



CONTENTS

List of Figures, Tables, and Exhibits xi
Acknowledgments xv
Foreword xvii
Introduction 1

PART ONE: FOUNDATIONS 9

1. Organization Development and Change 11
William J. Rothwell, Jacqueline M. Stavros, and Roland L. Sullivan

2. Change Process and Models 43
William J. Rothwell and Roland L. Sullivan

3. On the Shoulders of Giants: The Origins of OD 71
John J. Scherer and Billie T. Alban

**4. Building Convergence Between Human Resource
Management and OD 94**
William J. Rothwell

5. Competencies of OD Practitioners 107
Christopher G. Worley, William J. Rothwell, and Roland L. Sullivan

**6. Mindful Leadership Development: Assessing
Self for Leading Change 136**
Jacqueline M. Stavros and Jane Galloway Seiling

7. Appreciative Inquiry: OD in the Post-Modern Age 158

Jane Magruder Watkins and Jacqueline M. Stavros

PART TWO: OD PROCESS TO GUIDE CHANGE 183

8. Entry: Marketing and Positioning OD 185

Alan Weiss

9. Front-End Work: Effectively Engaging with the Client System 204

David W. Jamieson

10. Launch: Assessment, Action Planning, and Implementation 234

D.D. Warrick

11. Situational Evaluation 269

Steven H. Cady, Julie Auger, and Marguerite Foxon

12. Closure: Freeing Up Energy to Move Forward 287

Ann M. Van Eron and W. Warner Burke

PART THREE: LEVELS AND TYPES OF CHANGE 299

13. Taking Organization Culture Seriously 301

Edgar Schein

14. Individual Development in OD: Human-Centric Interventions 312

Udai Pareek, Lynnea Brinkerhoff, John J. Scherer, and Rick Flath

15. Team Building and the Four Cs of Team Performance 329

W. Gibb Dyer and Jeffrey H. Dyer

16. Interventions in Large Systems 345

Thomas G. Cummings and Ann E. Feyerherm

17. Whole System Change: What It Is and Why It Matters 363

Emily Axelrod, Steven H. Cady, and Peggy Holman

18. SOAR: Linking Strategy and OD to Sustainable Performance 377

Jacqueline M. Stavros and Daniel K. Saint

PART FOUR: SPECIAL ISSUES IN OD 395

**19. Positive Organizational Change: What the Field of
POS Offers to OD Practitioners 397**

David S. Bright and Kim Cameron

20. **Systemic SustainabilitySM: Moving Sustainability from Ideas to Action** 411
Mona A. Amodeo and C. Keith Cox
21. **The Global OD Consultant** 425
Therese F. Yaeger, Peter F. Sorensen, Perla Rizalina M. Tayko, and Eric Gaynor-Butterfield
22. **Inclusion: The HOW for Organizational Breakthrough** 436
Judith H. Katz and Frederick A. Miller
23. **Organization Design** 446
Amy Kates
24. **The OD Role in Making Mergers and Acquisitions Work** 457
Mitchell Lee Marks and Philip H. Mirvis
25. **Human Systems Dynamics: Competencies for a New Organizational Practice** 465
Glenda H. Eoyang
26. **Seeing and Influencing Self-Organization** 476
Kristine Quade and Royce Holladay
27. **Values, Ethics, and Expanding the Practice of OD** 492
William Gellermann and Terri Egan
28. **Technologies to Support Interactive and Connective OD in a Virtual World** 502
Richard G. Bush and S. Alan McCord
29. **Transformational Learning Journeys: Seeing Is Believing** 516
Philip H. Mirvis
30. **The Personhood of the OD Practitioner** 527
Saul Eisen
31. **The Organizational Fitness Process: A System-Wide Alignment** 535
Michael Beer
32. **Context Blindness: What We Don't See Will Hurt Us** 546
Barry Oshry
33. **Transforming the HR-OD Audit by Using Whole Systems** 555
T.V. Rao
34. **Emergence: The Gestalt Approach to Change** 561
Herb Stevenson

35. Practicing Internal OD	568
<i>Alan Weiss</i>	
36. Estimating OD Success Rates at the National Level	577
<i>Robert T. Golembiewski</i>	
37. Four Risk Factors of the Unexamined Life: Be-Know-Do	588
<i>Peter Koestenbaum</i>	
38. Whole System Transformation: Becoming Dramatically Different	594
<i>Jennifer Todd, John Parker, and Arielle Sullivan</i>	
39. The Keys to Building a Transformative OD Practice: An Interview with Edie Seashore	608
<i>Gina Lavery and Tracey Wik</i>	
PART FIVE: THE FUTURE OF ORGANIZATION DEVELOPMENT	615
40. Dialogic OD: Turning Away from Diagnosis	617
<i>Gervase R. Bushe</i>	
41. Valuable Insights on OD from the Contributors	624
<i>D.D. Warrick</i>	
42. The Shifting Field of OD Practice	634
<i>Jane Magruder Watkins</i>	
Guest Essay: Soular Power	639
<i>Angé Wayne</i>	
About the Editors	642
About the Contributors	645
Subject Index	665
Name Index	677