Organization Development Behavioral Science Interventions For Organization Improvement

Organizations change. They grow, they adapt, they evolve. The effects of organizational change are important, varied and complex and analyzing and understanding them is vital for students, academics and researchers in all business schools. The Routledge Companion to Organizational Change offers a comprehensive and authoritative overview of the field. The volume brings together the very best contributors not only from the field of organizational change, but also from adjacent fields, such as strategy and leadership. These contributors offer fresh and challenging insights to the mainstream themes of this discipline. Surveying the state of the discipline and introducing new, cutting-edge themes, this book is a valuable reference source for students and academics in this area.
This is the third book in the Jossey-Bass Reader series, Organization Development: A Jossey-Bass Reader. This collection will introduce the key thinkers and contributors in organization development including Ed Lawler, Peter Senge, Chris Argyris, Richard Hackman, Jay Galbraith, Cooperrider, Rosabeth Moss Kanter, Bolman & Deal, Kouzes & Posner, and Ed Schein, among others. "Without reservations I recommend this volume to those students of organizational behavior who want an encyclopedia of OD to gain a perspective on the past, present, and future...." Jonathan D. Springer of the American Psychological Association. French and Bell explore the improvement of organizations through planned, systematic, long-range efforts focused on the organization's culture and its human and social processes. They

present a concise but comprehensive exposition of the theory, practice and research related to organization development. The Fifth Edition reflects recent developments, advances and expansions, and research.

Designed for use in undergraduate and graduate programs in organization development, management, human resource development, and industrial and organizational psychology, Organization Development provides readers with an overview of the field and acquaints them with the basic principles, practices, values, and skills of OD. Covering every aspect of the work of an OD professional and featuring numerous illustrative case studies, it shows how OD professionals actually get work and what the first steps in any OD effort should be. Author Gary McLean surveys different ways to assess an organizational situation—including a comparison of the Action Research and Appreciative Inquiry models—and provides forms for devising an action plan based on that assessment. He then looks at how to choose and implement a range of interventions at different levels, as well as how to evaluate the results of an intervention. Organization Development goes beyond the organizational level to look at the application of OD on community, national, regional, and global levels. And it successfully combines theory and practice; process and outcomes; performance and affective results; effectiveness and efficiency.

S Ramnarayan and T V Rao build on the foundation of their extensive research and work with organizations over several decades to answer some of the most critical questions in Organization Development (OD) today: - How do you alter mindsets of organizational members at different levels to tackle new challenges posed by the environment? - How do you overcome silo thinking and build collaborations? - How do you make mergers or acquisitions work? - How

do you bring about cultural change? - How do you build managerial and organizational capability to effectively tap the opportunities available in the new environment? A completely revised and updated second edition of the best-selling Organization Development: Interventions & Strategies (1998), this book brings key insights derived from the worlds of theory and practice to provide a holistic understanding of the field of OD. Focusing especially on issues relevant to India and the emerging markets, it is enriched with contributions from eminent OD practitioners from academic, corporate and consulting organizations from different parts of the world. Organization Development is a significant step in bridging the talent demand–supply gap for first-rate OD professionals.

The book deals with the management of new technology and is one of the first comprehensive concepts and brings together a number of technical, economic and social issues.

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.

The Handbook of Organization Development reflects the field of organizational development's rapid growth and success since its inception 50 years ago into a far more diffuse and complex study than it was just a few decades ago. It shows how

organizational development has expanded from the need to help organizations cope with internal social problems, to a broader attempt to address more strategic issues of firm structure and competitive advantage in a global environment. The Handbook provides a synthesis of new methods and perspectives from diverse areas far removed from organizational development's psychological origins, including management, economics, sociology, personnel, information systems and international relations. International contributors are included, reflecting similarities and differences from around the world.

Behavioral scientists are increasingly involved in international work through cross cultural research, conference presentations, and faculty exchanges. Psychology and social work NGOs work at the United Nations, both on providing professional consultation on timely issues, as well as advocating to promote human rights and sustainable development. Although this work at the United Nations is an important arena for behavioral scientists, this has been barely covered in the academic literature. "What are growing roles of psychology and the behavioral sciences at the United Nations today?" This first-ever volume brings together over 20 authors--both key experts and student interns--to answer this question. As the United Nations pursues its 17 Sustainable Development Goals (SDGs) for the year 2030, behavioral scientists now occupy increasingly diverse roles to pursue evidence-based answers for these 17 timely SDGs. This panoramic yet concise 230-page volume is designed for students

and professionals in the behavioral sciences, psychology and social work to provide state-of-the-art information on how behavioral scientists are addressing diverse global issues today. Each chapter offers a concise overview of a topic, including a glossary of current concepts, and citations to current research. ENDORSEMENTS "I am delighted to recommend this volume, which uncovers two important truths to the success of the UN. 1. The critical role of civil society that makes the UN more humane. 2. The important role of behavioral sciences in shaping UN policies to produce successful outcomes. Because of the UN, we've not had a third world war, yet. Human Rights have expanded beyond belief of anyone who founded the UN 75 years ago." -- Bruce Knotts, U.S. diplomat, author, and Chair of the U.N. DPI NGO Executive Committee "As this new volume describes, the world is a better place because of the United Nations—where most of the world comes together with diverse and lofty goals such as protecting the environment, promoting health, supporting equality, and maintaining peace. All of these major goals require interventions that sometimes maintain and sometimes change human behavior. National and international policies need to be informed by the best available research in the behavioral sciences. Our future depends on it." -- Diane F. Halpern, PhD., Former President, American Psychological Association "Attaining the United Nations' 17 Sustainable Development Goals (SDGs) by 2030 is a formidable challenge that can be furthered by a foundation of solid evidence. This book provides a base of relevant psychological knowledge that can

inform policy and interventions in the achievement of those goals." -- Judith A. Gibbons, PhD, Past-President, Interamerican Society of Psychology "The authors make a convincing case for the relevance of behavioral sciences to the work of the United Nations. Progress on women's rights, preparing for and recovering from natural disasters, adapting to climate change, improving child well-being and more all have behavioral dimensions. These must be addressed for the UN to make progress on its goals. By chronicling the involvements of psychology and social work in the United Nations, this volume will inspire students and practitioners to engage further in global work and advocacy." -- Lynne Healy, PhD, International Association of Schools of Social Work "Behavioral Science in the Global Arena—a timely and significant volume about the role of psychologists at the UN addressing our contemporary social problems—i.e., human rights, social justice, climate and environmental change. As Congress, Takooshian, and Asper demonstrate, it is time for psychologists to move from their individual focus toward social change at a macro, diverse and global focus following the UN's 17 sustainable development goals for 2030. We need to acknowledge changing population demographics, growing mobility and aging in our population, and recognize the continued gender inequities and disparities among migrants salient today. No longer can we simply consider psychology's role in the aftermath of disaster, but to be proactive and on the forefront about counterterrorism, climate change, etc. to promote global action so that we think and act together toward

shared social change." -- Jean Lau Chin, EdD, ABPP, Past-President, International Division, American Psychological Association "As the UN celebrates its diamond anniversary, it is fitting that thinkers in psychology provide critical insights into psychology's engagement with the UN SDG Agenda. The authors have carefully considered the UN from many vantage points, especially behavioural. This important volume posits fresh ideas for psychology's role and future impact in the only global body that brings all governments together to tackle the social, economic, political and security factors that are essential for peace and collective human development in our fragile world." -- Saths Cooper, PhD, Past-President, International Union of Psychological Scientists (IUPsyS) "I am very excited to see the publication of a much-needed book on the contribution of the behavioral sciences at the UN which highlights the role of social work. The editors have successfully illuminated how social workers have been increasingly involved in addressing international issues. Speaking as the current president of NASW, member of the International Federation of Social Workers Executive and as a social work educator, I am especially appreciative of the content on the long-term involvement that social workers have had in the work of the UN. This book is a gift to students who are increasingly seeking to become involved in international social work. I am especially impressed by the editors' commitment to promoting the professional development of students by having them co-author the chapters in the book with both academics and UN leaders. Well done!" -- Kathryn

Conley Wehrmann, PhD, LCSW, President, National Association of Social Workers (NASW)

As pastoral nomads become settled, they face social, spatial, and ecological change in the shift from herding to farming, toward integration into the market economy. This book analyzes the socio-spatial changes that follow the end of nomadism, especially in the unique case of the Bedouin of the Negev. The culture of the Negev Bedouin stands in shar

Every organization is fundamentally in the business of behavior change. Whether it be a government trying to get business to comply with environmental regulation, a business trying to get its customers to be loyal to their products, or a financial advisor encouraging a client to start saving for retirement, behavior change is critical to organizational success. Despite its centrality to organizations, we do not have a good scientific framework for behavior change or a good understanding of how organizations can embed insights from behavioral science into their operations. To overcome this void, this book develops an overarching framework for using behavioral science. It shows how behavioral insights (BI) can be embedded in organizations to achieve better outcomes, improve the efficiency of processes, and maximize stakeholder engagement. This edited volume will provide an enterprise-wide strategic perspective of how governments, businesses, and other organizations have embedded BI into their operations. It is based on research by academics and practitioners from the

Behaviourally Informed Organizations Partnership and will highlight ideas, pragmatic frameworks, and prescriptive outcomes, based on illustrative case studies. Featuring a foreword by Cass Sunstein, this book investigates key findings from BI, with an eye toward how it can be used to solve problems and seize opportunities in diverse organizations.

Completely revised, this new edition of the classic book offers contributions from experts in the field (Warner Burke, David Campbell, Chris Worley, David Jamieson, Kim Cameron, Michael Beer, Edgar Schein, Gibb Dyer, and Margaret Wheatley) and provides a road map through each episode of change facilitation. This updated edition features new chapters on positive change, leadership transformation, sustainability, and globalization. In addition, it includes exhibits, activities, instruments, and case studies, supplemental materials on accompanying Website. This resource is written for OD practitioners, consultants, and scholars.

A Dynamic New Approach to Organizational Change Dialogic Organization Development is a compelling alternative to the classical action research approach to planned change. Organizations are seen as fluid, socially constructed realities that are continuously created through conversations and images. Leaders and consultants can help foster change by encouraging disruptions to taken-for-granted ways of thinking and acting and the use of generative images to stimulate new organizational conversations and narratives. This book offers the first comprehensive introduction to

Dialogic Organization Development with chapters by a global team of leading scholar-practitioners addressing both theoretical foundations and specific practices.

The key to the subject to which this book is addressed, organization development, is contained in the phrase collaborative management of the organization's culture. To collaborate is to labor together, as the derivation of the word suggests. To manage is to direct and control; to be in command of. Organization culture is the prevailing background fabric of prescriptions and proscriptions for behavior, the systems of beliefs and values, and the technology and task of the organization together with the accepted approaches to these. An organization's culture serves powerfully as a determinant of behavior. If the culture supports behaviors appropriate for organization goal attainment, the result will probably be an effective organization; if the culture supports behaviors obviating goal attainment, the result will probably be an ineffective organization. "In addition, the organization's culture may operate to enhance human values or may operate to thwart them.

Global food losses are a result of a lack of necessary infrastructure, improper food safety handling procedures, and insufficient training for the personnel working in the cold chain. The development of a resource-efficient and energy-smart food supply chain requires a well-integrated evaluation and development of the cold chain. Cold Chain Management for the Fresh Produce Industry in the Developing World provides a comprehensive review of the benefits of an unbroken cold chain in developing countries

and focuses on the critical role of extension education in the implementation of cold chain management. The unbroken cold chain is essential for all stakeholders in the fresh produce industry to maintain the quality and safety of food products during handling, transporting, and storing in their journey from producer to consumer. Appropriate cold chain management is crucial not only to reduce the postharvest losses and wastages, but also to increase farmers' income, generate employment opportunities, and improve the livelihood of stakeholders along the supply chain. Key Features: Includes case studies for promoting the expansion of existing technologies for cold chain development in Asian, Africa and the Caribbean nations. Assesses cold chain management as crucial to the growth of global trade in perishable products with contributions from international organizations, researchers and commercial experts. Articulates resilient, sustainable and creative concepts to develop cold chains to enhance food distribution. This book comprises of chapters contributed by the experts and practitioners of cold chain development in developing countries. The authors in the book provide the scenario of cold chain management in the world and discuss the importance of the cold chain as well as the different options and innovations of cooling systems. Chapters also include case studies, success stories, capacity building activities, and other opportunities in cold chain development.

The Wiley Handbook of Contextual Behavioral Science describes the philosophical and empirical foundation of the contextual behavioral science movement; it explores the

history and goals of CBS, explains its core analytic assumptions, and describes Relational Frame Theory as a research and practice program. This is the first thorough examination of the philosophy, basic science, applied science, and applications of Contextual Behavioral Science Brings together the philosophical and empirical contributions that CBS is making to practical efforts to improve human wellbeing Organized and written in such a way that it can be read in its entirety or on a section-by-section basis, allowing readers to choose how deeply they delve into CBS Extensive coverage of this wide ranging and complex area that encompasses both a rich basic experimental tradition and in-depth clinical application of that experimental knowledge Looks at the development of RFT, and its implications for alleviating human suffering At the dawn of the twenty-first century, Americans enjoyed better overall health than at any other time in the nationâ€™s history. Rapid advancements in medical technologies, breakthroughs in understanding the genetic underpinnings of health and ill health, improvements in the effectiveness and variety of pharmaceuticals, and other developments in biomedical research have helped develop cures for many illnesses and improve the lives of those with chronic diseases. By itself, however, biomedical research cannot address the most significant challenges to improving public health. Approximately half of all causes of mortality in the United States are linked to social and behavioral factors such as smoking, diet, alcohol use, sedentary lifestyle, and accidents. Yet less than five percent of the money spent annually on U.S. health care is

devoted to reducing the risks of these preventable conditions. Behavioral and social interventions offer great promise, but as yet their potential has been relatively poorly tapped. Promoting Health identifies those promising areas of social science and behavioral research that may address public health needs. It includes 12 papersâ€"commissioned from some of the nationâ€™s leading expertsâ€"that review these issues in detail, and serves to assess whether the knowledge base of social and behavioral interventions has been useful, or could be useful, in the development of broader public health interventions.

Organization Development (OD) is key to ensuring that organizations and their people can adapt to and engage in ongoing change in today's fast-paced and competitive world. How can those responsible for managing change determine the most appropriate course of action for their organization's needs and maximize capability? Written by two of the leading experts in the field, Organization Development is an essential guide to the theories, practices, tools and techniques for achieving success. It explores the role of HR in relation to OD, and connected areas such as organization design, building organizational agility and resilience, and culture change. Alongside international case studies from organizations including Ernst & Young, Nationwide, Lockheed Martin and the University of Sheffield, UK, this revised third edition of Organization Development contains new chapters on building an adaptive culture of learning and innovation and organization health and 'use of self'. With fresh material on digitization, OD in SMEs,

and competence profiles, this is an indispensable handbook to understanding, communicating and implementing organization development approaches for both experienced practitioners and students.

The book focuses on change and development as organizational phenomena. The entire text is divided into 5 sections viz., Understanding Organizational Processes and Change, Management of Change, Nature of Organizational Development, OD Interventions and Strategies, and Contemporary Issues in OD, as the concluding part. With a strong conceptual foundation, the book takes the readers through the entire processes and stages of change as seen and experienced worldwide. The main strength of the book lies in its exhaustive treatment to a wide array of topics along with various exhibits on change management in Indian and global organizations. The role of leadership, organizational culture and technology as integral parts of any change initiative are dealt with in detail. Later part of the book covers various OD models and tools, change management strategies and contemporary issues such as diversity management. The language is simple and enhances learning for the reader with various snapshots of different stages/levels of change and OD at organizations worldwide. The book is aimed at MBA students who specialize in HR and Strategy areas. Industry practitioners and change consultants will also benefit greatly with the title.

The nature of contemporary Organisation Development (OD) is often written about by

both scholars and practitioners, yet there is little evidence of these descriptions (or debates on key issues) having been based on reliably collected data. This book compares academic and practitioner perspectives on the profession of OD in the UK and how it has evolved over four decades. The research which informs this book was designed to investigate similarities and differences in the perspectives between these two communities. Where practitioners and academics views varied in the data, reasons for this are explored in this book, through the theory lens of Institutionalism, Fashions, Fads and the Dissemination of Management Ideas. The empirical data in how OD has evolved in the UK in the underpinning research to this text was gathered through content analysis of job advertisements from over a four-decade period. This provided information on changes in the magnitude in the take up of the profession in the UK as well as significant developments in the content of the job roles over the period. It will not come as a surprise to find that American thinking dominates in OD as it does in many other domains of management. What is a surprise is the extent to which OD practice in the UK is so very different from what the academics tell us it is. This book also identifies the extent to which institutional theory is at play in the development of professions; with agency is a driver in shaping professions. This manifests itself in terms of the perceived interests of what will give leverage for success in practitioner and academic careers. The Nature of Contemporary Organization Development is key reading for researchers, scholars an practitioners alike of Organizational change and development,

organizational studies, management philosophy and related disciplines
Textbook
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!
To effectively adapt and thrive in today's business world, organizations need to implement effective organizational development (OD) interventions to improve performance and effectiveness at the individual, group, and organizational levels. OD interventions involve people, trust, support, shared power, conflict resolution, and stakeholders' participation, just to name a few. OD interventions usually have broader scope and can affect the whole organization. OD practitioners or change agents must have a solid understanding of different OD interventions to select the most appropriate

one to fulfill the client's needs. There is limited precise information or research about how to design OD interventions or how they can be expected to interact with organizational conditions to achieve specific results. This book offers OD practitioners and change agents a step-by-step approach to implementing OD interventions and includes example cases, practical tools, and guidelines for different OD interventions. It is noteworthy that roughly 65% of organizational change projects fail. One reason for the failure is that the changes are not effectively implemented, and this book focuses on how to successfully implement organizational changes. Designed for use by OD practitioners, management, and human resources professionals, this book provides readers with OD basic principles, practices, and skills by featuring illustrative case studies and useful tools. This book shows how OD professionals can actually get work done and what the step-by-step OD effort should be. This book looks at how to choose and implement a range of interventions at different levels. Unlike other books currently available on the market, this book goes beyond individual, group, and organizational levels of OD interventions, and addresses broader OD intervention efforts at industry and community levels, too. Essentially, this book provides a practical guide for OD interventions. Each chapter provides practical information about general OD interventions, supplies best practice examples and case studies, summarizes the results of best practices, provides at least one case scenario, and offers at least one relevant tool for practitioners.

Behavioral science is playing an increasing role in public policy, and it is raising new questions about fundamental issues - the role of government, freedom of choice, paternalism, and human welfare. In diverse nations, public officials are using behavioral findings to combat serious problems - poverty, air pollution, highway safety, COVID-19, discrimination, employment, climate change, and occupational health. Exploring theory and practice, this Element attempts to provide one-stop shopping for those who are new to the area and for those who are familiar with it. With reference to nudges, taxes, mandates, and bans, it offers concrete examples of behaviorally informed policies. It also engages the fundamental questions, include the proper analysis of human welfare in light of behavioral findings. It offers a plea for respecting freedom of choice - so long as people's choices are adequately informed and free from behavioral biases. Praise for Reinventing Organization Development "A hard hitting yet hopeful look at a field concerned with renewal that is in need of renewal itself. This book is full of intelligent questions, provocative appraisals, and prescriptions for action that they serve." -Rosabeth Moss Kanter, chaired professor, Harvard Business School; author, Confidence: How?Winning Streaks and Losing Streaks Begin and End "Wise, invaluable advice that the field and its practitioners should heed if the field of OD is to take its rightful place as an applied behavioral science that can make a difference in the economic and human affairs of organizations." -Michael Beer, professor emeritus, Harvard Business School; chairman, Center for Organizational Fitness "Few disciplines

in decline have subjected themselves to so profound a self-evaluation. It should lead ?to a rejuvenation of the field. Whether or not it does, there is a great deal to learn here about organizations and relevant professional practice." -Russell Ackoff, professor emeritus, Wharton School, University of Pennsylvania "Two of the leaders of the field of OD have collaborated to present us with a compelling and controversial state of the art." -Len Schlesinger, vice chairman and chief operating officer, Limited Brands "The book challenges OD consultants to think broadly about their organizational roles and to assert their rightful place in organizations." -Jean M. Bartunek, Robert A. and Evelyn J. Ferris Chair Professor of Organization Studies, Boston College

Master the modern discipline of Organizational Development (OD), and use it to plan and drive effective change. 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. Coverage includes: What OD is, where it came from, and where it is headed Understanding OD as a process of change Defining the OD client (why your client may not be who you think it is) Diagnosing organizational problems Applying the Burke-Litwin model of organizational performance and change Assessing how well OD

techniques work Working as an OD consultant, and much more

As applied behavioral science has become more widespread, a need has emerged for guidance on how to build and integrate behavioral science functions within an organization. This book draws on the collective wisdom of applied behavioral scientists with deep experience within their respective practice areas to provide practical guidance on building a behavioral science function that has a meaningful impact for your organization.

People and Organisational Development is ideal for both practitioners and students alike. Setting out a new agenda for organisational effectiveness, this book not only covers emergent theories of organisational development and human resources management, it also gives practical examples for how these theories can be applied. Covering everything from how HR can support strategic change and how technology can be an agent of transformation to performance management, diversity, talent management and emotion at work, this book firmly places HR at the heart of a modern approach to OD. Crucially, People and Organisational Development doesn't just examine successful change initiatives, it also covers the unsuccessful attempts at organisational change and what can be learnt from these. There is also invaluable discussion of the OD role of HRD in ethics, corporate social responsibility (CSR) and sustainability. Packed with international case studies and examples, this is essential reading for all those studying the CIPD Level 7 Advanced Organisation Design and

Organisation Development module and everyone wanting to make a difference to the development of their people and their organisation. Online supporting resources include additional case studies and practical tools.

Thoroughly revised and updated, the second edition of AppreciativeInquiry offers OD and HR professionals a user-friendly resource fordiscovering how they can tap into the power of the AppreciativeInquiry (AI) process. An innovative process, AI is an effective wayto work with a company as an organic system whose success dependson a holistic approach to connect that organization's human,technical, and organizational functions. This new edition meets the challenge of making the AI processaccessible and updates three key areas of the process: thetheoretical basis, fundamental assumptions and beliefs, and thebasic processes. It includes step-by-step guidelines on how toapply AI in a variety of organizational situations and shows how itcan be used with a wide range of initiatives, such as coaching,leadership development, strategic planning, and teambuilding. "If there's one book to read on AI, this is it. It provides thecontext and rationale for this paradigm changing approach to changeat any level of system. Buy it, read it, use it and enjoy achievinggreat results and renewed energy and enthusiasm." —Barbara Sloan, director, Organizational Developmentand Learning, New York University, Langone Medical Center

"Appreciative Inquiry brings the freedom and creativity of AItogether with the 'nuts and bolts' of how to actually do it all. Itcontains everything I would want to have as a fresh practitioner,from potential designs to sample questions and excellent CaseStories." —David Shaked, founder and CEO, Almond Insight, UnitedKingdom "This book serves as a complete roadmap for those interested inthe philosophy and practice of Appreciative Inquiry. The CaseStories encourage readers to find their own way on the journey byproviding examples of successful interventions." —Terry Egan, professor, Management Studies, PepperdineUniversity Market-leading ORGANIZATION DEVELOPMENT AND CHANGE, 10th Edition blends rigor and relevance in a comprehensive and clear presentation. The authors work from a strong theoretical foundation to describe, in practical terms, how behavioral science knowledge can be used to develop organizational strategies, structures, and processes. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version. Organization Development (OD) is a planned system of change and can be defined as "an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge (Beckhard,

1969)." An OD intervention is "a set of sequenced, planned actions or events intended to help an organization to increase its effectiveness (Cummings and Worley, 2009)." In other words, OD interventions purposely disrupt the status quo; they are deliberate attempts to change an organization or sub-unit toward a different and more effective state. According to Cummings and Worley (2009), three major criteria define an effective intervention: (1) the extent to which it fits the needs of the organization; (2) the degree to which it is based on causal knowledge of intended outcomes; and (3) the extent to which it transfers change management competence to organization members. To effectively adapt and thrive in today's business world, organizations need to implement effective OD interventions to improve performance and effectiveness at various levels--individual, group, and organizational levels. OD interventions involve people, trust, support, shared power, conflict resolution, and stakeholders' participation--just to name a few. OD interventions usually have broader scope and can affect the whole organization. OD practitioners or change agents must have a solid understanding of different OD interventions to select the most appropriate one to fulfill the client's needs. There is limited precise information or research about how to design OD interventions or how they can be expected to interact with organizational conditions to achieve specific results (Cummings and

Worley, 2009). The proposed book offers to provide OD practitioners and change agents a step-by-step approach with example cases, practical tools, and guidelines for implementing different OD interventions at different levels. It is noteworthy that about 60%-70% organizational change projects fail (Ashkenas, 2013). One of the reasons for the failure is that the changes are not effectively implemented, and implementation of organizational changes is the focus of this book. Designed for use by organization development practitioners, management, and human resource professionals, this book provides readers with basic principles, practices, and skills of OD by featuring illustrative case studies and useful tools. This book will show how OD professionals can actually get work done and what the step- by-step OD effort should be. This book looks at how to choose and implement a range of interventions at different levels. Unlike other books currently available in the market, this book goes beyond individual, group, and organizational levels of OD interventions, and addresses broader OD intervention efforts at industry and community levels too. Essentially, this book provides a practical guide for OD interventions. Each book chapter provides information about general OD intervention practices, supplies best practice examples/case studies, summarizes the results of best practice, provides at least one case scenario, and also offers at least one relevant tool for practitioners.

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