

Is OD Dead ...
Can Sustainability Revive it?

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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.

Sustainable Management is...

a systemwide application and transfer of ecological science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to sustainable organizations.

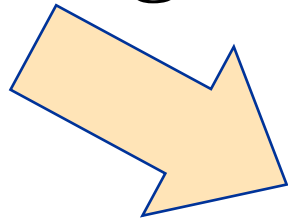
Sustainable Management is...

the ability to direct the course of a company, community, organization in ways that restore and enhance all forms of capital (human, natural, manufactured, and financial) to generate stakeholder value and contribute to the well-being of current and future generations.

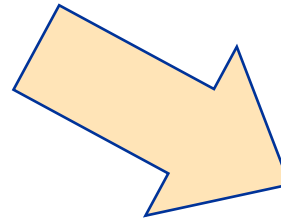
So what are the fundamental differences between the definitions of Sustainable Management and Organization Development?

Lewin's Change Model

Unfreezing

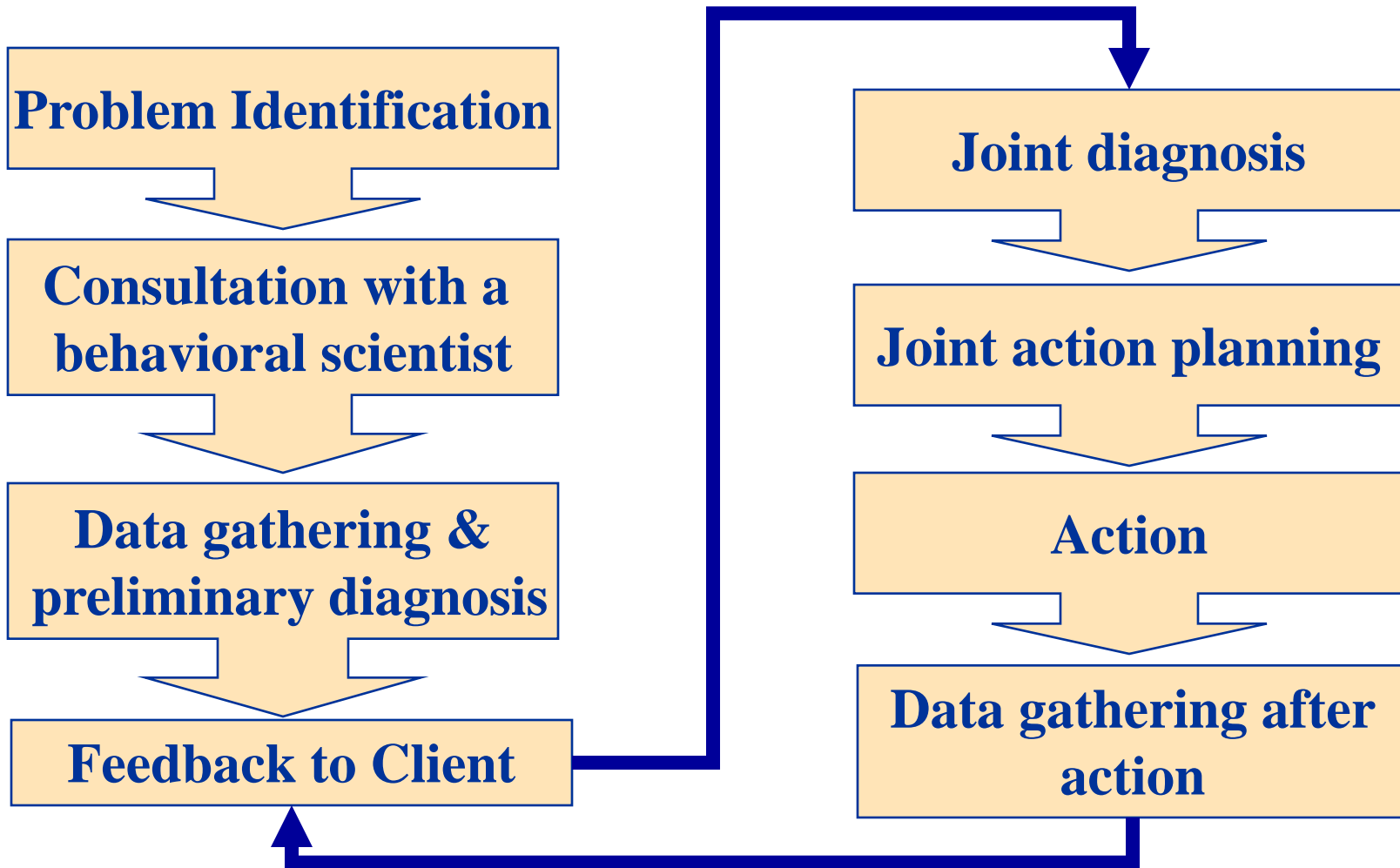


Movement

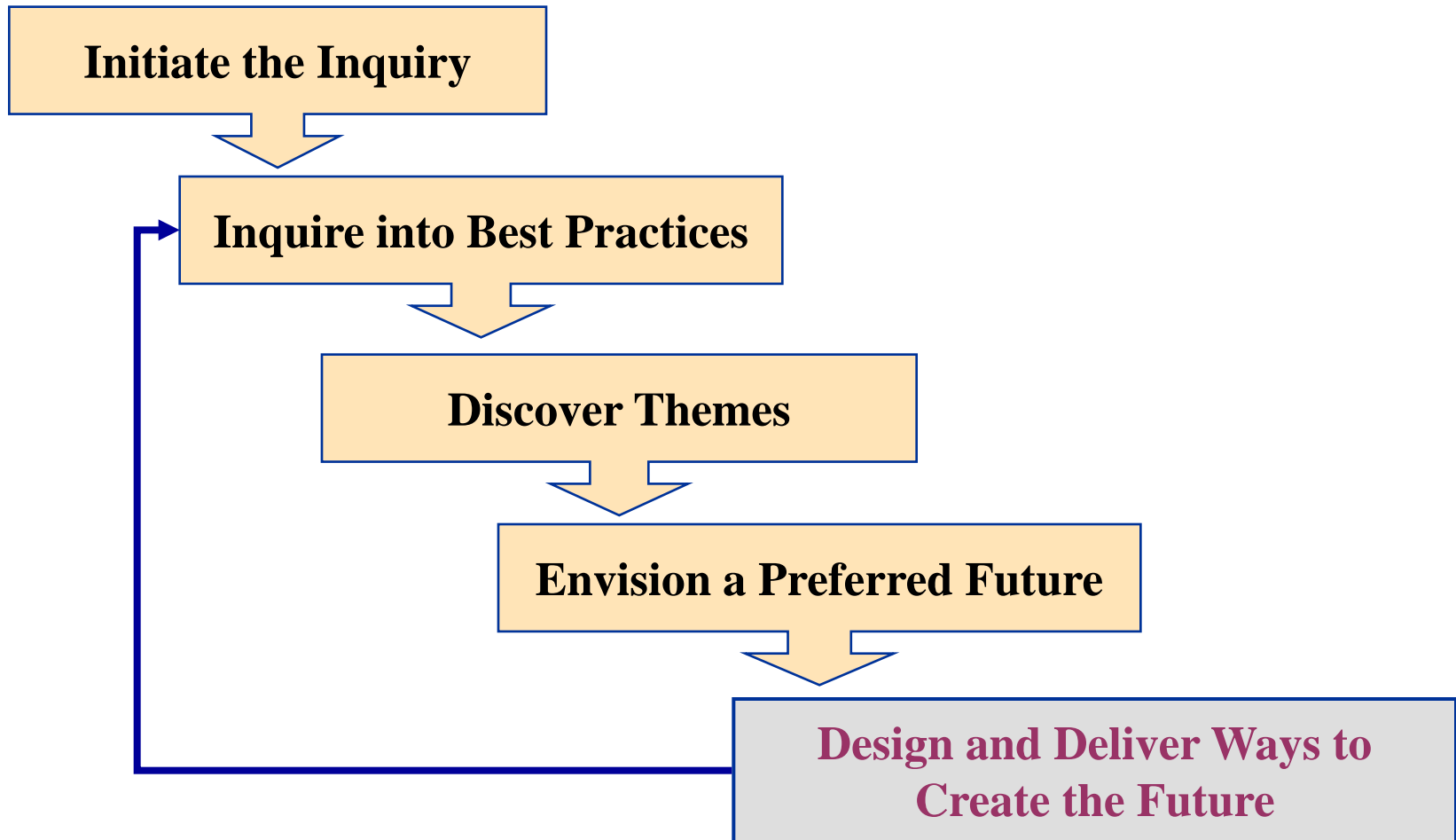


Refreezing

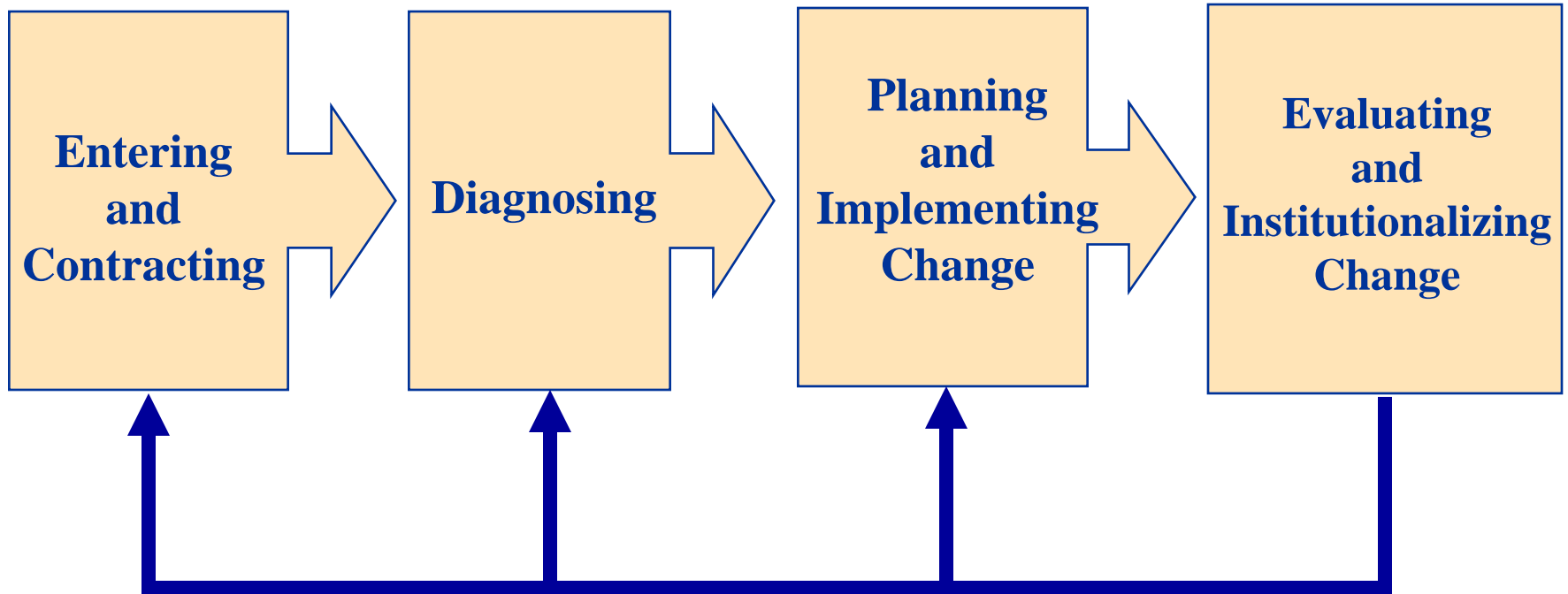
Action Research Model



Positive Model



General Model of Planned Change



Comparison of OD and Sustainability

- Similarities

- Change preceded by diagnosis or preparation
- Apply systems analysis
- Stress involvement of organization members
- Recognize the role of a consultant
- Recognize the importance of finding fit between the external and internal environments
- Transparency, openness and trust are imperatives.
- Financial Capital is not the most important measure of performance

Comparison of the OD and Sustainability Practitioner

- Internal and External Consultants
- Professionals from other disciplines who apply practices (e.g., TQM managers, IT/IS managers, environmental engineers, system dynamics types)
- Managers and Administrators who apply tools from their line or staff positions

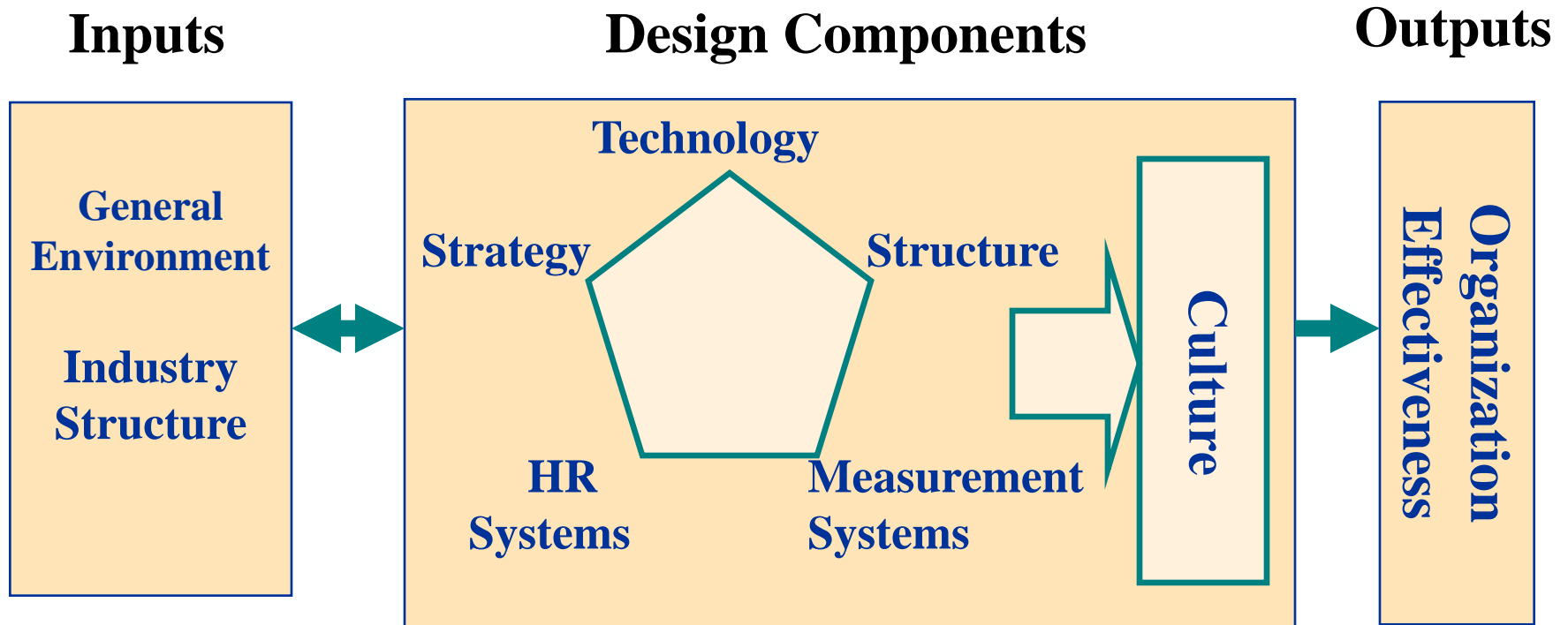
Competencies of an OD and Sustainability Practitioners

- Intrapersonal skills
 - Self-awareness and caring for others
- Interpersonal skills
 - Ability to work with others and groups
- General consultation skills
 - Ability to manage consulting process
- Organization change skills
 - Knowledge of change processes
- Analytical Skills
 - Ability to diagnose complex organization problems/issues

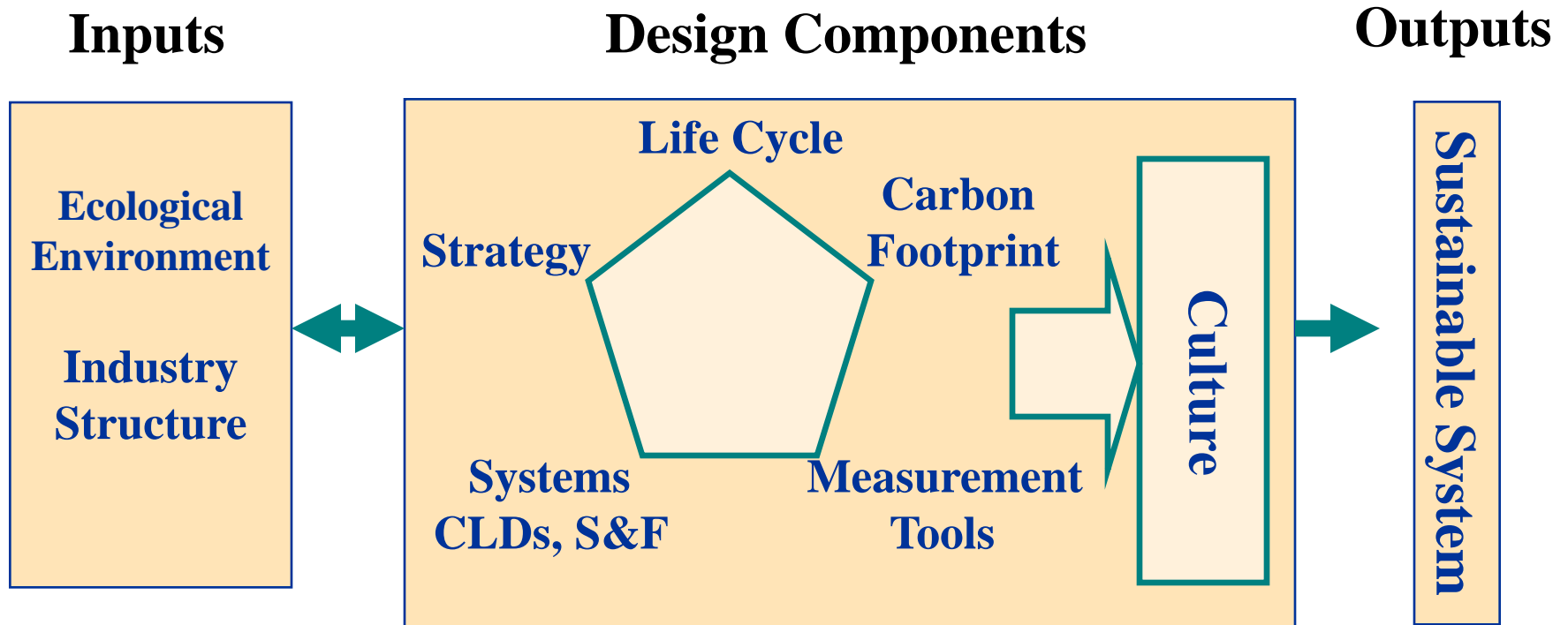
Diagnosis in OD and Sustainability

Diagnosis is a collaborative process between organizational members and the consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention.

Comparison of Diagnostic Models OD



Comparison of Diagnostic Models Sustainability



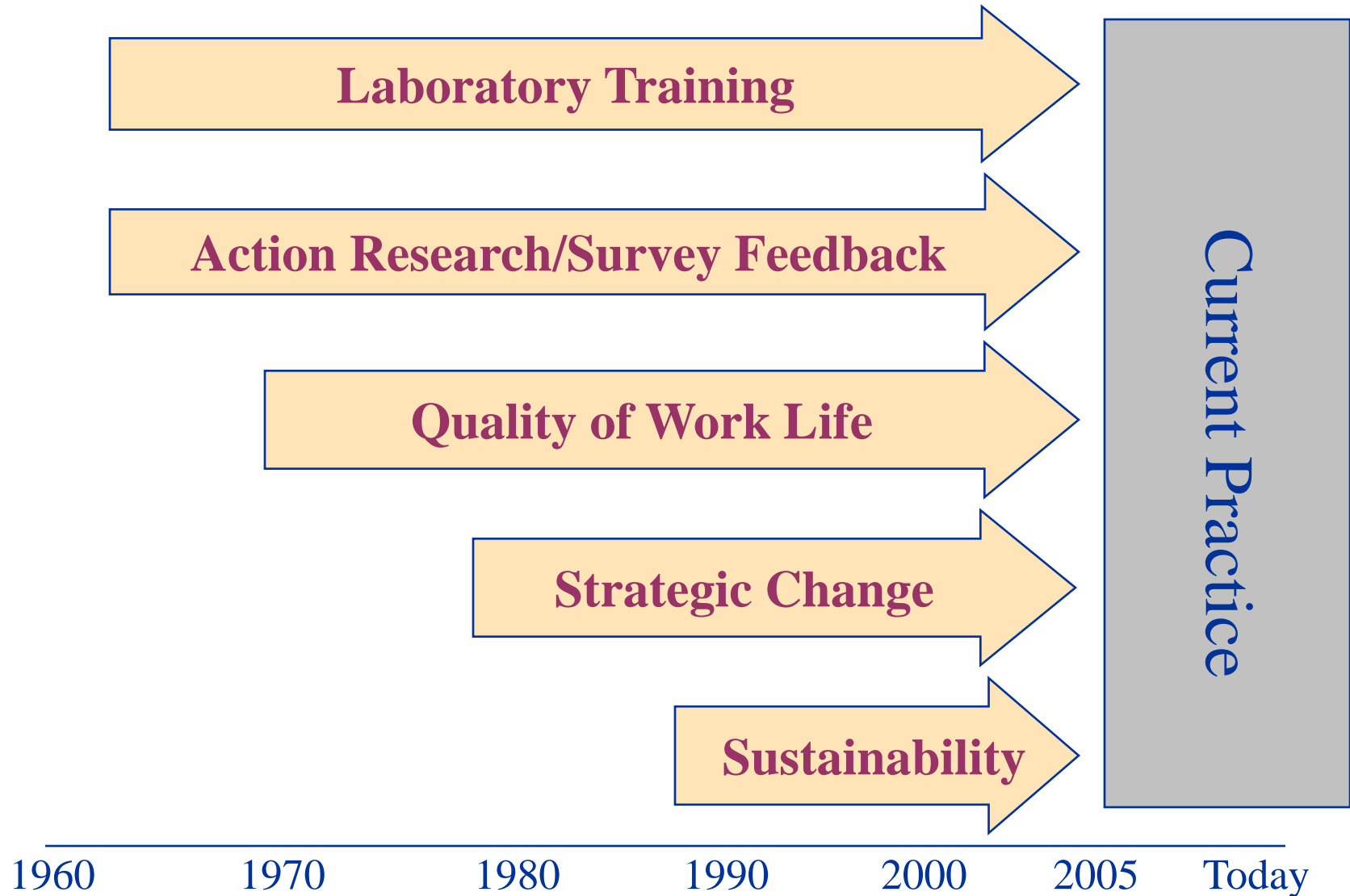
Trends Affecting OD and Sustainability

- Wealth is becoming more concentrated
- Economy is more globalized
- Manufacturing is moving to asia
- Global recession
- TBI is entering the corporate language
- Ideologies are shifting from consumption to coexistence and ecological sustainability

Trends Affecting OD and Sustainability

- Workforce is becoming older, more diverse, more educated
- Shift toward contingent employment & change in psychological contract
- No careers

Five Stems of OD Practice



The Future of OD

- More embedded in the organization's culture
- More technologically enabled
- More interdisciplinary
- More diverse client organizations
- More cross-cultural
- Greater focus on ecological sustainability