ORGANIZATION DEVELOPMENT

The Process of Leading Organizational Change

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efforts that may or may not involve members of the organization needing to lear
specific new skills or systems. Many training and development professionals ar
gravitating toward OD to enhance their skills in identifying the structural element
of organizations that need to be changed or enhanced for training and new skills t
be effective. Other aspects of the training and development profession, howeve
such as needs assessment, course development, the use of technology, or on-the-jo
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 sep-
arated 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 inter-
vention 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 occa-
sionally 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:

Anderson, L.(2010) *Organization Development: the Process of Organizational Change*. London : Sage.