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The NTL Handbook of Organization Development and Change is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time leader and champion for the field, The NTL Handbook of

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Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work.

Organization development (OD) practitioners help companies manage change and align people, processes, and practices for success. This book offers information to gain an understanding of the tools, practices, and core skills of the OD practitioner. It is suitable for training managers wishing to add new knowledge and capabilities to their resume.

The nature of contemporary Organisation Development (OD)

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is often written about by both scholars and practitioners, yet there is little evidence of these descriptions (or debates on key issues) having been based on reliably collected data. This book compares academic and practitioner perspectives on the profession of OD in the UK and how it has evolved over four decades. The research which informs this book was designed to investigate similarities and differences in the perspectives between these two communities. Where practitioners and academics views varied in the data, reasons for this are explored in this book, through the theory lens of Institutionalism, Fashions, Fads and the Dissemination of Management Ideas. The empirical data in how OD has evolved in the UK in the underpinning research to this text was gathered through content analysis of job advertisements

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from over a four-decade period. This provided information on changes in the magnitude in the take up of the profession in the UK as well as significant developments in the content of the job roles over the period. It will not come as a surprise to find that American thinking dominates in OD as it does in many other domains of management. What is a surprise is the extent to which OD practice in the UK is so very different from what the academics tell us it is. This book also identifies the extent to which institutional theory is at play in the development of professions; with agency is a driver in shaping professions. This manifests itself in terms of the perceived interests of what will give leverage for success in practitioner and academic careers. The Nature of Contemporary Organization Development is key reading for

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researchers, scholars and practitioners alike of Organizational change and development, organizational studies, management philosophy and related disciplines

A member of the PH OD Series! Volume II clarifies the concept of process consultation as a viable model of how to work with human systems as defined in the previous volume, *Process Consultation: Its Role in Organization Development* (1969), and introduces modifications and new ideas that elaborate on and have evolved beyond the material in the first volume. Included are such topics as cultural rules of interaction; initiating and managing change; intervention strategy; tactics and style; and emerging issues in process consultation.



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In this important book, successful organizations—including well-known companies such as Agilent Technologies, Corning, GE Capital, Hewlett Packard, Honeywell Aerospace, Lockheed Martin, MIT, Motorola, and Praxair—share their most effective approaches, tools, and specific methods for leadership development and organizational change. These exemplary organizations serve as models for leadership development and organizational change because they

- Commit to organizational objectives and culture
- Transform behaviors, cultures, and perceptions
- Implement competency or organization effectiveness models
- Exhibit strong top management leadership support and passion

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This book brings new perspectives to classic issues in the field such as organizational complexity, change leadership, emotional intelligence and interorganizational change.

As a stand-alone treatment of Organizational Development (OD), this is an excellent supplement to traditional textbooks in the field and is a good addition to readings in organizational behavior and principles of management. Carnevale provides the essentials of OD and more through his strong handling of the field's underlying values and assumptions. Organizational Development in the Public Sector covers many of the standard OD topics like action research, group dynamics, and coverage of OD as a field of study. There is considerable treatment of change, resistance to

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change, and defensive conduct concerning transformation in organizations. Carnevale also explores conflict resolution, leadership issues, systems theory, public-private differences, process consultation, a brief history of modern management reform, group dynamics, trust, hierarchy, and labor relations.

First published in 1984, Lee Bolman and Terrence Deal's best-selling book has become a classic in the field. Its four-frame model examines organizations as factories, families, jungles, and theaters or temples: The Structural Frame: how to organize and structure groups and teams to get results The Human Resource Frame: how to tailor organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics The Political

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Frame: how to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics  
The Symbolic Frame: how to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony, and story  
This new edition is filled with new case examples such as Hurricane Katrina and profiles of great leaders such as Mother Theresa, Thomas Keller, and others. In addition, the book updates the "Organizational Theory's Greatest Hits" text boxes throughout, and increases geographic, cultural and gender diversity in examples and text. It also features an enhanced online teacher's guide with a new test bank, as well as updated PowerPoint slides, teaching ideas and experiential activities, and links to

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