

Contents

Preface		ix
Introduction: Ironies and Consulting Competencies		1
Irony I: Relative Success but Pessimism about Practice		
Chapter 1. The Irony of Ironies: Silence about Success Rates		11
Chapter 2. An Even Better Kept Secret: Success Rates in Third World Settings		31
Irony II: Relative Success without a Learning Model		
Chapter 3. An Optimum Discrepancy: A Critical Feature of OD Designs		61
Irony III: Relative Success without Differentiating People		
Chapter 4. One Person, One Vote: Performance Appraisals and Survey/ Feedback Results		87
Chapter 5. Personal Slack for Choice and Change: Individual Burnout and Physical Symptoms		111
Irony IV: Relative Success without Specifying Contexts		
Chapter 6. Team Building under Diverse Conditions: Kinds of Crises and Members		131
Chapter 7. Fine-Tuning OD Designs: Reducing Burnout and Improving Group Properties		155
Irony V: Relative Success while Neglecting Easy Pieces		
Chapter 8. Limited-Purpose Designs: Flexible Work Hours as Exemplar		179
Chapter 9. “Rain” in Development: Demotion as Exemplar		195

viii Ironies in Organizational Development

Irony VI:	Relative Success without Differentiating Change	
Chapter 10.	Multiple Models of Change: Judging How Much Change Requires Specifying What Kind of Change	215
Chapter 11.	Surrogate for Kind of Change: Linkages with Psychological Burnout	241
Postscripts about Multiple Ironies		
Chapter 12.	Tactics and Strategies for Reducing Ironies	273
Appendix	A Description of Ahmavaara's Procedure for Comparing Factorial Structures	293
Author Index		295
Subject Index		301