

adapted in a flexible but consistent manner to local problems and opportunities.

As in all such matters, it is difficult to offer "proof" of the effectiveness of our approach to organization development. We and our clients in organizations have found it helpful in solving their problems. Perhaps the best test for the reader is whether he finds that this approach helps him better understand his own experiences with otherwise complex organizational issues, and whether he can visualize its successful application to such issues.

The book is arranged to present first our overview of organization development and a summary of the research on which it is based. We then proceed to examine issues at each of the three critical interfaces, presenting brief examples of work on each. Finally, the concluding chapter pulls these themes together in a set of conclusions about organization development issues as they present themselves to practicing managers.

In presenting the material in this book, we want to acknowledge our indebtedness to a number of people. George Litwin, our colleague in organizational behavior, has contributed his ideas and his experience in an important consulting relationship. In addition, we have drawn on the research of, and collaborated with, Louis Barnes and Larry Greiner. Ken Benne contributed his efforts and his wisdom to one of the consulting engagements reported. Two of our doctoral students, John Morse and Jack Gabarro, have helped in generous measure on aspects of the case studies we used as examples. We are indebted to Mrs. Ann Walter and Miss Jeanne Deschamps for typing the several drafts and for editorial help. Finally, the companies and their executives with whom we have worked, though they must remain anonymous, are acknowledged as key contributors to our growing understanding of the process by which organization improvement can be achieved.

January 1969

P.R.L.

J.W.L.

CONTENTS

1	Introduction	1
	Defining organizations	2
	Organizational-development interfaces	4
2	Concepts for Developing Organizations	9
	Systems analysis	9
	The differentiation-and-integration model	11
	Summary of the conceptual framework	15
	Determining the direction for organizational development	18
	Stages of organization-development work	19
	Problems, concepts, and change	21
3	Organization-Environment Interface	23
	The certainty-uncertainty continuum	24
	Stability <i>vs.</i> change in the environment	26
	Examples of organization-environment mismatches	30
	Other varieties of organization-environment problems	34
	Conclusion	40
4	The Group-to-Group Interface	41
	Presenting issues at this interface	41
	The organization-development process at the group-to-group interface	49

CONTENTS

Organization development at the group-to-group interface: a contrasting view	57
The Individual-and-Organization Interface	60
Examples of organization development at this interface	71
Emphasis on implementation	79
Summary	81
Conclusions	84
The organizational-change process	85
Issues for managers	90
Two complementary approaches to organization-development activity	94
Organization and the wider society	98