



Diagnosis for Organizational Change: Methods and Models (Professional Practice Series)

By Ann Howard, and Associates

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Organizational diagnosis produces the roadmaps that guide and direct organizational change interventions. To generate better understanding and appreciation of the diagnostic process, this unique volume:

- *Illustrates methods and models used by prominent behavioral science practitioners
- *Demonstrates the breadth and complexity of the process, initiated from individual, group, and organizational levels
- *Explores a more integrated approach to diagnosis suited to an era of sweeping organizational change

The assembled authors—all experienced human resources practitioners—describe actual experiences of both the process and content of organizational diagnosis and illustrate their accounts with practical case examples.

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Editorial Review

Review

"With the extraordinary amount of change going on in today's organizations, we need wise and skillful approaches to intervention efforts that seek to improve those organizations to meet tomorrow's challenges. That is exactly what this book provides. A set of leading behavioral scientists share their insights on 'how to do it.' What makes this volume so useful is that it represents the best of theory-informed organizational practice in producing meaningful organizational change."--Lyman Porter, PhD

"This book explores the many dimensions of organization diagnosis and the multiple frames of reference that the diagnostician and organizational clinician must be aware of...A great contribution to the field."--Edgar H. Schein, PhD

"A valuable resource for anyone interested in avoiding 'boundary rationality' when trying to understand organizational issues....A masterful blend of macro and micro perspectives on contemporary issues in organizational science."--Wayne F. Cascio, PhD

From the Back Cover

Organizational diagnosis produces the road maps that guide and direct organizational change interventions. To generate better understanding and appreciation of the diagnostic process, this unique volume illustrates methods and models used by prominent behavioral science practitioners; demonstrates the breadth and complexity of the process, initiated from individual, group, and organizational levels; and explores a more integrated approach to diagnosis suited to an era of sweeping organizational change. The book approaches organizational diagnosis from three different perspectives: (1) macro views of organizations, (2) contributions of individuals, and (3) management and motivation in the high-involvement workplace. The practitioner as diagnostic instrument looks down from the pinnacles of leadership, while the personnel-centered diagnostician views groups of individuals as mirrors of the organization's nature and style. Diagnostic models for organization development and emerging organizational firms set the stage for diagnosing cultures for realignment and designing effective reward systems. The broadening focus of training needs assessment and strategic methods for addressing future staff requirements place the spotlight on human talent, while diagnostic issues for work teams emphasize the growing importance of groups. The assembled authors - all experienced, sophisticated human resources practitioners - describe actual experiences of both the process and content of organizational diagnosis and illustrate their accounts with practical case examples. In the conclusion of the volume, the authors collaborate to consider how behavioral science practitioners can advance toward the integration of organizational diagnosis. This volume is an essential resource and guide for all human resources professionals, as well as for students in organizational and industrial psychology, organizational behavior, human resources management, and related fields, and for managers seeking professional expertise to guide and direct organizational change.

About the Author

Ann Howard, Ph.D., is president of the Leadership Research Institute. Before cofounding the institute in 1987, she was for 12 years associate director and then director of two longitudinal studies of the lives and careers of managers at AT&T. Her prior experience includes nine years with a management consulting firm and six years in human resources functions in financial organizations. In addition to numerous journal

articles and book chapters, she is the senior editor (with Douglas W. Bray) of the award-winning book *Managerial Lives in Transition: Advancing Age and Changing Times*. She is a recent president (1988-1989) and a fellow of the Society for Industrial and Organizational Psychology and a past editor of *The Industrial-Organizational Psychologist*.

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