

Defining leadership 386

HR's role in developing leaders 387

Equipping leaders for the task 389

HR exercising stewardship 401

Crafting a leadership development strategy 402

Conclusion 403

Postscript – Towards a better tomorrow 405

Focus on people and... 406

Culture and climate 408

References 412

Index 427