

Process Consultation Revisited Building The Helping Relationship Prentice Hall Organizational Development Series

Process Consultation Revisited - Edgar H. Schein 1999

This volume focuses on the interaction between consultant and client, explaining how to achieve the healthy, helping relationship so essential to effective consultation.

Consulting in Uncertainty - Ann K. Brooks 2013-11-07

The traditional model of consulting places an emphasis on diagnosing a problem and finding a cure. But in today's business world of globalized organizations, rapid knowledge proliferation,

and the intertwining of economies, that approach is becoming less and less viable; problems are quickly redefined, new knowledge (and ownership of that knowledge) is constantly surfacing and being challenged, and no solution is a permanent solution. Consulting in Uncertainty articulates a model of consulting that addresses the uncertainty and interconnectedness of the world in a post-industrial, knowledge era. Emphasizing outcomes and inquiry over 'diagnosis', Brooks and Edwards outline this new consulting model,

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as well as the skills consultants must bring to the table in any uncertain and dynamic environment. Integrating practical knowledge with scholarship, this book covers skills such as: Relational skills and the consulting relationship Cultural awareness and related skills Contextual analysis Facilitating inquiry Collecting and efficiently analyzing data or information Consultants and students of consulting, as well as managers, teachers, counselors, and even parents, will find this book enlightening and useful in navigating today's uncertain world.

Organization Development - W. Warner Burke
2015-01-13

Master the modern discipline of Organizational Development (OD), and use it to plan and drive effective change. Organization Development, Third Edition is today's complete overview of the OD discipline for managers, executives, administrators, consultants, and students alike. Fully updated to reflect major changes since the classic Second Edition, it explains how OD is

~~now practiced, and how it is continuing to~~
evolve. The authors illuminate each key theory in the field, giving readers the background they need to translate theory into action, make key choices, help organizations learn, and lead change. Coverage includes: What OD is, where it came from, and where it is headed Understanding OD as a process of change Defining the OD client (why your client may not be who you think it is) Diagnosing organizational problems Applying the Burke-Litwin model of organizational performance and change Assessing how well OD techniques work Working as an OD consultant, and much more
Change Management and the Human Factor - Frank E. P. Dievernich 2014-10-06
Change management and organizational development is unthinkable without people. Human beings form its core as both subjects and objects of change. This volume attempts to cut through to the core of change management, to the people that stand at its heart and focuses on

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their intrinsic role in change management and organizational development. Topics covered in this volume encompass the human element within organizational change, how this impacts roles, dynamics of team interaction and affects the workplace in teaching and learning settings. It also addresses resistance to institutional and organizational change and the central role that agile management plays in this process.

Changing Organizations from Within - Robin C. Stevens 2016-04-08

Organizational change is often insider-led and supported by internal consultants and change agents. Most of what is written about change comes from the perspective of external consultants or from academics researching the activities of those with insider change roles. *Changing Organizations from Within* is unusual in providing a range of authentic insider accounts. The editors define 'insiders' as employees who lead and support change efforts within their own organizations, and those

~~psychoanalytically aware external consultants~~ external 'insiders' - who work closely with organizations and use the dynamics of transference and projection in their relationships with clients to illuminate organizational issues. Each chapter is written by an author with experience of different kinds of insider relationships with their client organizations. Some work 'inside' as employees. Some are external consultants whose work involves developing insightful insider perspectives. The book's editors and several of the authors are graduates, or have been faculty members, of London's Tavistock Institute Advanced Organizational Consultation programme, with experience of running development programmes for consultants and of coaching insiders. *Changing Organizations from Within* examines the pulls on role and identity that can easily undermine competence and practice. Understanding the system psychodynamics present in organizations helps

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consultants and change agents to make use of an insider perspective without becoming enmeshed in the client organization's regressive and inertial dynamics. The authors provide practical advice to help insiders navigate organizational space, make sense of tricky situations, and work more mindfully to help organizations change.

Human Performance Improvement - William J. Rothwell 2012-06-14

Today's dynamic organizations must achieve positive results in record time - a challenge that requires managers to avoid problems before they arise and to solve these issues quickly. Human Performance Improvement (HPI) is a powerful tool that can be used to help build intellectual capital, establish and maintain a 'high-performance workplace, enhance profitability, and encourage productivity' - as well as increase return on equity and improved safety. Written by a group of highly respected authors in the field, this book will show you how to:- - discover and analyze performance gaps -

plan for future improvements in human performance - design and develop cost-effective interventions to close performance gaps.

Strive - Kiran Chitta 2018-09-04

Are you currently helping organisations to navigate digital transformation and disruption? Are you leading your organisation towards a digital future, in an intensely competitive, uncertain market? Strive is a book written by an experienced business psychologist with over twenty years of experience, primarily for consultants, coaches, trainers and human resource management professionals. The book will also resonate with leaders in business who appreciate rigour, academic grounding and authenticity over hype. Dr Kiran Chitta reviews much of the existing literature on organisational and leadership agility. In addition he shares a profoundly personal perspective, anchored in his life and work. His case material is reflective and authentic. It will resonate with those who are looking for inspiration, honesty and actionable

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principles derived from real work. The book provides a compelling and usable model for agility which is explored in depth. Covering the most recent academic literature, the book points the way to the agile future of work in a digital era.

Systemic Organization Development - Ralph Grossmann 2018-05-01

Translation by: Laura Grossmann This book presents - for the first time in the English language - the concept of systemic organization development and its use in management and consultancy. It demonstrates in a succinct and compact way, how the systemic approach, in its up-to-date version, is well suited to describe and handle complex challenges in diverse organizations of all sectors of society. First, the authors sketch out the crucial role organizations play today and the increasing importance of their ability to change. The central theme of the book is thus the design of organizational change processes with the help of different tools. These

tools deal cautiously with employees, clients and cooperation partners in order to ensure sustainable success of an organization. In the final chapters the authors delve into specific attitudes during the change process, such as the building of trust and the allowing of emotions. Several cases illustrate how the concept and the tools promote organizational development. The book well provides a practical guideline. Additionally, the book talks about important aspects managers have to pay attention to, such as dealing with concerns and resistance. The values of the systemic concept like sustainability, selective participation and growth from inside are convincingly exemplified. The book is theoretically sound and grounded by the authors' long management and consulting experience and their research activities with the university background. It is addressed mainly at actors in corporations, not-for-profit and public organizations, who's task it is to organize, design and effectuate change while the daily

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~~business continues alongside. These actors may be leaders, managers, experts, consultants, project managers or employees.~~

Organisational Psychology - Julia Yates

2023-12-01

Organisational Psychology offers an accessible, engaging and practical introduction to this fascinating discipline. It explores the latest thinking, reveals surprising truths about the way we work, and explains how to craft a successful and fulfilling career in the field. Organisational psychology is a complex and dynamic field that focuses on human behaviour in the workplace, and explores how individuals, groups and organisations function. Structured in three parts, the book combines an overview of the field with effective advice on how to become a successful organisational psychologist. It offers a deep-dive into the British Psychological Society's five core areas of organisational psychology: Psychological Assessment at Work; Learning, Training and Development; Leadership,

~~Engagement and Motivation, Well-being and Work; and Work Design, Organisational Change and Development.~~ Chapters include key academic and theoretical concepts, practical applications, future directions for the field, key learning points, and further reading. Written by highly qualified experts in the field, this text is ideal for both undergraduate and postgraduate students taking programmes or modules in organisational psychology or related topics, including work and business psychology and human resources, as well as human resources practitioners. This text will also be valuable for anyone interested in understanding how organisations function and the best ways to allow individuals and organisations to survive, thrive and flourish.

Leading Organizational Development and Change - Riann Singh 2020-07-08

This textbook covers the fundamentals of organizational development and change (ODC) theory while offering a comprehensive,

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structured, and systematic approach to guide change management strategies at the organization level. It provides an in-depth understanding of and the tools necessary for designing, diagnosing, implementing and evaluating organizational change interventions. Students will be exposed to case studies in ODC from selected international and Caribbean/Latin American organizations, demonstrating ODC in practice across a broad geographical context. This textbook, the first to offer a macro-level perspective of ODC, provides students with the tools needed to be successful in implementing change into today's organizations.

Strategic Organization Development -

Therese F. Yaeger 2009-10-01

This second volume in the Contemporary Trends in Organization Development and Change Series addresses one of the most complex and important issues for management and organization development today -- how to plan for and create an organization capable of not

~~only competing but excelling in an almost~~
impossibly turbulent and uncertain environment. The book brings together a series of articles by practitioner-scholars. Those authors who have the responsibility for helping their organization create the future, and who also have the responsibility of helping us conceptually understand the process of strategic OD. In this book, you can sense the value of both of these voices - the practitioner and the scholar. These authors include organization development executives from global Fortune 500 organizations, major community service organizations, major academic contributors to the field, and OD practitioners from major consulting firms. Each author makes a unique contribution by providing strategies for planning the future, implementing change, and creating organizational capabilities for sustained success. New and current models for strategic organization development and candid discussions of issues, difficulties, and ways of

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~~copied with unanticipated events are provided.~~

This book is dedicated to contributing to a better understanding and sharing of how major corporations, community service organizations, and OD consultants are experiencing and working with one of the most important organizational problems of today - how to manage change for success.

Organizational Behavior 2 - John B. Miner
2015-06-01

This comprehensive text provides a detailed review and analysis of the building-block theories in the macro-organizational behavior field. John Miner has identified the key theories that any student or scholar needs to understand to be considered literate in the discipline. Each chapter includes the background of the theorist represented, the context in which the theory arose, the initial and subsequent theoretical statements, research on the theory by the theory's author and others (including meta-analysis and reviews), and practical applications.

~~Special features, including boxed summaries of~~
each theory at the beginning of each chapter; two introductory chapters on the scientific method and the development of knowledge; and detailed, comprehensive references, help make this text especially useful for every student and scholar in the field.

Organization Development in the Largest Global Organization - Robert L. Reinhard
2022-01-01

The U.S. military, as the core constituent of the Department of Defense, collectively represents the largest and most complex organization on earth. As such, the U.S. military implemented the largest formal OD programs in the world. These programs, from inception to present day, utilized diverse and evolving OD intervention typologies to garner congruence with the environment. The research for this book, accomplished using an inductive, grounded theory approach, examined the initiatives that fostered the use of OD intervention typologies.

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The findings revealed three major epochs of OD interventions that span a 50-year timeline. The epochs include: (1) Traditional OD; (2) Total Quality Management (TQM); and (3) Continuous Process Improvement (CPI). The epoch of Traditional OD represents the use of human process interventions while TQM and CPI represent the use of technostructural interventions. In the end, the relationship between organization design and culture, and the selection of OD intervention typologies, were best explained using variables that explicate diverse environmental occurrences that influenced senior military leaders' perceived need for specific OD interventions. These perceived needs were predicated on the requirement to exploit vital resources in an effort to bolster warfighting operational readiness in support of the American citizenry. [Person-Centred Practice in Nursing and Health Care](#) - Brendan McCormack 2016-08-08
Person-centred Practice in Nursing and Health

Care is a comprehensive and practical resource for all nurses and healthcare practitioners who want to develop person-centred ways of working. This second edition which builds on the original text *Person Centred Nursing*, has been significantly revised and expanded to provide a timely and topical exploration of an important subject which underpins all nursing and healthcare, edited by internationally renowned experts in the field. *Person-centred Practice in Nursing and Health Care* looks at the importance of person-centred practice (PCP) from a variety of practice, strategic, and policy angles, exploring how the principles of PCP underpin a variety of perspectives, including within leadership and in the curriculum. The book explores not only a range of methodologies, but also covers a variety of different healthcare settings and contexts, including working within mental health services, acute care, nursing homes, the community, and working with children and people with disabilities. Key

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features. Significantly updated and expanded since the previous edition, taking into account the considerable changes in recent health care advancements, including the 'Francis' report Builds on previous perspectives of person-centredness in nursing and applies them in a broader nursing and health care context Includes a stronger exploration on the role of the service-user Shows the use of life-story and narrative approaches as a way of putting the individual's identity at the heart of the care relationship Includes learning features such as links to current practice developments and reflective questions

Applications of Soft Systems Methodology for Organizational Change - Ebrahimi,

Maryam 2020-08-28

Systems thinking is a method of problem solving that deals with various cultural issues including conflict and compromise. In recent years, researchers have begun studying this approach and applying it within several professional fields,

specifically organizations and business management. In the modern age of information, professionals are continually looking for new methods to improve traditional practices within their field. Improving organizational practices through the implementation of the soft systems approach is a growing research area that requires in-depth discussion and case studies. Applications of Soft Systems Methodology for Organizational Change is a collection of innovative research on the theories and practices of soft systems and their application within organizational and industrial analysis. While highlighting topics including agent-based modeling, sustainable energy initiatives, and natural resources allocation, this book is ideally designed for researchers, designers, managers, analysts, practitioners, executives, academicians, and students seeking current research on the theories and applications of soft systems design.

Client-Consultant Collaboration - Anthony F.

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~~Buono 2009-09-01~~

The tenth volume in the Research on Management Consulting series—Client-Consultant Collaboration: Coping with Complexity and Change—draws on papers presented at the Academy of Management’s Management Consulting Division International Conference on this theme in Copenhagen, Denmark in June 2007. The volume presents twelve chapters that explore a broad range of questions and concerns that illustrate the scope and complexity of the consultant-client relationship. The chapters illustrate the richness and excitement that takes place not only in research on consulting but also in its application as the various empirical analyses of consulting in practice portray.

Real-World Solutions for Diversity, Strategic Change, and Organizational Development: Perspectives in Healthcare, Education, Business, and Technology - Burrell, Darrell Norman
2023-09-11

~~The great resignation, quiet quitting, #MeToo~~
workplace cultures, bro culture at work, the absence of more minorities in cybersecurity, cybercrime, police brutality, the Black Lives Matter protests, racial health disparities, misinformation about COVID-19, and the emergence of new technologies that can be leveraged to help others or misused to harm others have created a level of complexity about inclusion, equity, and organizational efficiency in organizations in the areas of healthcare, education, business, and technology. Real-World Solutions for Diversity, Strategic Change, and Organizational Development: Perspectives in Healthcare, Education, Business, and Technology takes an interdisciplinary academic approach to understand the real-world impact and practical solutions-oriented approach to the chaotic convergence and emergence of organizational challenges and complex issues in healthcare, education, business, and technology through a lens of ideas and strategies that are

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different and innovative. Covering topics such as behavioral variables, corporate sustainability, and strategic change, this premier reference source is a vital resource for corporate leaders, human resource managers, DEI practitioners, policymakers, administrators, sociologists, students and educators of higher education, researchers, and academicians.

International Encyclopedia of Organization Studies - Stewart Clegg 2008

Describing the field, spanning individual, organisation, societal and cultural perspectives in a cross-disciplinary manner, this is the premier reference tool for students, lecturers, academics and practitioners to gather knowledge about a range of important topics from the perspective of organisation studies.

Consultation for Organizational Change - Anthony F. Buono 2010-09-01

This volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organizational Change

and Development series. This dual focus reflects the reality that consulting for organizational change is a special type of management consultation, a complex field of endeavor that requires a broad range of skills and competencies. To be truly effective, change-related consulting requires a unique client-consultant relationship, a special set of consulting skills, an expertise in human and organizational systems, and significant personal qualities. It is in high demand in a world full of change. Yet, we still know relatively little theoretically about this type of consulting and have relatively little empirical evidence about what actually works and why. As the contributors amply illustrate, the Organization Development (OD) field has a well developed set of frameworks, technologies, and models of change. Still we need to focus on and learn more about the role of the OD consultant as a special kind of change agent. A goal of this joint volume is to increase that specific body of knowledge

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and provide an illustration of much needed collaboration in bringing all possible resources to bear on our understanding of an increasingly critical and essential form of consulting.

Capacity Development in Practice - Jan Ubels
2010

First Published in 2010. Routledge is an imprint of Taylor & Francis, an informa company.

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