

CHAPTER 12:

ORGANIZATIONAL DEVELOPMENT

Chapter Outline

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 - Definition
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 - Product-oriented approach
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 8. Effective OD
 - Characteristics
 - Principles for OD decision makers
 - Training principles
-

Change is a fact of life. All living organisms change. Even the most conservative people and organizations change. The challenge for managers is to direct change such that organizational effectiveness and quality of work life are enhanced. Consequently, we end this book as we began – with a concern for person and work outcomes, in the short, intermediate, and long-run. This chapter, then, reinforces the fact that management is a continuous process that requires commitment, focus, and appreciation for inherent difficulties in managing human behavior. These concerns will be evident as we describe organizational development.

Organizational Development

Organizational development (OD) is a *planned effort to monitor, modify, maintain and maximize effective human behavior in organizations*. This broad definition suggests that OD is concerned with every aspect of organizational life. For example, does the color of paint on the assembly room walls impact on the pace of production? This is an OD question. How can the error rate in manufacturing be lowered; should the organization be redesigned; how can professional development for managers be strengthened? These are organizational development questions. Not all are directly

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