

Organization Development Consulting

Winter, 2013

Psychology 883

Department of Psychology

University of Waterloo

Professor John Michela

Course Description

This course provides an introduction to the theories and techniques for improving organizational effectiveness. The course is open to students registered in the I/O Psychology graduate program or to others, by permission, with sufficient background in human resource management or organizational behaviour.

With instructor supervision, students will seek to provide organization development (OD) services, basing their practice on theory and research from the OD field. Class time will be used for discussion of the of theory, research, and practice information in the assigned readings, and for project management and supervision.

Required Books:

Block, P. (2011). Flawless consulting: A guide to getting your expertise used (3rd ed.). San Francisco: Pfeiffer.

Schwarz, R. M. (2002). The skilled facilitator: A comprehensive resource for consultants, facilitators, managers, trainers, and coaches (new and revised ed.). San Francisco: Jossey-Bass.

List of Topics

<i>Week</i>	<i>Topic</i>	<i>Key Readings</i>
1	Introduction & planning	French & Bell
2	Stages & principles of consulting	Block
3	Diagnostic models	Burke, Tichy, Nadler-Tushman
4	Data collection and feedback; Resistance; Action Research	Block, French & Bell
5	Organizational culture and climate	Michela & Burke, Schein, Schneider, etc.
6	Implementation & Large scale change	Block, Burke, Kilmann
	Study week	
7	Group & team process	Schwarz, Senge et al.
8	Group facilitation	Schwarz
9	Process consultation; Team interventions; Coaching	French & Bell, Schein
10	Self, values, skills	Bellman, Block
11	Business issues	Bellman, M. D. Lewin
12	Ethics	APA, CPA, Lowman

Readings

Week 1 - Introduction and planning

French, W.L., & Bell, C.H. (1995). Organization development: Behavioral science interventions for organizational improvement ("Preface," pp. xi-xv; "The field of organization development," pp. 1-25; "Definitions of organization development," pp. 26-35; "A history of organization development," pp.36-67) Englewood Cliffs, NJ: Prentice Hall, Inc.

Week 2 - Stages and principles of consulting

Block, P. (2011). Flawless consulting: A guide to getting your expertise used (3rd ed.). (Chapters 1-7). San Francisco: Pfeiffer.

Howard, A. (1994). Diagnostic perspectives in an era of organizational change. In A. Howard and Associates (Eds.), Diagnosis for organizational change: Methods and models (pp. 3-17). New York: The Guilford Press.

Levinson, H. (1994). The practitioner as diagnostic instrument. In A. Howard and Associates (Eds.), Diagnosis for organizational change: Methods and models (pp. 27-52). New York: The Guilford Press.

Week 3 - Diagnostic models

Burke, W.W. (1994). Diagnostic models for organization development. In A. Howard and Associates (Eds.), Diagnosis for organizational change: Methods and models (pp. 53-84). New York: The Guilford Press.

Goodstein, L.D. (1978). Consulting with human service systems. ("Some approaches to understanding organizations," pp. 58-76). Reading, MA: Addison-Wesley.

Nadler, D, & Tushman, M. (1988). Strategic organization design. ("A conceptual model for thinking about organizations," pp. 15-37). Glenview, IL: Scott, Foresman and Company.

Tichy, N. (1983) Managing strategic change: Technical, political, and cultural dynamics. ("Organizational models," pp. 37-67, and "Organizational model: Dynamic aspects," pp. 117-144). New York: Wiley.

Week 4 - Data collection and feedback; Resistance; Action Research

Block, P. (2011). Flawless consulting: A guide to getting your expertise used (3rd ed.). (Chapters 8-15). San Francisco: Pfeiffer.

French, W.L., & Bell, C.H. (1995). Organization development: Behavioral science interventions for organizational improvement ("Action Research and Organization Development," pp. 137-154). Englewood Cliffs, NJ: Prentice Hall, Inc.

Week 5 - Organizational culture and climate

- Michela, J. L., & Burke, W. W. (2000). Organizational culture and climate in transformation for quality and innovation. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), Handbook of organizational culture and climate (pp. 225-244). Thousand Oaks, CA: Sage Publications.
- Pettigrew, A. M. (2000). Foreword. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), Handbook of organizational culture and climate (pp. xiii-xv). Thousand Oaks, CA: Sage Publications.
- Schein, E. H. (1985). How culture forms, develops, and changes. In R. H. Kilmann, M. J. Saxton, R. Serpa, & Associates (Eds.), Gaining control of the corporate culture (pp. 17-43). San Francisco: Jossey-Bass.
- Schein, E. H. (2000). Sense and nonsense about culture and climate. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), Handbook of organizational culture and climate (pp. xxiii-xxx). Thousand Oaks, CA: Sage Publications.
- Schneider, B. (2000). The psychological life of organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), Handbook of organizational culture and climate (pp. xvii-xxi). Thousand Oaks, CA: Sage Publications.
- Trice, H. A., & Beyer, J. M. (1993). The cultures of work organizations (Chapter 1, pp. 1-32). Englewood Cliffs, NJ: Prentice-Hall.

Week 6 - Implementation & large scale change

- Block, P. (2011). Flawless consulting: A guide to getting your expertise used (3rd ed.). (Chapter 16). San Francisco: Pfeiffer.
- Burke, W.W. (1994). Organization development: A process of learning and changing ("Planning and managing change," pp. 140-161). Reading, MA: Addison Wesley Publishing Company.
- French, W.L., & Bell, C.H. (1995). Organization development: Behavioral science interventions for organizational improvement ("Comprehensive Interventions," pp. 209-235). Englewood Cliffs, NJ: Prentice Hall, Inc.
- Kilmann, R. (1995). A holistic program and critical success factors of corporate transformation. European Management Journal, 13(2), 175-186.

Week 7 - Group & team process

- Schwarz, R. M. (2002). The skilled facilitator: A comprehensive resource for consultants, facilitators, managers, trainers, and coaches (new and revised ed.). (Chapters 1-6). San Francisco: Jossey-Bass.
- Senge, P.E., Kleiner, A., Roberts, C., Ross, R.B., & Smith, B.J. (1994). The fifth discipline fieldbook: Strategies and tools for building a learning organization. ("Strategies for team learning," pp. 351-395). New York: Doubleday.

Week 8 - Group facilitation

Schwarz, R. M. (2002). The skilled facilitator. (Chapters 7-14; Resources A through E). San Francisco: Jossey-Bass.

Week 9 - Process consultation; Team interventions; Coaching

French, W.L., & Bell, C.H. (1995). Organization development: Behavioral science interventions for organizational improvement ("Team interventions," pp. 168-196). Englewood Cliffs, NJ: Prentice Hall, Inc.

Schein, E.H. (1987). Process consultation volume II: Lessons for managers and consultants ("Introduction and overview," pp. 1-3; "Managers and consultants as helpers," pp. 5-17; "What is process consultation?" pp.18-38, "What is process?" pp. 39-60) Reading, MA: Addison-Wesley Publishing Company.

Week 10 - Self, values, skills

Bellman, G. M. (1990). The consultant's calling ("Forward," pp. xiii-xv; "Consulting: A way to live," pp. 9-34; "The consultant as leader," pp. 61-66; "The work consultants do and how they do it," pp. 77-82; "Guiding yourself in the present," pp. 83-99; "Guiding yourself toward the future," pp. 101-114; "Rewarding and punishing partnerships," pp. 145-152). San Francisco: Jossey- Bass.

Block, P. (2011). Flawless consulting: A guide to getting your expertise used (3rd ed.). (Chapters 17, 19). San Francisco: Pfeiffer.

French, W.L., Bell, C.H., Jr. (1995). Organization development: Behavioral science interventions for organization improvement ("Values, assumptions, and beliefs in OD," pp. 68-79). Englewood Cliffs, NJ: Prentice Hall, Inc.

Week 11 - Business issues

Bellman, G. M. (1990). The consultant's calling ("Balancing your work in your life," pp. 35-56; "Making your way in the marketplace," pp. 176-199; "Making money," pp. 201-216; "Making the leap to consulting," pp. 217-229). San Francisco: Jossey- Bass.

Lewin, M. D. (1995). The overnight consultant ("How to sell," pp. 125-152). New York: Wiley.

Week 12 - Ethics

American Psychological Association. (2002) Ethical principles of psychologists and code of conduct. Washington, DC: American Psychological Association. Obtain from <http://www.apa.org/ethics/code2002.html>.

Block, P. (1999). Flawless consulting: A guide to getting your expertise used (2nd ed.) [Yes, second edition.] (Chapter 18). San Francisco: Pfeiffer.

- Burke, W. W. (1994). Organization development: A process of learning and changing ("New dimensions of organization development," pp. 192-200). Reading, MA: Addison-Wesley.
- Canadian Psychological Association. (2000). Canadian Code of Ethics for Psychologists, 3rded.. Ottawa, ON: Canadian Psychological Association. Obtain from <http://www.cpa.ca/cpsite/userfiles/Documents/Canadian%20Code%20of%20Ethics%20for%20Psycho.pdf>.
- Lowman, R. L. (Ed.). (1998). The ethical practice of psychology in organizations (selections from Part II: Organizational Diagnosis and Intervention, and Part III: Managing Consulting Relationships). Washington, DC: American Psychological Association, and Bowling Green, OH: Society for Industrial and Organizational Psychology, Inc.
- OD Institute. (1991). International Organization Development Code of Ethics, at <http://www.odinstitute.org/>.
- Ontario Board of Examiners in Psychology. (1991, July). Standards of Professional Conduct. Toronto: Ontario Board of Examiners in Psychology (1246 Yonge Street, Suite 201, M4T 1W5).
- Pope, K. S. (January, 2005). This website, <http://kspope.com/ethcodes/index.php>, provides many more links to codes of professional ethics related to Psychology.