# Detailed Contents

**Preface**
- Exercises and Activities  
- Ancillaries

**1. What Is Organization Development?**
- Organization Development Defined
- Change Is a Constant Pressure
- What Organization Development Looks Like
- What Organization Development Is Not
- Who This Book Is For
- Overview of the Book
- Analyzing Case Studies
- Summary

**2. History of Organization Development**
- Laboratory Training and T-Groups
- Action Research, Survey Feedback, and Sociotechnical Systems
- Management Practices
- Quality and Employee Involvement
- Organizational Culture
- Change Management, Strategic Change, and Reengineering
- Organizational Learning
- Organizational Effectiveness and Employee Engagement
- Summary

**3. Core Values and Ethics of Organization Development**
- Defining Values
- Why Are Values Important to the OD Practitioner?
- Core Values of Organization Development
- Changes to OD Values Over Time and the Values Debate
Interventions in Mergers and Acquisitions 312
Dialogic OD Interventions 322
Transorganization or Interorganization Development 327
Summary 330

**CASE STUDY 6: REORGANIZING HUMAN RESOURCES AT ASP SOFTWARE** 333

**CASE STUDY 7: THE FUTURE OF THE CROSSROADS CENTER** 339

13. Sustaining Change, Evaluating, and Ending an Engagement 343
   Sustaining Change After the Intervention 344
   Evaluation 349
   Ending an Engagement: Separation and Exit 357
   Summary 359

   OD’s Challenges in a Global Environment 363
   Dimensions of Global Cultural Difference 365
   OD Values, Interventions, and Culture 374
   Case Examples and Research Findings 377
   Advice for the Global OD Practitioner 382
   Summary 384

**CASE STUDY 8: A GLOBAL PARTNERSHIP AT GFAC CONSULTING** 386

15. The Future of Organization Development 389
   Increasing Complexity of Change 389
   Changing Workforce Demographics 391
   Changing Nature of Work 395
   The Current State of OD: Strengths, Weaknesses, and Opportunities 399
   Conclusion: The Future of OD 405
   Summary 405

Exercises and Activities 407
References 416
Author Index 444
Subject Index 454
About the Author 469