

# PART | 2

## THE PROCESS OF ORGANIZATION DEVELOPMENT

- 4 Entering and Contracting
- 5 Diagnosing Organizations
- 6 Diagnosing Groups and Jobs
- 7 Collecting and Analyzing Diagnostic Information
- 8 Feeding Back Diagnostic Information
- 9 Designing Interventions
- 10 Leading and Managing Change
- 11 Evaluating and Institutionalizing Organization Development Interventions

### SELECTED CASES

Kenworth Motors  
Peppercorn Dining  
Sunflower Incorporated  
Initiating Change in the Manufacturing and Distribution Division of PolyProd  
Evaluating the Change Agent Program at Siemens Nixdorf (A)

## 2

## The Nature of Planned Change

### learning objectives

- 2-1 To equip students with a general framework of OD diagnostic tools from a systematic perspective
- 2-2 To define diagnosis and to explain how the diagnostic process provides practical understanding of problems at the organizational level of analysis
- 2-3 To equip students with a general framework of OD diagnostic tools from a systematic perspective
- 2-4 To define diagnosis and to explain how the diagnostic process provides practical understanding of problems at the organizational level of analysis

The pace of global, economic, and technological development makes change an inevitable feature of organizational life. However, change that happens to an organization can be distinguished from change that is planned by its members. In this book, the term change will refer to planned change. Organization development is directed at bringing about planned change to increase an organization's effectiveness and capability to change itself. It is generally initiated and implemented by managers, often with the help of an OD practitioner from either inside or outside of the organization. Organizations can use planned change to solve problems, to learn from experience, to reframe shared perceptions, to adapt to external environmental changes, to improve performance, and to influence future changes.

All approaches to OD rely on some theory about planned change. The theories describe the

different stages through which planned change may be effected in organizations and explain the temporal process of applying OD methods to help organization members manage change. In this chapter, we first describe and compare three major theories of organization change that have received considerable attention in the field: Lewin's change model, the action research model, and the positive model. Next, we present a general model of planned change that integrates the earlier models and incorporates recent conceptual advances in OD. The general model has broad applicability to many types of planned change efforts and serves to organize the chapters in this book. We then discuss different types of change and how the process can vary depending on the change situation. Finally, we present several critiques of planned change.