

Organization Development Definitions

Organization Development is the planned and sustained effort to improve organization performance in a specific way by helping the people in it practically apply behavioral theory to work better together as individuals and teams (Peter DiGiammarino, IntelliVen, 2020).

Organization development is a dynamic, values-based approach to systems change in organizations and communities; it strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them. The OD principles of practice include: (1) values-based (respect and inclusion, collaboration, authenticity, self-awareness, and empowerment); (2) supported by theory; (3) systems focused; (4) action research based; (5) process focused; (6) informed by data; (7) client centered; and (8) focused on effectiveness and health (OD Network, <http://www.odnetwork.org/aboutod/principles.php>).

Organization development 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 (Beckhard, 1969).

Organization development (OD) is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenge, and the dizzying rate of change itself (Bennis, 1969).

Organization development is the strengthening of those human processes in organizations which improve the functioning of the organic system so as to achieve its objectives (Lippitt, 1969).

OD can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods (Schmuck & Miles, 1971).

In theory OD is a coordinated effort by organization members (usually with the aid of outside consultants) to uncover and remove attitudinal, behavior, procedural, policy, and structural barriers to effective performance across the entire sociotechnical system, gaining in the process increased awareness of the system's internal and external dynamics so that future adaptations are enhanced. In practice, OD turns out to be whatever people are doing under that title (Miles, 1975).

Organization development is a system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence between organizational structure, processes, strategy, people, and culture; (2) developing new and creative organizational solutions; and (3) developing the organization's self-renewing



capacity. It occurs through the collaboration of organizational members working with a change agent using behavioral science theory, research, and technology (Beer, 1980).

Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory (Burke, 1982).

Organization development is an organizational process for understanding and improving any and all substantives processes and an organization may develop for performing any tasks and pursuing any objectives (Vaill, 1989).

Organization development is a set of behavioral science-based theories, values, strategies, and techniques aimed at the planned change of the organization work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members' on-the-job behavior (Porras & Robertson, 1992).

Organization development is a long-term effort, lead and supported by top management, to improve an organization's visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organization culture—with special emphasis on the culture of intact work teams and other team configurations—using the consultant-facilitator role and the theory and technology of applied behavioral science, including action research (French & Bell, 1999).

Based on (1) a set of values, largely humanistic; (2) application of the behavioral science; and (3) open system theory, organization development is a system-wide process of planned change aimed toward improving overall organization effectiveness by way of enhanced congruence of such key organizational dimensions as external environment, mission, strategy, leadership, culture, structure, information and reward systems, and work policies and procedures (Bradford & Burke, 2005).

Organization development is a system-wide 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 (Cummings & Worley, 2009).

Organization development facilitates change through a better understanding of how complex, adaptive systems operate and interconnect, remembering that change in group behavior is always social and major changes are inevitably cultural. Change is a response to an external challenge that threatens group survival but more particularly is about change that affects our ability to improve and grow as individuals, as teams and as an organization (Stevenson, 2012).



The legitimate use of power through interventions that seek to shift the playing field to liberate the potential of others in service of the wider mission of the enterprise (Goldberg & Jules, 2012).

Organization development is the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavior science knowledge (Anderson, 2015)

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