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ACADEMY MEETINGS TO BE IN NEW YORK AUG. 16-18, 1982

FINAL PROGRAM SET FOR ANNUAL MEETING

The program Chairperson for the OD Division, Don Warrick of the University of Colorado, has announced the final program for the OD Division of the National Academy of Management Meetings. The Program will begin with a pre-conference workshop by Dale Zand, Professor of Management at New York University. The general program will include a combination of symposia and high quality papers selected by competition from Division members.

Program details can be found in the Academy of Management 1982 Program, which should be arriving shortly. Based upon initial reviews, the program promises to be both stimulating and thought provoking. Subjects to be discussed in the symposia include Collaborative Problem Solving Efforts, Cross-Cultural Research, Quality Circles

and Interventions, Quality Control in OD Consulting, Unconscious Processes and Organizational Change, International OD, Designing the Diffusion of OD, Organization Development Values, such instructional topics as recent OD Texts and Current Teaching Techniques, and OD and Social Issues.

A few of the anticipated featured speakers include Newton Margulies, Steve Jenks, Tony Petrella, Ed Barteo, Herb Shepherd, Bill Dyer, Warner Burke, Gordon Walter, Cary Cooper, William Wolf, Paul Lawrence, Mike Beer, Eric Trist, William Pasmore, Richard Walton, Richard Beckhard, Marshall Sashkin, Wendell French, Noel Tichy, Jerry Porras, and Glenn Varney.

The Annual Invited Address will be given by Chris Argyris of Harvard University.

DALE ZAND TO GIVE OD WORKSHOP

Dr. Dale Zand, Professor of Management at New York University, will be the workshop leader at the annual Academy of Management OD Workshop. The workshop will be held at the New York City Hilton on August 18, 1982, from 10:00 AM to 5:00 PM. Academy members and other interested persons from the public and private sectors are invited. The registration fee is \$40.00.

Dr. Zand's workshop is titled "OD Consulting in Knowledge-Dependent Systems." It will be based partially on Dr. Zand's new book Information, Organization, and Power (McGraw-Hill, 1981). The workshop will focus on a new way of understanding and diagnosing organizations and examining how inquiry, intrigue, trust and collateral organizations can aid knowledge processing and implementation of change. Some of the knowledge areas that Dr. Zand will discuss are planning strategies, designing organizations, measuring and motivating performance, and implementing change.

Dr. Zand has been a consultant in organizational change and policy analysis for twenty-five years. He served as chairman of the Management/Organizational Behavior Department at NYU from 1968 to 1978, as Chairman of the OD Division of the Academy of Management, and is a member of the Board of Directors of the National Training Laboratories. He has been a Ford Foundation Fellow at Harvard University, received his Ph.D. from NYU, and is the author of several books and numerous articles which have been published in such journals as Administrative

Science Quarterly, The Journal of Applied Behavioral Science, and the Academy of Management Review.

To register for the workshop, please send a check for \$40.00 (made out to the OD Division, Academy of Management) along with your name and address to:

Dr. Jerry Porras
Graduate School of Business
Stanford University
Stanford, California 94305
(415) 497-2850

QUALITY CONTROL IN THE PROFESSION

By Herbert A. Shepard

The term "OD" encompasses a broad enough collection of related technologies to serve as one possible label for our profession. With multiple channels of entry, multiple credentialing processes, and multiple institutions in competition with one another, it seems an appropriate time to consider how to ensure high standards of quality in the products offered under the OD brand name.

There are several stages in the development and maturation of the helping professions. They can be characterized as follows:

Stage I: A period of learning, experimenting and innovating.

Stage II: A period of product and market differentiation, and of reliance on evaluation and support by voluntary clients.

Stage III: A period of legitimization: academicization, accreditation, development of ethical codes, and self-serving research and evaluation.

Stage IV: A period of monopolization: control over entry into the profession, legislation to mandate territories and

prices, concentration of resources to eliminate competition.

Stage V: A period of exploitation when competition has been eliminated, the client has been subordinated, evaluation is controlled by the profession, and the client is obliged to use the products at the profession's price.

Stage VI: A defensive period, when clients begin to rebel.

Like ourselves, the other helping professions have noble values and goals--justice or teaching or healing--and all proceed inexorably to the stage of exploitation. The lawyers write the laws that increase their business; education becomes a quasi-governmental institution supported by involuntary taxation; medicine is perhaps the most exploitative of all.

We are at a critical choice point. We can choose to define quality control in terms of the professional mentality of Stage III: accreditation requirements, academic credentials, and practitioner ethics. Or we can choose to define it in terms of impact on institutions and lives: are we making the world better for ourselves and everyone else?

Quality control cannot be guaranteed by any accrediting procedure. Only if accreditation is understood to mean joining with others in a continuous learning and discovery process, dedicated to the creation of lives that are fully worth living, can we pride ourselves on quality control.

THANKS TO DON WARRICK

As you are aware, Don Warrick has served for the past four years as Editor of the OD Newsletter. During his editorship the quality of the Newsletter has been consistently high, and Don has introduced a number of innovations and new ideas. On behalf of the OD Division membership, we express our sincere appreciation for the outstanding service he has rendered.

WINTER MEETING OF THE EXECUTIVE COMMITTEE

By Thomas G. Cummings

The winter meeting of the Executive Committee of the OD Division took place in December 1981 in Los Angeles.

The agenda was concerned mainly with helping Don Warrick plan the annual program and with getting Wayne Boss on board as the new OD Newsletter Editor. We also addressed recruitment of new Division members, attendance at the annual business meeting and the slate of candidates for the annual Division elections.

The major thrust of our discussion about the annual program was to encourage both the submission of high quality papers and the participation in the program of a diversity of Division members. We talked about the relative proportion of program time that should be devoted to refereed papers versus symposia, and concluded that rather than set an arbitrary ratio, the quality of submissions actually received would determine the relative weightings. We also discussed the need and desirability of encouraging new faces on the program, and of promoting participation among a wider segment of the Division's membership.

Discussion about the OD Newsletter focused on ideas for maintaining and improving its high quality and broad membership appeal. It was strongly felt that the Newsletter is a powerful and distinct symbol of our Division. Indeed, other Divisions are now following suit. Wayne Boss suggested several ways to continue the Newsletter's success, including dialogues/debates among members over key issues in the OD field. Wayne stated that he is extremely open to members' ideas for improving the Newsletter.

The Executive Committee also passed the following policy about advertising in the OD Newsletter: The OD Newsletter will not include advertising for moneymaking seminars and workshops. It was felt that such advertising is not congruent with the academic and professional goals of the Academy of Management.

Discussion of recruiting new members for the Division was prompted by our relative position on the Academy membership hierarchy. As of July 1981 we were the fifth largest Division with a total membership of 1,079. We were only a few members larger than the next smallest Division, Managerial Consultation with 1,040 members, and a long way from the next largest Division, Business Policy and Planning with 1,426 members. In the past we have tried to recruit new members from groups traditionally outside the Academy by sending the Newsletter on a one-shot basis to members of the OD Network and the OD Division of ASTD. We may try something like this again, and we strongly encourage existing Division members to continue to recruit informally for the OD Division. Remember that our Division's funds for financing things like the Newsletter are directly proportional to our total membership.

The Executive Committee talked about ways to increase membership attendance at the Annual Business Meeting--we typically draw about 15-20 members. It was felt that the Annual Meeting should be an open forum for members to voice their concerns/interests about management of the Division and its future direction. Based on past suggestions for increasing attendance, we will try to have some refreshments on hand, as well as to make the agenda more responsive to members' needs. Please send me any items that you feel should be included on the agenda.

The last topic covered at the Winter Executive Committee meeting was choosing a slate of candidates for the annual election. This will be the first time that the Division will use the new election procedures and we ask that all members exercise their right to vote. The annual election will be for only one position--a Member At Large on the Executive Committee. After serving two years, this person will automatically become the Program Chair and then take the position of Division Chair. This new method of officer selection is intended to assure that the Program Chair has at least two years of prior experience working on the Executive Committee. The candidates chosen to run for the Member At Large position include L. David Brown, Meryl Louis, and Kurt Motamedi.

WHAT IS HAPPENING IN OD: CERTIFIED CONSULTANTS INTERNATIONAL

Certified Consultants International (CCI) is a professional association which was created to establish clear criteria of competence, to develop and publicize standards for applied behavioral and social science practitioners, and to foster the sound development of the profession. CCI provides access to new practitioners and enables the public to understand, properly select, and utilize the services of its members.

By pursuing these purposes, CCI seeks to protect the public and potential clients by assuring the identification and periodic review of competent practitioners. It also helps qualified practitioners to maintain and improve their professional practice and to develop themselves responsibly in this new profession.

Incorporated in 1973, CCI was known formerly as the International Association of Applied Social Scientists. Always cross-disciplinary in its membership and concerns, it focuses primarily on the responsible delivery of professional services to client groups and organizations.

Members of CCI are practitioners certified in the following divisions: Personal/Professional Development

Consultants, Group Development Consultants, Internal Organization Development Practitioners, Organization Development Consultants, and Societal Change Consultants.

The certification process places primary importance on an individual's demonstrated competence, rather than on academic or other credentials. Evidence of ability to incorporate in one's professional practice the concerns of dehumanization in our cultural and environmental milieu is considered an important criterion for certification. Membership in any division indicates certification of one's competence and achievement in that area of work. Periodic review of every member assures that CCI certification attests to the practitioner's continued high professional standards.

CCI Members are certified by a Peer Review Panel consisting of selected certified practitioners in all Divisions within the person's Region. Applicants receiving certification have satisfied the Regional Panel regarding their performance, as reviewed by clients; professional standing, as regarded by peers; depth and range of prior experience; systematic training, including theoretical base; ethical commitment; and a program for continuing professional development. Each member is reviewed at least once every five years, assuring continuing competency.

CCI Members can be certified in the following divisions of Practice:

Division I

PERSONAL/PROFESSIONAL DEVELOPMENT CONSULTANTS

Personal/Professional Development Consultants focus on individual processes of development as they can occur in life stages in the context of interpersonal (rather than intra-personal) relationships, small groups, organizations, communities and cultures. The consultant is skilled in encouraging the individual utilization of existing potential and in developing the client's professional capabilities.

Division 2

GROUP DEVELOPMENT CONSULTANTS

Group Development Consultants view the group as an arena for learning about individual, interpersonal, group-as-group, task and work process and intergroup or systems effects. The consultant has the ability to establish a trusting, learning-oriented climate; to deal with issues of inclusion, control, and intimacy; to teach and facilitate group development and learning about group processes, including evaluation; and to learn to experience and assess larger system impact.

Division 3

INTERNAL ORGANIZATION DEVELOPMENT PRACTITIONERS

Internal Organization Development Practitioners are intra-organizational teams and management responsible for developing and improving the organization in their environment and encouraging awareness of the larger system environment. Practitioners approach these responsibilities systematically, experientially gather data, conduct diagnoses, solve problems, and implement and evaluate plans using action research and other appropriate strategies.

Division 4

ORGANIZATION DEVELOPMENT CONSULTANTS

Organization Development Consultants introduce long-term planned change on a system-wide basis when the organization is the client. The consultant has skills, which include data gathering and organizational diagnosis, resource identification and development, long term planning, systematic intervention, and implementation of the planning and evaluation of change.

Division 5

SOCIETAL CHANGE CONSULTANTS

Societal Change Consultants help communities and broader societal systems undergo constructive changes in

pursuit of common causes or goals for the public good. Using basic theories and technologies, the Societal Change Consultant is skilled in the processes of diagnosis, strategizing, facilitating and consulting. Advocacy, power building, negotiating and collaborative roles are used as required to reach the objectives.

For additional information about CCI, contact Ed Barteo, President, Certified Consultants international, Box 1625, Station B, Nashville, Tennessee 37235.

THIRD OD WORLD CONGRESS

The Third Organization Development World Congress, originally scheduled for Warsaw, Poland, is now being planned for Dubrovnik, Yugoslavia. This beautiful medieval town on the shores of the Adriatic was founded in the 7th Century and is preserved as it was at the end of the 15th Century. The new dates for the World Congress are October 4-7, 1983. During the week following the conference, participants will have an opportunity to visit Yugoslavian factories where production schedules and worker committees set even the Plant Manager's salary.

Officials expect to be able to provide roundtrip airfare from New York City to Dubrovnik, hotel accommodations for two weeks (double occupancy) and meals for less than \$995. The Academy of Management is invited to become a "participating" member of the Congress. Participating organizations can name a person to the planning committee and have their members attend at the "member" rate. The Planning Committee currently consists of Dr. Josip Obradovic from the University of Zagreb, Yugoslavia, who spoke at the Second O.D. World Congress; Dr. Andrzej Straszak from Warsaw; Dr. Robert Golembiewski from the University of Georgia; Pauline Delaney from England; and Dr. Donald Cole from the O.D. Institute. If you would like to help plan this Third O.D. World Congress or if you would like to present a paper at this exciting international event, please contact the O.D. Institute, 6151 Wilson Mills Road, Suite #107, Cleveland, Ohio 44143 USA. (216) 461-4333.

OD RESEARCH GRANT

Proposal Deadline: June 25, 1982

The American Society for Training and Development is offering the second annual grant for significant research in the field of OD. In addition to the \$2,000 stipend, the grant includes publishing the research results in the Training,

and Development Journal and presenting the findings at the National ASTD Convention.

Proposals should be approximately 3-10 pages. It is not necessary to document expenses, as the grant is a reward for the research. Proposals must be sent no later than June 25, 1982 to Dr. Don Warrick, College of Business, University of Colorado, Colorado Springs, Colorado 80907.

Dr. Jerry Porras of Stanford and his colleagues, Colleen Kiebert and Joan Harkness, received the 1981 award.

BOOKS BY MEMBERS

Appelbaum, S.H. and Rohrs, W.F. Time Management for Health Care Professionals. Rockville, Maryland: Aspen Systems Corporation, 1981.

Burke, W.W. Organization Development: Principles and Practices. Boston: Little, Brown, 1982.

Cooper, C.L. Executive Families Under Stress. New Jersey: Prentice Hall, 1982.

Cooper, C.L. Improving Interpersonal Behavior. New Jersey: Prentice Hall, 1982.

French, W.L. The Personnel Management Process: Human Resources Administration and Development. Fifth Edition Boston: Houghton Mifflin, 1982.

Hall, D.T., Bowen, D., Lewicki, R.J. and Hall, F. Experiences in Management and Organizational Behavior. Revised Edition. New York: John Wiley & Sons, 1981.

Lippitt, G.L. Organization Renewal: A Holistic Approach to Organization Development. Englewood Cliffs, N.J.: Prentice-Hall, 1982.

Peters, D.R. Organization Change and Development and Related Fields: A Reader's Guide To Selected Resources. Los Angeles: Pepperdine University School of Business and Management, 1982.

Plovnick, M.S., Fry, R.E., and Burke, W.W. Organization Development: Exercises, Cases and Readings. Boston:Little, Brown, 1982.

ARTICLES BY MEMBERS

Arminakis, A.A., Pond, S.B. and Snyder, C.A. Organizational Diagnosis in a Small Gray Iron Foundry. Management International Review, 1981, 21 (4), 79-90.

Appelbaum, S.R. Professional and Managerial Behavior During a Hospital in Transition Stage. The Business Quarterly (in press).

Lewicki, R.J. Organizational Seduction: Building Commitment to Organizations. Organizational Dynamics, Autumn, 1981.

NEWS ABOUT MEMBERS

D.D., (Don) Warrick of the University of Colorado at Colorado Springs has been named the Outstanding Organization Development Practitioner of the Year for 1981 by the American Society for Training and Development (ASTD). ASTD is an association with an international membership of over 25,000. Don will receive the award at the national ASTD convention in San Antonio, Texas, May 16-21, 1982.

Hem C. Jain and M. Ohtsu (University of Saskatchewan) are studying the "Viability of Japanese Style Managerial Practices in the Canadian Context." They will present their findings at the World Industrial Relations Congress, which will be held during the last week of March 1983 in Japan.

Hem C- Jain has been invited to give a paper on "Recent Trends in Unemployment and Industrial Democracy in Canada" at the World Sociological Conference which will be held in Mexico City in August 1982. He also read a paper on "Social Responsibilities of Business as a Work Organization: Comparison Between Europe and North America" at the Academy of International Business Annual Conference which was held in May 1981 in Montreal.

Craig Lundberg, Dean of the Graduate School of Management at the State University of New York at Binghamton,

was recently elected to the Board of Governors of the Academy of Management.

Cary L. Cooper has recently delivered an invitational address to the Karolinska Institute in Stockholm on his research into occupational stress. He has also been invited to speak to the United Kingdom House of Commons on his research into early retirement.

Herb Shepherd has been elected Chairperson of the Board of Trustees of Certified Consultants International (formerly called The International Association of Applied Social Scientists). Herb's three-year term begins in October 1982.

Bob Golembiewski has recently completed six months as a Distinguished Visiting Scholar, Faculty of Management, University of Calgary, Calgary, Alberta, Canada

OD '82, held in San Francisco on March 10-12, 1982, featured a number of OD Division members including Warner Burke and Leonard Goodstein (Program Co-Directors), Jay Galbraith, Bob Golembiewski, Don King, Ed Lawler, Susan Mohrman, David Nadler, Virginia Schein and David Whetten.

SELECTED LETTERS

I was pleased to receive the winter edition of the OD Newsletter. It is certainly the best newsletter of any Academy division. Congratulations. -O.J. Stevens

I think the last issue was excellent, except I would like to have equal time on the layout of our MOD program, just as you did with Pepperdine. I honestly think that our program is of equal interest. -Glenn Varney

The Newsletter continues to be fun and informative. -R.J. Bullock

Keep up the good work. -Gordon Lippitt

RESEARCH CORNER

ATTENTION OD CLIENTS: Any persons using (or who have used) OD consultants' services and interested in responding to a questionnaire regarding these services are asked to contact Charles Macdonald, 5885 Cunard St., A809, Halifax, Nova Scotia, Canada, B3K 1E3.

ORGANIZATION DEVELOPMENT PROGRAM QUESTIONNAIRE

During the past year we have attempted to gather information on the various academic programs in which OD skills are taught. A number of members have responded with information. However, the material has come in a variety of formats--varying from hand-written letters to university catalogs. It has, therefore, been impossible to make a systematic compilation of the material for presentation in the Newsletter. With apologies in advance to those who have already sent in information, we request that you provide us with the following information, which will be published in upcoming issues of the Newsletter.

1.Name of Organization:

2.Degree for which the OD training is available:

Bachelor's Degree

Master's Degree

Doctoral Degree

3.Degree Title:

4.Department in which courses are taught:

5.Length of time required to complete the program:

6.Contact Person (name and complete address):

7.Please list the full-time faculty members who regularly teach in your program.

8.Please list the part-time faculty members who regularly teach in your program.

9.Please list any special requirements or pre-requisites for students entering your program.

10.Please describe, in three or four sentences, the nature and major focus of your program.