Learning Objectives for Chapter One

• To provide a definition of Organization Development (OD)
• To distinguish OD and planned change from other forms of organization change
• To describe the historical development of OD
• To provide an outline of the book

Burke’s Definition of OD

OD is a planned process of change in an organization’s culture through the utilization of behavioral science technology, research, and theory.
French’s Definition of OD

OD refers to a long-range effort to improve an organization’s problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants.

Beckhard’s Definition of OD

OD is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization’s “processes,” using behavioral science knowledge.

Beer’s Definition of OD

OD is a system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at: (1) enhancing congruence between organizational structure, process, strategy, people, and culture; (2) developing new and creative organizational solutions; and (3) developing the organization’s self-renewing capacity. It occurs through collaboration of organizational members working with a change agent using behavioral science theory, research, and technology.
**Organization Development is...**

*a systemwide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.*

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**Five Stems of OD Practice**

- Laboratory Training
- Action Research/Survey Feedback
- Normative Approaches
- Quality of Work Life
- Strategic Change


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**Part I: Overview of the Book**

The Nature of Planned Change  
(Chapter 2)  
The OD Practitioner  
(Chapter 3)

**Part II: The Process of Organization Development**

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