THE NTL HANDBOOK
OF ORGANIZATION
DEVELOPMENT
AND CHANGE

Principles, Practices,
and Perspectives

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About This Book

Why is this topic important?
Organizations and managers are facing unforeseen technological, labor force, economic, environmental, political, and social issues and changes. They are increasingly operating in international and world settings. The organization development (OD) profession and field is extending its range of knowledge and methodologies to be responsive, relevant, and effective in assisting organizations and managers with these issues and changes. New OD practitioners, students in academic and certificate OD programs, and even experienced practitioners are faced with understanding and integrating an evolving profession and field with many schools of thought and an extensive body of knowledge, theory, and methodology. *The NTL Handbook of Organization Development and Change* supports the effectiveness and development of OD practitioners and consultants by providing a description of the organization development profession and field and in-depth explorations of key OD approaches and applications. The book presents a framework for thinking about and understanding the variety and range of OD work in organizations. Core OD methods and approaches are described, along with new knowledge and innovations.

What can you achieve with this book?
*The NTL Handbook of Organization Development and Change* is a resource for OD practitioners and others interested in OD as they enter the field, participate in professional development and degree programs, and seek to gain information and understanding about OD as a profession and field, or aspects of the practice of OD. Based on the thinking and experiences of a range of academicians, researchers, and seasoned practitioners, many perspectives and approaches are discussed, explored, and examined, making this a useful and comprehensive handbook. The integrative perspective in *The NTL Handbook of Organization Development and Change* reflects the current state of the field and the complexity of organizations and the world; it offers working models for the development of OD consultants.

How is this book organized?
The book has seven parts. The first three parts describe the core elements of the OD field: the field and profession itself and its values and history, core theories and methods, and the phases of the OD process. The next three parts focus on the evolving nature and practice of organization development: working from different levels of systems perspectives, the practice of OD in international and world settings, and new and emerging applications. Part Seven addresses the future of the field and profession. The book is designed so that each chapter can be read separately, and sections and chapters are organized in a way that recognizes the evolving nature of the field. The content flows generally from core methodology and practice to innovation and from historical to present to future perspectives.
About Pfeiffer

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.

**Essential Knowledge**  Pfeiffer produces insightful, practical, and comprehensive materials on topics that matter the most to training and HR professionals. Our Essential Knowledge resources translate the expertise of seasoned professionals into practical, how-to guidance on critical workplace issues and problems. These resources are supported by case studies, worksheets, and job aids and are frequently supplemented with CD-ROMs, Web sites, and other means of making the content easier to read, understand, and use.

**Essential Tools**  Pfeiffer’s Essential Tools resources save time and expense by offering proven, ready-to-use materials—including exercises, activities, games, instruments, and assessments—for use during a training or team-learning event. These resources are frequently offered in looseleaf or CD-ROM format to facilitate copying and customization of the material.

Pfeiffer also recognizes the remarkable power of new technologies in expanding the reach and effectiveness of training. While e-hype has often created whizbang solutions in search of a problem, we are dedicated to bringing convenience and enhancements to proven training solutions. All our e-tools comply with rigorous functionality standards. The most appropriate technology wrapped around essential content yields the perfect solution for today’s on-the-go trainers and human resource professionals.
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