

1. Record Nr.	UNINA9910131501403321
Titolo	Practicing organization development : leading transformation and change // William J. Rothwell, Jackie Stavros, Roland Sullivan, editors ; contributors, Billie Alban [and forty-seven others]
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2016 ©2016
ISBN	1-118-94771-1 1-119-17662-X 1-118-94772-X
Edizione	[Fourth edition.]
Descrizione fisica	1 online resource (478 p.)
Collana	J-B O-D (Organizational Development)
Disciplina	658.4/063
Soggetti	Organizational change - Management Business consultant
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Title Page; Copyright; Table of Contents; Dedication; List of Figures, Tables, and Exhibits; Acknowledgments; Foreword; Organization Development: Transforming the Whole Organization to Thrive, Perform, Achieve Goals, and Grow Sustainably; Introduction: Getting the Most from This Book; The Audience for the Book; The Purpose and Objectives of the Book; References; Part One: Foundations; Chapter One: Organization Development, Transformation, and Change; What Are Organization Development, Transformation, and Change?; Why Care About OD and Change? What Special Terms Are Used in Organization Development?What Is Systems Thinking and Why Is It Important?; What Are the Philosophical Foundations of Organization Development, and Why Are They Important?; Summary; Resources; References; Chapter Two: The Origins of Organization Development; Kurt Lewin-The Grandfather of Organization Development (1939); Wilfred Bion-The Tavistock Method; Douglas McGregor-Theory X and Theory Y; What Is Different about Organization Development?; Who Named Organization Development?; The Origins of Organization Development Timeline; Summary;

Resources; References

Chapter Three: Change Process and ModelsAn Overview of Key Models for Organizational Change; The Evolving View of the Action Research Model; New Action Research Change Model: Perpetual and Instantaneous Positive Change; Organization Development Effectiveness Model; Summary; Resources; References; Chapter Four: Organization Development and Transformation: What It Takes; How Organization Transformation Emerged; Three Types of Change; Requirements for Transformation to Succeed; Implications for the Organization Development Practitioner; Summary; Resource; Articles; References

Chapter Five: Transformational Leadership DevelopmentUnderstanding Transformational Leadership; Transformational Leadership Development-Two Components; Transformation in a Dynamic Environment; Creating Self-Awareness; Know Thyself; The Self-Assessment Process; Summary; Resources; References; Chapter Six: Appreciative Inquiry: Organization Development and the Strengths Revolution; Defining Appreciative Inquiry; Brief History of Appreciative Inquiry; Appreciative Inquiry Principles; The Appreciative Inquiry 5-D Cycle; Appreciative Inquiry and the Organization Development Strengths Revolution

SummaryResources; References; Chapter Seven: Competencies for Success; Competencies as Competitive Advantage; Developing a Competency Framework; Professionalization: Case Examples; Current State of Competencies for the Field of Organization Development; Summary; Resources; References; Part Two: Organization Development Process to Guide Transformation and Change; Chapter Eight: Entry: Marketing and Positioning Organization Development; Determining Your Value Proposition; Identifying and Reaching the Economic Buyer; Establishing the Routes to the Economic Buyer
Establishing Conceptual Agreement
