

# ORGANIZATION DEVELOPMENT STRATEGY:

## Five Phases to Designing and Implementing



### ENTRY

Exploring the problem, opportunities, or situation. Output is an engagement contract or project plan with expectations and agreement on scope.

### DIAGNOSIS

The fact-finding phase. A data collection process where information is gathered, analyzed, and reviewed.

### FEEDBACK

Exploring information for understanding, clarity, and accuracy. Output is an action plan that outlines the change solutions to be developed, and defined success indicators based on the information and data analysis.

### SOLUTION

Correcting the problem, closing gaps, improving, or enhancing performance, or seizing opportunities. Output is a plan or suggested training course curriculum.

### EVALUATION

Collecting data to determine if the initiative is meeting goals and achieving defined success indicators. Output is an evaluation report with recommendations for continuous improvement.

# Organization Development And Consulting

**William Becker**



## **Organization Development And Consulting:**

**Consultancy, Organizational Development and Change** Julie Hodges, 2017-04-03 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 posing 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 organizational 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

Marketing Organization Development William J Rothwell, Jong Gyu Park, Jae Young Lee, 2017-03-16 Organizational Development OD consultants often face dilemmas when they market their services because there is a gap between clients expectation and the actual role of OD consultants This book is about how to overcome that dilemma by finding effective marketing strategies for a different approach to consulting Marketing Organization Development A How To Guide for OD Consultants focuses on the challenges faced by internal and external consultants in marketing and selling their services By distinguishing between performance consulting and Organization Development OD consulting this book demonstrates why marketing and selling OD consulting services are unique This book meets not only unique OD consultants needs by reflecting the philosophical background of OD and unique marketing challenges but the needs of Human Resource Development HRD managers need who are interested in promoting or selling their change interventions within their organizations This comprehensive book Reviews important terms and popular tools used in the marketing process and outlines the many roles a consultant must fill to obtain and keep the business i e marketer salesperson brand manager account management Describes the criteria for self evaluation as an OD consultant It examines how to identify your strengths and the competencies you need to develop based on OD competencies Provides an introduction to actionable steps and resources for organization development change management and performance management consultants to evaluate unmet needs and opportunities through a niche market for consulting services Covers how to communicate value to your target customers and how to brand your service Describes various channels of OD marketing such as viral word of mouth and social media marketing Reviews selling tactics for l your consulting service and discusses the importance of having a defined sales process to which you adhere

Organization Development Wyatt Warner Burke, Debra A. Noumair, 2015 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

**Field Guide to Consulting and Organizational Development** Carter McNamara,2005

*Organization Development and Society* Baruch

Shimoni,2019-03-11 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 endless 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 re position OD between organizations 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

*Field Guide to Consulting and Organizational Development with Nonprofits* Carter McNamara,2005 This practical book combines the tools and techniques of the field of Organization Development with the power of systems thinking and principles for successful change in nonprofits The book also addresses problems with traditional approaches to consulting and leading The result is a proven time tested roadmap for consultants and leaders to accomplish significant change in nonprofits You can use this book to accomplish change in small or large organizations whether the organization is dealing with a variety of complex issues or striving to achieve goals for the future

**The NTL Handbook of Organization Development and Change** Brenda B. Jones,Michael Brazzel,2012-06-25

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 and Consulting* Fred Massarik,2002 Written as a field manual for the organisational development and consulting practitioner this volume covers the theoretical foundations of internal and external consulting It will also be of value to students interested in organisational development **Practicing**

**Organization Development** William J. Rothwell,Roland L. Sullivan,2005-03-04 Since it was first published in 1995 Practicing Organization Development has become a classic in change management Now completely revised and updated editors Rothwell and Sullivan leaders in the field of OD and numerous expert practitioners walk you through each episode of change facilitation You ll find exhibits activities instruments and case studies You ll get help applying each phase of a popular emerging change making model And you ll find include applied research and insights from a wide variety of well known OD practitioners and academicians Included in this comprehensive resource are an instructor s guide ever expanding materials on the Web and a companion CD ROM with PowerPoint slides and supplemental materials Practicing Organization Development is packed with useful current proven direction on applying OD principles in the real world order your copy today Consultation for Organizational Change Revisited David W. Jamieson,Robert C. Barnett,Anthony F.

Buono,2016-03-02 This book delves into the complexities of consulting for organizational change It emphasizes the importance of the client consultant relationship consulting skills and the use of self With fourteen chapters it explores change dynamics frameworks personal insights and more *Finding Your Way in the Consulting Jungle* Arthur M.

Freedman,Richard E. Zackrison,2002-02-28 Chart your path in the consulting jungle Finding Your Way in the Consulting Jungle a book in The Practicing Organization Development series offers OD consultants the information and guidance they need to understand their place in the consulting network differentiate themselves from other types of consultants and work with both clients and colleagues to make sure everyone s needs and expectations are met Finding Your Way in the Consulting Jungle offers practical advice on how to Differentiate and market yourself Interview prospective clients Write proposals Transports the reader from the safety of the classroom into the complex unpredictable and often hazardous world that they describe as the consultant jungle It is a great resource for graduate level OD programs consultant training courses AND corporate managers who hire consultants C Patrick Fleenor Ph D director International Business Programs Albers School of Business and Economics Seattle University **Organization Development** Donald L. Anderson,2010 Organization Development covers the latest research in organizational development interventions and the consulting process It differs from current texts available by including more case studies and exercises for students to use in applying theoretical material

to practical situations This additional material makes the text more relevant and offers instructors the ability to use one volume instead of placing materials on reserve or asking students to purchase multiple texts     How to Od... and Live to Tell About It William Becker, 2002-09-12 Organization Development or OD as it is often referred to is something of a sexy field that is part of the family of the Human Resource discipline including training coaching mentoring business strategy change management etc The Title When being trained as an OD Practitioner at such institutes as National Training Laboratories NTL and some universities one may hear the analogy that people fear change because it can mean the end of something with which we are familiar Thus the concept of death loss of job status position group esteem etc is part of the psychology noted in ones education in the field to help practitioners understand others angst over taking risks accompanying change The title is therefore an obvious pun on Overdose OD and living to tell about it relates to how to avoid unneeded risk for the practitioner and the client Benefits of the Book The book is useful because it Is a new and unique perspective on OD Is theoretically substantive and not academic Provides practical actions and tools Invites various approaches to OD Is humorous wry for a serious subject Integrates theory with practice Balances client and consultant relationships with business and organizational goals Demonstrates key points with short cases Gives the reader the whole loaf Reviewers Comments Its not easy for someone with such a wealth of experience to distill it into a short tome Bill has done his work and our profession a great service Nadine Pearce Sr Manager of OD Nabisco Bill Beckers new book provides a practical and intelligent guide for those who want to help organizations become better at doing what they are trying to do Nancy Brown Consultant to Organizations An excellent book Its really good stuff Bills approaches to various topics and ways of describing them are really useful The books organization is also superb Donna Deepröse Author Speaker Trainer The book validates a lot of what I do and I definitely learned some things about organization structure and conceptual operational how tos It sparks my creative juices and is a catalyst for new ahas relative to consulting models theories and concepts that OD practitioners may not have access to in one book Karen Massoni OD Consultant and Professor of Organizational Dynamics at The New School This book has something to add to the practice of OD especially since it pulls so many theoretical strands together socio technical systems chaos theory expectancy valence theory large group change specific future search processes and situational leadership Victor Rhodd OD and Employee Development Consultant New York Power Authority It reads like a combination diary and practitioners tool kit by weaving in and out of personal views and some really good case examples George Truel Author and OD Practitioner If you are going to read this book and I strongly recommend you do Beckers book is not a theoretical work It is about the experience of OD about the essential conditions that must be adhered to in order to do it professionally and about some of the mechanisms and guideposts that can be helpful in navigating through the huge complexity of a large scale organizational change it is worth reading Robin Stuart Kotze PhD International Management Consultant and Professor     Organization Development and Change Thomas Cummings, Christopher Worley, 2024-07-26

Cummings Worley's ORGANIZATION DEVELOPMENT AND CHANGE 12th Edition is the most widely used textbook in the field. It blends rigor and relevance in a comprehensive and clear presentation. The authors work from a strong evidence-based foundation to describe in practical terms how behavioral science knowledge can be used to help organizations develop strategies, structures, and processes for superior performance, sustainability, and social outcomes. *Strategic Organization Development: Managing Change for Success* Therese F. Yaeger, Peter F. Sorensen, 2009-08-27. This book explores how to create organizations that excel in turbulent environments. It features articles by practitioner scholars including executives, academics, and consultants offering strategies for planning, implementing change, and building capabilities for sustained success.

**Enacting Values-Based Change** David W. Jamieson, Allan H. Church, John D. Vogelsang, 2017-12-14. This edited volume highlights the use and practice of values in Organization Development (OD). It addresses how those values have changed over time, how they are expressed in OD's approach to consulting, the process of making value-based decisions, and how to deal with value dilemmas and value conflicts. OD scholars and practitioners will learn about the balance of values in practice, particularly as the business outcomes may overtake positive humanistic concerns given intense pressures to enhance organizational productivity year over year.

**Organization Change** W. Warner Burke, 2017-03-16. Change is a constant in today's organizations. Leaders, managers, and employees at all levels must understand both how to implement planned change and effectively handle unexpected change. The Fifth Edition of the *Organization Change Theory and Practice* provides an eye-opening exploration into the nature of change by presenting the latest evidence-based research to discuss a range of theories, models, and perspectives on organization change. Bestselling author W. Warner Burke skillfully connects theory to practice with modern cases of effective and ineffective organization change, recent examples of transformational leadership and planned and revolutionary change, and best practices to successfully influence change. This fully updated new edition also includes a new chapter on healthcare and government organizations offering practical applications for non-profit organizations.

Organization Development Donald L. Anderson, 2023-09-05. *Organization Development: The Process of Leading Organizational Change* Sixth Edition offers a comprehensive look at individual, team, and organizational change, covering classic and contemporary organization development techniques. Today's practitioners seek a solid foundation that is academically rigorous but also relevant, timely, practical, and grounded in OD values and ethics. In this bestselling text, author Donald L. Anderson provides students with the organization development tools they need to succeed in today's challenging environment of increased globalization, rapidly changing technologies, economic pressures, and evolving workforce expectations. The new Sixth Edition has been updated to reflect the latest research. New cases, chapter learning objectives, examples, sections on diversity, equity, and inclusion, and the impact of COVID-19 on the workplace provide readers with the latest information on OD best practices.

**An Evolving Paradigm** Anthony F. Buono, 2012-01-10. *An Evolving Paradigm* explores organizational design, change, strategic management, and ethics specifically for Benedictine University's

OD doctoral program It addresses the dual nature of management consulting highlighting both challenges and successes in enhancing organizational performance and member satisfaction      Systems and Meaning Kit Sanne Nielsen, 2000 This book looks at organisational problems occurring in a particular context and clearly traces the way problems arise out of relations amongst the different parts of the larger system It also pursues the meanings that these problems have for individuals and organisations alike The authors who are both practitioners experienced in working with organisations show how their ideas can be implemented in different settings



## **Organization Development And Consulting** Book Review: Unveiling the Magic of Language

In an electronic digital era where connections and knowledge reign supreme, the enchanting power of language has become more apparent than ever. Its power to stir emotions, provoke thought, and instigate transformation is truly remarkable. This extraordinary book, aptly titled "**Organization Development And Consulting**," written by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we shall delve into the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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