# Contents

<table>
<thead>
<tr>
<th>Preface</th>
<th>ix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancillaries</td>
<td>x</td>
</tr>
</tbody>
</table>

1. **What Is Organization Development?** 1
   - Organization Development Defined 2
   - Change Is a Constant Pressure 3
   - What Organization Development Looks Like 4
   - What Organization Development Is Not 9
   - Who This Book Is For 10
   - Overview of the Book 11
   - Analyzing Case Studies 12
   - Summary 15

2. **History of Organization Development** 17
   - Laboratory Training and T-Groups 18
   - Action Research and Survey Feedback 20
   - Management Practices 23
   - Quality and Employee Involvement 27
   - Organizational Culture 29
   - Change Management, Strategic Change, and Reengineering 31
   - Organizational Learning 32
   - Organizational Effectiveness and Employee Engagement 34
   - Summary 35

3. **Core Values and Ethics of Organization Development** 37
   - Defining Values 38
   - Why Are Values Important to the OD Practitioner? 38
   - Core Values of Organization Development 39
   - Changes to OD Values Over Time and the Values Debate 45
   - Challenges to Holding Organization Development Values 47
   - Statement of Organization Development Ethics 48
   - Summary 49
   - Appendix 50
CASE STUDY 1: ANALYZING OPPORTUNITIES FOR ORGANIZATION DEVELOPMENT WORK AT NORTHERN COUNTY LEGAL SERVICES

4. Foundations of Organizational Change
   Levels and Characteristics of Organizational Change
   Models of Organizational Change: Systems Theory and Social Construction Approaches
   Organizations as Systems
   Organizations as Socially Constructed
   Summary

5. The Organization Development Practitioner and the Consulting Process
   The Consulting Relationship and Types of Consulting
   The Organization Development Consulting Model
   OD Practitioners: Who Are They and Where Do They Work?
   The Organization Development Consulting Profession
   The OD Consulting Process and Action Research
   Summary

6. Entry and Contracting
   Entry
   Contracting
   Summary

7. Data Gathering
   The Importance of Data Gathering
   Presenting Problems and Underlying Problems
   Data Gathering Process
   Data Gathering Methods
   Creating a Data Gathering Strategy and Proposing an Approach
   Ethical Issues With Data Gathering
   Summary

CASE STUDY 2: PROPOSING A DATA GATHERING STRATEGY AT AEROtech, INC.

8. Diagnosis and Feedback
   Diagnosis: Discovery, Assessment, Analysis, and Interpretation
   Finding Patterns by Analyzing Data
   Interpreting Data
   Selecting and Prioritizing Themes
   Feedback
   Recognizing Resistance
   Ethical Issues With Diagnosis and Giving Feedback
   Summary