

ORGANIZATION DEVELOPMENT

*The Process of Leading
Organizational Change*

DONALD L. ANDERSON



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Organizational Change*

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as learning a new skill, system, or procedure. OD deals with organizational change efforts that may or may not involve members of the organization needing to learn specific new skills or systems. Many training and development professionals are gravitating toward OD to enhance their skills in identifying the structural elements of organizations that need to be changed or enhanced for training and new skills to be effective. Other aspects of the training and development profession, however, such as needs assessment, course development, the use of technology, or on-the-job training, are not central to the job of the OD practitioner.

In addition, most training programs are developed for a large audience, often independent of how the program would be applied in any given organization. While some OD interventions do incorporate training programs and skill building, OD is more centrally concerned with the context that would make a training program successful, such as management support, job role clarification, process design, and more. As Burke (2008) writes, "Individual development cannot be separated from OD, but to be OD, individual development must be in the service of or leverage for system-wide change, an integral aspect of OD's definition" (p. 23).

Short Term

OD is intended to address long-term change. Even in cases in which the intervention is carried out over a short period (such as the several-day workshops conducted at the cancer center described earlier), the change is intended to be a long-term or permanent one. OD efforts are intended to develop systemic changes that are long lasting. In the contemporary environment in which changes are constantly being made, this can be particularly challenging.

The Application of a Toolkit

Many OD practitioners speak of the OD "toolkit." It is true that OD does occasionally involve the application of an instrumented training or standard models, but it is also more than that. To confuse OD with a toolkit is to deny that it also has

How to use HV referencing in text(examples)

OD is intended to address long-term change(Anderson, 2010).

Other way:

Anderson(2010) suggests that OD is intended to address long-term change.

Anderson(2010) suggested that OD was.....

How to use HV referencing in text(examples) (Ctnd)

Reference:

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