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Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins. Learn from experts at the world's top organizations! Best Practices in Organization Development and Change is a state-of-the-art resource that presents the most important ideas and effective strategies from experts and top companies in the field. Comprehensive in scope, the book addresses the five most important organization development or human resource development (OD/HRD) topics--organization development and change, leadership development, recruitment and retention, performance management, and coaching and mentoring--and offers a practical framework for design, implementation, and evaluation. It includes best-practice case studies from seventeen leading organizations that have achieved their change objectives. The case studies will help you:

- Analyze the need for the specific OD/HRD initiative
- Build a solid business case for OD/HRD
- Identify the audience for the initiative
- Design an effective OD/HRD initiative
- Implement a successful design of the initiative

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Evaluate the effectiveness of the initiative You'll benefit from expertise at trend-setting companies such as: Kraft Foods Smithkline Beecham Westinghouse Sun Microsystems . . . and many more! "An extremely important volume with useful contextual perspectives plus vivid and important case studies of companies that know what they're doing to lead change." —Warren Bennis, author, *On Becoming a Leader and Organizing Genius*

With the growth and advancement of business and industry, there is a growing need for the advancement of the strategies that manage these modernizations. Adaptation to advancement is essential for the success of these organizations and using the proper methods to accomplish this essential adaptation is paramount. *Organizational Transformation and Managing Innovation in the Fourth Industrial Revolution* provides innovative insights into the management of advancements and the implementation of strategies to accommodate these changes. The content within this publication examines social engagement, cyber-journalism, and educational innovation. It is designed for managers, consultants, academicians, researchers, and professionals, and covers topics centered on the growth of businesses and how they change alongside the economy and infrastructure.

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

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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

It is estimated that approximately seventy percent of organizations fail in their attempts to implement transformative change. This book will help lessen that rate. Using real-world examples, Bruce J. Avolio maps four states of change that any organization must go through: identifying and recognizing, initiating, emerging and impending, and institutionalizing new ways of operating. Each state is described in detail, as are the

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leadership qualities necessary to solidify and transition from one to the next. These "in-between moments" are an often-overlooked key to organizational transformation. So too is the fact that organizational change happens one individual at a time. For transformation to take root, each person must shift his or her sense of self at work and the role that he or she plays in the transforming organization. Intended as a road map, rather than a "how-to" manual with fixed procedures, Organizational Transformation will help leaders to locate their organization's position on a continuum of progress and confidently navigate planned, whole-systems change, overcoming the challenges of growing from and adjusting to watershed moments.

Organization Development provides a forum for the ideas and experiences of a researcher and consultant concerned with change in organizations. It shows how choice and change can be guided in a world now characterized by what the author terms "permanent temporariness." The book is at heart an approach to increasing the amount of responsible freedom at work. In this respect, the volume responds to an avalanche of social criticism that has been directed at bureaucracy, "organizational America," and the "organizational ethic." The field at organization development is informed by such criticisms but transcends it via technology and values that drive change and choice alike.

Transform your organization! To truly transform your organization, you must learn to transform your own mindset. Beyond Change Management-the only book specifically

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about the interaction of leadership style, mindset, and the change process-- revolutionizes leaders' approach to transformational change. Shattering the myth that transformation can be managed, this book--part of the Practicing OD Series--offers you new directions and ways of thinking and behaving that are essential for successful change. Its unique approach brings organization development (OD) into the mainstream of leaders' approaches to change, expanding and integrating the fields of OD, leadership, change management, and consciousness. You'll also get: ready-to-use worksheets questionnaires guidelines "Powerful business solutions to the current chaos facing many organizations today. Dean Anderson and Linda Ackerman Anderson get to the heart of change, the human touch, by using timeless techniques and tools." --Ken Blanchard, coauthor, *The One Minute Manager* and *GungHo!* "The authors combine their keen observations, sharp insights, and open hearts to produce towering works that will stand as lasting contributions to leadership and organization development. ... [t]hey guide us along a path of personal discovery so that we may have the strength of spirit to risk the creation of more meaningful organizations." --Jim Kouzes, coauthor, *The Leadership Challenge* and *Encouraging the Heart*

In a tumultuous global business environment, change is a constant. Organizations are affected by many factors from the local economy to global competition. To be successful they must do more than react to changes, they need to be proactive. *Organization Development Fundamentals* provides a starting point for those interested

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in learning more about taking this proactive approach. The authors explore the many facets of organization development and change management, including the theories, models, and steps necessary to complete the process. This is a perfect resource for professionals who are just starting out in the OD field or who want to brush-up on the basics. After reading this book, you will be able to: Define organization development and change management. Implement a change effort. Understand the competencies required of successful change agents. Recognize and solve ethical dilemmas related to change.

Change Management is a crucial process for gaining the competitive advantage that is the goal of many organisations. Leaders and change agents are often faced with conflicting challenges of motivating and understanding increasingly diverse workforces, accounting to stakeholders and planning for the future in a chaotic environment.

Organisation Change: Development and Transformation, 7e takes both an organisational development and transformational approach to change, to reflect the environment of change faced by organisations today. With the field of organisational change continuing to evolve, especially in an international context, future directions of change management are also discussed. To emphasise the relationship between theory to practice, this text provides 10 local and international case studies, practitioner vignettes and a suite of online cases supported by a case matrix.

Covering classic and contemporary organization development (OD) techniques, this is

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a comprehensive text on individual, team, and organizational change. Incorporating OD ethics and values into each chapter, Donald L. Anderson provides discussion of the real-world application of these theoretical ideas. In-depth case studies that follow major content chapters allow students to immediately apply what they have learned. In today's challenging environment of increased globalization, rapidly changing technologies, economic pressures, and expectations in the contemporary workforce, this book is an essential tool.

Organization Development and Transformation: Managing Effective Change McGraw-Hill/Irwin

Written specifically as a core textbook for management students, this book is an essential companion in today's rapidly changing globalized business setting. A must-have title for all business and management students, this textbook offers a comprehensive account of the theory, practice and research related to change management and organizational development. Drawing upon and integrating current theories and practices, the book provides a pragmatic insight into all aspects of organizational change and development. Focussing especially on issues related to India, the author evaluates the key concerns underlying the dynamics of change and implements a framework to maximize value-based development in any organization. An engaging, jargon-free and practical text, Change Management and Organizational Development will also be an extremely useful resource for corporate managers, trainers

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and practitioners. Key Features: · Includes subjects affecting growth of an organization such as Mergers and Acquisitions, Quality Management, Performance Management and Organizational Health Survey. · All complex topics and concepts have been supplemented with abundance of figures, tables, industry examples and flow charts to ensure clarity and better understanding. · Covers recent literature and future trends in change management and organization development

Organization Development and Transformation is a paperback collection of 46 readings that focuses on how people function with and within organizations, and how to make the working relationship function best. This edition includes coverage of classic OD articles, coverage of topics such as self-directed teams, centers of excellence, and learning organizations

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.

As the use of remote work has recently skyrocketed, digital transformation within the

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workplace has gone under a microscope, and it has become abundantly clear that the incorporation of new technologies in the workplace is the future of business. These technologies keep businesses up to date with their capabilities to perform remote work and make processes more efficient and effective than ever before. In understanding digital transformation in the workplace there needs to be advanced research on technology, organizational change, and the impacts of remote work on the business, the employees, and day-to-day work practices. This advancement to a digital work culture and remote work is rapidly undergoing major advancements, and research is needed to keep up with both the positives and negatives to this transformation. The Research Anthology on Digital Transformation, Organizational Change, and the Impact of Remote Work contains hand-selected, previously published research that explores the impacts of remote work on business workplaces while also focusing on digital transformation for improving the efficiency of work. While highlighting work technologies, digital practices, business management, organizational change, and the effects of remote work on employees, this book is an all-encompassing research work intended for managers, business owners, IT specialists, executives, practitioners, stakeholders, researchers, academicians, and students interested in how digital transformation and remote work is affecting workplaces.

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

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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 *NTL Handbook of Organization Development and Change* is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time

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leader and champion for the field, The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work.

Organizational Change is a complex yet essential process for growth and development in business. The second edition of this insightful book examines the nature of this critical process in the light of the rapid changes in the business environment and intense global competition. The author revisits fundamental concepts, as well as presents new ideas, activities, and processes associated with how to plan, implement and manage effective transformational change. The book highlights: - The nature and process of transformational change and the paradigms basic to the change process - The basic concepts and strategic leverages of change - The need for and ways of aligning current tasks, systems, processes, and culture with organizational goals - The support systems required for change and the need to develop and maintain these systems - Ways of tuning organizations for change - Managing change through people by optimizing individual and group efforts Supported by numerous case studies and written in a lucid and reader-friendly style, this book will be a definitive guide for students, scholars, and practitioners.

The Handbook of Organization Development reflects the field of organizational

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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.

Change Management is a crucial process for gaining the competitive advantage that is the goal of many organisations. Leaders and change agents are often faced with conflicting challenges of motivating and understanding increasingly diverse workforces, accounting to stakeholders and planning for the future in a chaotic environment. Comprising 12 chapters in 6 parts, the text opens with an explanation of the environment of change faced by organisations today. It then deals with managing organisational development, which is a planned process of change which is often subject to the incursions of organisational transformation, a more dramatic and unpredictable type of change. With the field of organisational change continuing to evolve, especially in an international context, future directions of change management

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are also discussed. Finally, to emphasise the relationship between theory to practice, Organisational Change: Development and Transformation 6e provides 10 local and international case studies and a suite of online cases supported by a case matrix. Case studies, exercises and support material present the challenges of change management in a real-life manner - examining issues from a variety of viewpoints.

Many managers and consultants have academic backgrounds in business administration and are trained in contemporary management methods that focus on decision making and economic efficiency. The question is: Are these academic methods the best to further the development of society as well as organizations? After years of languishing in the long shadow of «values», its 1960s-era substitute, public discussion and debate about virtues, vices, character, and ethics are occupying center stage once again. This book joins that debate in a way that is both practical and useful to undergraduate and graduate students who are being introduced to the full breadth of public administration in introductory courses, or specialized ones in administrative ethics. Intended as a supplement to major ethics texts, this book will help readers develop a thorough understanding of the principles of ethics so they will come away with a deeper appreciation of the challenges and complexities involved in negotiating the ethical dilemmas facing administrators in a twenty-first century democratic republic.

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

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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.

The concept of transformation has long been known to the sciences and has been around in the popular vocabulary for several decades. Because it has never been fully developed as a managed process and applied to our organizations, the way in which we have been trying to deal with the complex issues we face today is looking increasingly inadequate. Transformation management, argue the authors of this inspirational book, now provides the opportunity for the application of the first significant world-wide innovation in the way we manage since Drucker put management itself on the map in the 1950s. In a book that draws on seminal theses and practical examples from the four corners of the world, Ronnie Lessem and Alexander Schieffer provide leaders, students of leadership, managers and change agents with a trans-culturally tested, integrated approach to leadership and management. Only through a redefinition of what leadership, management and entrepreneurship amount to, say the authors, can organizations be transformed into sustainable enterprises capable of dealing with the burning issues of our time. Leaders are coming to realise that it is no longer possible for organizations to operate in any sort of isolation from the society and the wider world in which they exist, but paying lip service to notions of either social responsibility or globality is not good enough. From this indispensable book, those whose enterprises are to have any hope of becoming authentically socially responsible or authentically global will learn to understand and activate the process that dynamically links any organization with the society in which it is embedded and that links

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the local with the global. The practice of transformation management is about creating real value... for organizations, people, and society. This book, from the Transformation and Innovation Series, makes that practice possible.

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

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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.

"This book contains the latest research on evidence-based initiatives for organizational change and development. It contains a better understanding of 'what can work best' for bringing about effective and beneficial organizational change and development, and the value of using "best evidence" to inform, shape or critically evaluate organizational change and development"-- 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!

Cases and Exercises in Organization Development & Change, Second Edition encourages students to practice organization development (OD) skills in unison with learning about

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theories of organizational change and human behavior. The book includes a comprehensive collection of cases about the OD process and organization-wide, team, and individual interventions, including global OD, dialogic OD, and OD in virtual organizations. In addition to real-world cases, author Donald L. Anderson gives students practical and experiential exercises that make the course material come alive through realistic scenarios that managers and organizational change practitioners regularly experience.

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.

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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.

As organizations continue to develop and adapt in today's modern society, various approaches have begun to emerge as managers look for the best techniques to improve company performance. Appreciative inquiry is the practice of maintaining a positive and optimistic environment within the workplace, and it's a concept that has transformed many corporations as it spread across the globe. Understanding this powerful shift in employee perception requires considerable research on how appreciative inquiry is affecting various companies worldwide. Appreciative Inquiry Approaches to Organizational Transformation provides emerging research that serves to increase the productivity of individuals and organizations exponentially by sharing case studies from organizations where appreciative inquiry has been implemented successfully as well as best practices that can benefit organizations and common

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pitfalls that can be avoided by becoming more vigilant. Featuring coverage on a broad range of topics such as individual execution, productivity, and occupational solutions, this book is ideally designed for managers, practitioners, corporate professionals, executives, researchers, educators, and students.

Get on the cutting edge of organization development Practicing Organization Development: Leading Transformation and Change, Fourth Edition is your newly revised guide to successful organization development. This edition has been updated to explore the cutting edge of change management, leadership development, organizational transformation, and society benefit. These concepts are explored through emerging and increasingly accepted strengths-based approaches such as: appreciative inquiry, emotionally and socially intelligent leadership, positive organization development, and sustainable enterprises. This edition offers both theoretical concepts and guides to practical applications, providing you with the knowledge, techniques, and tools to put organizational development to effective use in the workplace. Organization development is an evolving field focused on understanding and positively impacting the human system processes of groups, teams, organizations, and individual leaders. Thorough organization development results in increased effectiveness, improved health, and overall success. This book shows how to attain positive change by: identifying contemporary themes in organization development, executing organization development approaches, as well as elevating and extending research agenda. This

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book also illustrates how to influence organizational stakeholders, and how to use this influence to enact key organization development practices. This new edition is enhanced by: Updated chapter-by-chapter lesson plans, sample syllabi, and workshop agendas Revised sample exercises, a test bank, and additional case studies Expanded online appendices that cover regional organization development concepts from around the globe, as well as overviews of additional special issues Organization development is quickly becoming an important aspect of MBA curricula. Practicing Organization Development: Leading Transformation and Change, Fourth Edition gives graduate and doctorate program participants a comprehensive overview of organization development, the resources to learn the field, and the tools to apply their knowledge.

Written by two of the leading experts in the field, Organization Development is a guide to the basic principles of effective organization development. A compendium of theories, practices, diagnostics techniques and figures, it provides practical advice for identifying an organization's needs and determining the most appropriate course of action to maximize organizational capability. It provides an overview of the history and theory of OD and addresses the various phases, the role of the practitioner, aspects of power and politics, and the human resources context. The book also discusses organizational design, culture change, managing transformational change, and developing effective leadership. Bridging the gap between theory and practice, this fully updated new edition of Organization Development now includes coverage of complexity

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and chaos theory, new case studies describing OD practices and attitudes in countries outside of the US and UK, and new chapters on change and culture and on employee engagement and wellbeing. The authors also have added emphasis on the collaborations between OD and HR functions. It provides a wealth of helpful advice for OD practitioners, HR professionals and those with an interest in helping develop their organization.

Organization Development: Strategies for Changing Environments, Second Edition, aims to help managers of the future successfully plan for and manage changes in the workplace. The book teaches students how to conceptualize and implement planned interventions to increase organizational effectiveness. Building on the success of the previous edition, Smither, Houston, and McIntire maintain the foundational and historical organization development content while incorporating a number of key changes: new material on change management, globalization, diversity, sustainability, ethics, talent management, and emotional intelligence; a greater emphasis on the practical application of the theory; new case studies focusing on current business dilemmas that align with the chapter objectives. This edition brings this classic book into the 21st century, making it a valuable resource for students of organizational development, organizational behavior, change management, and leadership.

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