

Preface xv

CHAPTER 1 *General Introduction to Organization Development* 1

What is Organization Development? 1

Why Study Organization Development? 3

Application 1-1 Just Suppose 5

A Short History of Organization Development 6

Application 1-2 Team Building in Data Processing Incorporated 9

Application 1-3 Survey Feedback in a Bank 11

Application 1-4 Action Research at Balt Savings and Loan 12

Application 1-5 Productivity and Quality of Work Life at AT&T Credit Corporation 15

Evolution in Organization Development 15

Application 1-6 Strategic Change at Union Pacific Railroad 16

Overview of the Book 18

Summary 21

Notes 21

PART I THE PROCESS OF ORGANIZATION DEVELOPMENT 25

CHAPTER 2 *The Organization Development Practitioner* 26

Who is the Organization Development Practitioner? 27

Skills and Knowledge of an Effective Organization Development Practitioner 28

The Professional Organization Development Practitioner 31

Application 2-1 Personal Views of the Internal and External Consulting Positions 34

Professional Values 37

Professional Ethics 39

Application 2-2 Ethical Dilemma at a Forging Works 41

Summary 43

Notes 44

Appendix: Ethical Guidelines for an OD/HSD Professional 46

CHAPTER 3 *The Nature of Planned Change* 52

Theories of Changing Organizations 52

General Model of Planned Change 59

Application 3-1 Planned Change at the Piedmont Corporation 61

Planned Change in Different Situations 63

Critique of Planned Change 66

Application 3-2 Planned Change in an Underorganized System 67

Summary 69

Notes 70

**CHAPTER 4 *Entering and Contracting* 72**

Entering into an OD Relationship 73

Application 4–1 Entering the Charity Medical Center 76

Developing a Contract 78

Summary 79

Application 4–2 Contracting at Charity Medical Center 80

Notes 82

**CHAPTER 5 *Diagnosing Organizations* 84**

What is Diagnosis? 84

The Need for Diagnostic Models 85

The Open Systems Model 86

Organization-Level Diagnosis 91

Application 5–1 Systems Electronic Corporation 93

Group-Level Diagnosis 96

Application 5–2 Top-Management Team at Ortiv Glass Corporation 99

Individual-Level Diagnosis 102

Application 5–3 Job Design at Mot Surgical Corporation 105

Summary 108

Notes 109

**CHAPTER 6 *Collecting and Analyzing Diagnostic Information* 111**

The Diagnostic Relationship 111

Methods for Collecting Data 114

Application 6–1 Collecting Diagnostic Data at Northeastern Hospital 121

Sampling 122

Techniques for Analyzing Data 123

Summary 130

Notes 131

**CHAPTER 7 *Feeding Back Diagnostic Information* 132**

Determining the Content of the Feedback 132

Characteristics of the Feedback Process 134

Application 7–1 Feeding Back Diagnostic Data at Northeastern Hospital 136

Survey Feedback 136

Application 7–2 Survey Feedback at Winfield School District 138

Summary 142

Notes 142

**CHAPTER 8 *Managing Change* 144**

Overview of Change Activities 144

Motivating Change 146

Application 8–1 Motivating Change at Xerox 149

Creating a Vision 150

Developing Political Support 151

Application 8–2 Creating a Vision Statement at AFG Industries 152

Application 8–3 Using Social Networks to Implement Change in a Consumer Goods Company	156
Managing the Transition	156
Sustaining Momentum	157
Application 8–4 Transition Management at St. Anthony Hospital System	158
Application 8–5 Sustaining Momentum for Change at Eastern Occupational Center	160
Summary	161
Notes	161

## CHAPTER 9 *Organization Development Interventions* 163

What are Interventions?	163
Organizational Issues	164
Overview of Interventions	166
Choosing Interventions	172
Summary	176
Notes	176

SELECTED CASES: B.R. Richardson Timber Products Corporation	177
Sunflower Incorporated	194

## PART II HUMAN PROCESS INTERVENTIONS 197

### CHAPTER 10 *Interpersonal and Group Process Approaches* 198

T-Groups	198
Process Consultation	200
Application 10–1 Unstructured Strangers T-Group	201
Application 10–2 Process Consultation at Apex Manufacturing Corporation	209
Third-Party Intervention	211
Team Building	214
Application 10–3 Third-Party Intervention in a Government Agency	215
Application 10–4 Team Building with the PAL Management Team	224
Summary	228
Notes	228

### CHAPTER 11 *Systemwide Process Approaches* 231

Search Conferences	232
Organization Confrontation Meeting	234
Application 11–1 Searching for a New Future in the Medical Division of AECL	235
Intergroup Relations Interventions	237
Application 11–2 Organization Confrontation Meeting at a Unionized Plant	238
Application 11–3 Intergroup Relations at Canadian-Atlantic	244
Normative Approaches	246
Application 11–4 System 4 at General Motors' Lakewood Plant	251

Application 11–5 Grid Organization Development at the Sigma Plant 257  
Summary 258  
Notes 258

SELECTED CASES: The Metric Division Case 261  
Planned Organizational Change at the U.S. Naval Air  
Development Center 267

PART III TECHNOSTRUCTURAL INTERVENTIONS 273

CHAPTER 12 *Structural Design* 274

Organizational Design Framework 274

Formal Structures 276

Application 12–1 Matrix Organization at Canadian Marconi Company 286

Differentiation and Integration 290

Application 12–2 Differentiation and Integration at Corning Glass  
Works 295

Parallel Learning Structures 296

Application 12–3 Parallel Learning Structure at Intercon  
Semiconductor 300

Summary 301

Notes 301

CHAPTER 13 *Employee Involvement Approaches* 304

Employee Involvement: What is it? 305

Employee Involvement Applications 311

Application 13–1 Union-Management Cooperation at GTE of  
California 314

Application 13–2 Quality Circles at HEB Grocery Company 321

Application 13–3 High-Involvement Plant at Sherwin-Williams 326

Application 13–4 Winning a “Baldy” at Xerox 332

Employee Involvement: Fad or Permanent Intervention? 333

Summary 335

Notes 335

CHAPTER 14 *Work Design* 340

The Engineering Approach 341

The Motivational Approach 342

Application 14–1 Job Enrichment at the Travelers Insurance  
Companies 349

The Sociotechnical Systems Approach 352

Application 14–2 Self-Regulating Work Groups at Alcoa 361

Designing Work for Technical and Personal Needs 365

Summary 370

Notes 371

SELECTED CASES: Club Méditerranée 375  
Gulf States Metal, Inc. 386

## PART IV HUMAN RESOURCE MANAGEMENT INTERVENTIONS 391

CHAPTER 15 *Performance Management* 392

A Model of Performance Management 393

Goal Setting 395

Application 15–1 Goal Setting at Tenneco 399

Performance Appraisal 402

Application 15–2 Performance Appraisal in New York City 405

Reward Systems 407

Application 15–3 Skill-Based Pay at Sola Ophthalmics 410

Application 15–4 Flexible Benefits Program at American Can Company 420

Summary 422

Notes 423

CHAPTER 16 *Developing and Assisting Members* 427

Career Planning and Development Interventions 428

Application 16–1 Career Planning Centers at Pacific Bell 432

Application 16–2 Assessment Center for Career Development at IBM 439

Work Force Diversity Interventions 445

Application 16–3 Managing Diversity at Ortho Pharmaceutical Corporation 450

Employee Wellness Interventions 451

Application 16–4 Johnson &amp; Johnson's EAP and Live for Life Programs 455

Application 16–5 Stress Management at Metropolitan Hospital 464

Summary 465

Notes 466

SELECTED CASES: Au Bon Pain: The Partner/Manager Program 470  
Ring and Royce Electronics 489

## PART V STRATEGIC INTERVENTIONS 493

CHAPTER 17 *Organization and Environment Relationships* 494

Organization and Environment Framework 495

Integrated Strategic Management 499

Application 17–1 Integrated Strategic Management Intervention at On-Line Data Systems 502

Open-Systems Planning 504

Application 17–2 Open-Systems Planning at Seaside Hospital 507

Transorganizational Development 511

Application 17–3 The National Coal Policy Project 514

Summary 517

Notes 517

CHAPTER 18 *Organization Transformation* 520

Conceptual Overview 521

Culture Change 526

Strategic Change 536

Application 18–1 Cultural Change at AT&T’s General Business  
Systems 537

Self-Designing Organizations 543

Application 18–2 Strategic Change at Texas Instruments 544

Application 18–3 Self-Design at Mega Glass Company 548

Summary 550

Notes 550

Selected Cases: Peter Browning and Continental White Cap (A) 554  
Rondell Data Corporation 560

PART VI EVALUATION AND PRACTICE OF ORGANIZATION  
DEVELOPMENT 571

CHAPTER 19 *Evaluating and Institutionalizing Organization Development  
Interventions* 572

Evaluating Organization Development Interventions 572

Institutionalizing Interventions 584

Application 19–1 Evaluating the Effectiveness of Employee Involvement  
at Bird Aerospace 585

Application 19–2 Persistence of Quality of Work Life at Shell Canada 592

Summary 593

Notes 594

CHAPTER 20 *International Organization Development* 597

Applying Organization Development in Different Cultures 598

Application 20–1 The Turnaround of Scandinavian Airlines 603

Organization Development in Worldwide Organizations 606

Application 20–2 Strategic Change at ICI 614

Planned Change in Development Organizations 615

Application 20–3 Increasing the Influence of Farmers in India 621

Summary 623

Notes 623

CHAPTER 21 *Organization Development in Different Types of  
Organizations* 627

Organization Development in School Systems 628

Organization Development in the Public Sector 634

Organizational Development in the United States Military Services 642

Organizational Development in Health Care 647

Comments and Emerging Trends 652

Summary 655

Notes 656

SELECTED CASES: The Torenton Mine (A) 660  
The Torenton Mine (B) 665  
Will it Last? Employee Ownership at NVC 668

CHAPTER 22 *Future Directions in Organization Development* 675

Toward Integrative Contingency Perspectives 676  
Toward a Science of Changing 677  
Toward a Synthesis of Planned Change and Strategic Management 678  
Toward Action Learning and Learning Organizations 679  
Toward Greater Accountability and Rigorous Assessment 680  
Summary 680  
Notes 681

Glossary 683  
Index 697