Building on its reputation as the most practical, comprehensive, useful, and clearly written handbook on organization development (OD), this new edition of Practicing Organization Development has been thoroughly revised and updated to reflect the most recent developments in the field. With contributions from leading OD practitioners and scholars, the book includes a review of the core elements of OD that offers new information on a variety of topics such as leadership transformation and development, questions of inquiry, multi-level strategic change, global compact, positive states of organizing, and OD’s role in creating a structure of belonging.

Praise for the Third Edition of Practicing Organization Development

“Nowadays a good roadmap is needed to navigate all the roads and this book does a great job of telling the reader of all the variety of destinations that can be reached and how to reach them . . . this book is as complete a compendium on what OD is and can be as is currently available.”

—Dr. Edgar H. Schein, Sloan Fellows Professor of Management Emeritus, MIT Sloan School of Management
About This Book

Why is this topic important?
Organization development (OD) is about planned change. As change has turned into the only constant, many managers and other people are pursuing change strategies with vigor. OD is a major strategy with a process for leading and managing change at the individual, group, intergroup, organizational, inter-organizational, and large systems levels. This book is about what it takes to be an effective change manager, change leader, and OD practitioner.

What can you achieve with this book?
Simply stated, this book provides everything you need to think through on how to function as a competent OD professional.

How is this book organized?
The book is organized into five parts. Part One consists of Chapters One through Seven and is entitled "Foundations." It includes information on key terms and definitions, models, origins of OD, practitioner competencies, mindful leadership, and post-modern OD: Appreciative Inquiry. Part Two consists of Chapters Eight through Twelve and is entitled "OD Process to Guide Change." This section covers marketing, pre-launch, launch, implementation, evaluation, and separation. Part Three consists of Chapters Thirteen through Eighteen and is entitled "Levels and Types of Change." In it we discuss the issue of organization culture and interventions across various levels: individual, team, large systems, whole system, and inter-level. Part Four addresses "Special Issues in OD": global OD, positive states of organizing, sustainability, organization design, mergers and acquisitions, values, ethics, human systems dynamics, technology, transformational learning journeys, strategic change and fitness, HR-OD audits, Gestalt theory and approach, whole system transformation, and other issues.

The book concludes with Part Five: "The Future of Organization Development," with insights from our contributors, the movement toward dialogic OD, and the role of the OD practitioner. The book's website offers a variety of supplementary information, including a self-assessment tool for OD competencies, reproducible slides, podcasts, articles to support chapters, syllabi, and resource lists.
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Pfeiffer serves the professional development and hands-on resource needs of training and human resource practitioners and gives them products to do their jobs better. We deliver proven ideas and solutions from experts in HR development and HR management, and we offer effective and customizable tools to improve workplace performance. From novice to seasoned professional, Pfeiffer is the source you can trust to make yourself and your organization more successful.

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Essential resources for training and HR professionals
William J. Rothwell dedicates this book to his beloved wife Marcelina, his daughter Candy, his son Froilan, and his grandson Aden.

Jacqueline M. Stavros dedicates this book to her husband Paul, her children Ally and Adam, and her parents, students, and mentors David Cooperrider, Dan Saint, Jane Seiling, and Jane Watkins, who unconditionally support and provide guidance.

Roland Sullivan dedicates this book to his brother, Thomas, and centric mentors: Dr. Sivananda of Rishikesh, Dr. Jack Gibb, Richard Beckhard, Dr. Bob Tannenbaum, Ms. Kathleen Dannemiler, and Dr. David Cooperrider.
This book includes premium content that can be accessed from our Web site when you register at www.pfeiffer.com/go/practiceod using the password *professional*. 
Practicing Organization Development

A Guide for Leading Change

A Third Edition

Edited by
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Jacqueline M. Stavros
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