Contents

Call for Papers *by William A. Passmore*
What Does The Organization Development Division Do? *by L. David Brown*
Six Androgynies and No Synergies *by Herb Shepard*
Participation to Involement: A Personal View of Work Place Change by *Edward E. Lawler III*
Intuition and the OD Consulting Process *by Gordon L. Lippitt*
Consultation: An International Journal
Articles by Members
Books by Members
News About Members

CALL FOR PAPERS

by William A. Pasmore

The National Academy of Management Meetings provide us with an annual opportunity to exchange ideas, reshape our thinking and redirect research and practice in the field of Organization Development. For the past several years, the quality of our divisional program has been excellent, due, of course, to the contributions of our members. This year, we would like to continue our tradition of excellence by requesting the submission of papers, symposia and workshop proposals on all aspects of organizational change. Presentations that emphasize the blending of research and practice are especially desired. This means that in presentations that report research results, the implications for application should be clear; in presentations describing interventions, additions to the body of knowledge should be evident.

We hope this year to be able to introduce innovations in program design as well as in content. Our goals, based on input from past presenters, are to increase the time available for discussion, enhance the opportunity for two-way communication, and increase audience participation during the sessions. In this way, we hope to create a scholarly learning experience for all involved in addition to the usual sharing of information. To do this, we are considering several specific changes in program format.

First, we may set up a paper marketplace, similar to that used at APA meetings, to allow authors of papers to appear on the program and present their research to interested parties during a two hour unstructured session. For those who haven't attended APA, the idea is that authors will prepare visual overviews of their work, which can be posted in a large room for participants to see. After the visual presentations, participants decide which ones they find interesting, and talk to authors at length about their ideas.

This eliminates the usual problem of trying to present three years of research in ten minutes, although it has the drawbacks of eliminating the opportunity to be "center stage" and may cause authors to repeat their ideas several times. Still, the advantages of this approach (more people involved; longer discussions with interested audiences) suggest it's worth a try.

Secondly, we are considering devoting some of the program time, to more extensive discussion of selected symposia or outstanding papers. Longer sessions would allow for more audience participation and the use of session designs that enhance the potential for learning. We hope that all symposia will include audience participation, although we recognize that the time allotted and number of symposium presenters influences design considerations. Our intent is to contact symposia chairpersons ahead of time to alert them to the time available for their sessions and to ask them to prepare the most innovative session designs possible.

In remaining sessions, we hope to contact authors before the meetings to request that they communicate directly with one another and with chairpersons to design their sessions for maximum learning.

I would be interested in hearing your reactions to these design changes, as well as suggestions you might have for additional changes in program format. The most important thing however, is that we continue to receive your paper, symposia, and workshop submissions.

All submissions, responses, and questions concerning this year's program should be directed to me at the following address: William A. Pasmore, Ph.D., Department of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University, Cleveland, OH. 44106 (216) 368-2138. Please allow an extra few days in addition to normal delivery times for delays by our University's mail system. In addition, please make certain that the names, telephone numbers and addresses of all authors/ presenters appear on your submissions so that we can contact them prior to the meeting. Thanks for your help; I'm looking forward to another outstanding program.

WHAT DOES THE ORGANIZATION DEVELOPMENT DIVISION DO?
by L. David Brown

OD Theorists and practitioners often ask questions about organizational missions. We might ask ourselves the same question: What is the mission of the OD Division?

The Executive Committee posed this question to itself last January. We discussed a draft answer at San Diego last August. A revised draft is presented below. The Committee hopes to use your comments to develop a final draft this winter, and then to plan Division activities accordingly.

Draft Mission Statement

The Organization Development Division promotes the development of theory and innovative practice relevant to planned organizational change. We believe that the integration of effective action and rigorous research can produce insights that are not available to either academics or practitioners alone.

The Division welcomes members who span the two worlds. We encourage practical scholars, who generate conceptual insights on the practice of planned change. Kurt Lewin, Chris Argyris, and Eric Trist are well-known examples. We also encourage scholarly practitioners who develop innovative practice from conceptual bases. Dick Beckhard, Herb Shepard, and John Gardner are examples. We want to promote innovative work at the boundaries between practice and scholarship that contributes to a better world. The Division should facilitate bridge building, as depicted below:

The OD Division differs from some other Divisions in the Academy. We are concerned with the world of practice as well as the world of scholarship. We strive for implemental validity as well as construct validity. We seek comprehensiveness and generative insight within cases as well as rigor and generalization across cases. We expect to be stimulated by conceptual and empirical advances in divisions focused primarily on scholarship; we expect to offer them innovations from the world of practice and new insights from our special vantagepoint in return.

Work with change and development inevitably poses questions of values, ideologies, and the mutual impacts of research and action. Thus, we are compelled to deal with problems of self-awareness, responsibility, and the political consequences of our work while we strive to generate new theory and innovative practice.

What are your reactions to this statement? Do you agree or disagree? Have we left out important elements? Included the wrong ones? If you send your comments to me (L. David Brown, Boston University, 621 Commonwealth Avenue, Boston, MA 02215) by January 15, I will share them with the Executive Council.

SIX ANDROGYNIES AND NO SYNERGIES
by Herb Shepard

It is difficult to measure progress in the amelioration of predicament as complex and multi-faceted as sexism. We know that we have EEO, but we don't know how much. We know that we do not have ERA, but we don't know how near we are to having it.

The concept of androgyny provides a promising tool for assessing progress. Men and women have many potentialities in common. But socialization thwarts the development and use of one set of these potentialities by men, and thwarts the development and use of another set by women. Thus one measure of progress towards the elimination of sexism is the extent to which men and women are able to develop and use all the qualities and potentialities they have in common. That is at least one way of measuring the degree to equality between the sexes.

In this paper six areas in which men and women are functioning androgynously are described. The list is tentative, and surely incomplete. Hopefully, it is sufficient to make us wonder about the next steps.

1) CORMORANT ANDROGYNY

Ralph Siu, in a paper discussing how modern man in modern organizations can preserve his mental health, described a phenomenon that he called "the fate of the cormorant." The cormorant is a bird that the coastal people of Japan and China trained to catch fish and bring them to the fisherman. Siu notes that the reason the cormorant was chosen for this task was that it was greedy, talented at catching fish, and easily trained. He then observed that qualities such as greed and ambition, talent, and capacity for learning are the basis for getting exploited by organizations and society, just as the cormorant is exploited by the fisherman. But what virtues have been more prized in a boy than ambition, talents and capacity for learning? These same qualities in a girl were traditionally discouraged. Now that has changed, and girls are encouraged to be ambitious, to learn, and to develop their talents. So there has been progress in this area: men and women are equally likely to suffer the fate of the cormorant.

2) PLASTIC ANDROGYNY

There has been great progress in occupational freedom of choice--even if not in equal pay for equal work. Employment as secretaries, flight attendants, and telephone operators is now accessible to men. Male executives are learning to type in order to use their computers. Similarly, women are becoming numerous in professions formerly dominated almost completely by men. Women are even succeeding in management, the most mysterious of what were primarily male occupations. A further equality was indicated in a conversation with a female yuppie who is rapidly climbing the managerial ladder in one of our great corporations. The conversation began with her screaming, "I have more suits of clothing than my husband!" Her concern was that in doing the things required for continued mobility and success in her company she was losing something of herself, and was becoming molded into a creature that she did not recognize. This kind of experience was formerly reserved exclusively for males. It was described almost thirty years ago in a popular book entitled The Organization Man. Vulgarly, the products of this Transformative process have been called "cardboard" or "plastic" people. The opportunity to experience this transformation is now equally available to men and women.

3) NOMINAL ANDROGYNY

The movement towards androgyny has had an impact on our language. It is also being equalized. It is almost impossible to write a paragraph without enriching it with phrases like "his/her", "s/he", "he or she", "him or her". There have been efforts to simplify this complexity by neutralizing gender. Thus if a man is now eligible to do the job of a chairwoman, the title might be changed to chairperson, just as the office of chairman has become the office of the chairperson. Language is being equalized in more subtle ways as well, as indicated in the section on Plastic Androgyny (the female yuppie's exclamation).

4) HOLISTIC ANDROGYNY

Men and women can now express their dedication to wellness and vitality through identical activities. You can see them running equally along the roadside any morning; even the clothing they don for this activity is equally ugly. There is the same spirit in the health clubs, where they look at each other equally. Yet in these settings the unique qualities Yet in these settings the unique qualities of each sex are exposed as well as their commonalties. For example, in running, men damage their feet, ankles, knees, and thighs, and occasionally have heart attacks. Women do all these things, and in addition tear their breast muscles and tip their uteri, which men cannot do.

5) DUEL ANDROGYNY

Marriage has become popular again, but this time the couples enter it on an equal footing. They often contribute equally to the cost of the wedding, design the ceremony together, and even agree on what the wedding's ambience should be; namely, pretty and lavish. He gets to keep the name his mother gave him, and she gets to keep the name her father gave her. They often make a contract to share the distasteful aspects of housekeeping and other non-career responsibilities equally. Then they embark on the duel-to-the-death that is called a dual career marriage.

6) THE ANDROGYNY OF GREED

Just as having cormorant careers provides a basis for an exciting success competition, so having the income from two careers in a lively environment of investment opportunity providing the ideal conditions for an invigorating financial Through all the changes in) traditional values, the dedication to money has been maintained and even strengthened over the years. This traditional value is now shared equally by both sexes: as has been said, money is the long hair of the eighties.

If there seems to be something lacking in this anthology of androgynies, a kind of hollowness about them, is it the writing style? Or are men and women actually missing something? The emptiness is reflected in the phrase used in the title: "and No Synergies".

The progress made thus far towards eliminating sexism has been accomplished in the context of the pervasively adversarial culture in which we were all brought up. The adversarialism is so pervasive that we are both numb to it and scarcely aware of it, just as children get so accustomed to being belittled by adults that they do not notice it any more.

Adversarialism is at the core of our form of democratic government; campaigns identify the adversarial camps; voting determines winners and losers. The adversarial process of our courts is central to our concept of justice. Adversarialism pervades our educational system, in which only the student can fail. Adversarialism is the only tool used by our governments to serve the people: to legislate, to administer, to enforce. Equal Employment Opportunity legislation has been implemented largely in an adversarial spirit and mode. The hierarchy of organizations is a divide-and-conquer blueprint, and moving up it is a win-lose game. As Vince Lombardi, a popular spokesman for our culture, put it: "Winning isn't everything; it's the only thing!"

In adversarial cultures all differences readily become foci for mobilizing adversarial energy, expressed as conflict, repression, discrimination, prejudice and exclusion. Sexism, racism, and crime are simply inevitable consequences of our faith in the adversarialism of human nature. And adversarialism operates as a self-fulfilling prophecy: adversarial behavior begets adversarial behavior, restoring our faith in adversarialism.

There are alternative theories of human nature, and it is time that men and women began acting on them. One theory, for example, has to do with the management of differences. Because we are so immersed in adversarial theory, there have been numerous books written on the management of conflict, as though it was an inevitable outcome of the existence of differences.

In most situations, conflict is in fact the most stupid and wasteful outcome of differences encountering each other. Differences are the only source of creativity we possess. If you ask two like-minded people to solve a problem, you have overstaffed the problem. Our commonalties can provide a basis for mutual understanding and trust, but the hope for beauty lies in our differences. As men and women, this knowledge is given in our very being, but cruel socialization has confused us.

It is from differences that all beauty is created. For example, in music harmony is a beautiful arrangement of different notes. Noise is an ugly arrangement of different notes. Creating beauty is the great opportunity of the future for men and women. Right now there's a lot of noise in the system.

Footnotes 1. As you are aware, Herb Shepherd died last summer. Prior to his death, Herb gave permission for this manuscript to be published in this issue.

PARTICIPATION TO INVOLVEMENT: A PERSONAL VIEW OF WORK PLACE CHANGE
by Edward E. Lawler III

Twenty-five years ago I was captured by the ideas of Argyrist, Likert, McGregor and Haire. Their thoughts about Participative Management and the nature of the work place appeared to hold promise for both greater organizational effectiveness and more human organizations. Once I read their works it seemed obvious to me that any "right thinking" manager would quickly adopt their suggestions and that participative management would quickly become the dominant management style.

Was I wrong! Adoption of their ideas has been slow in coming. In retrospect it is possible to point to a number of reasons why their ideas were not rapidly implemented.

1. At the time participative management was introduced by them there was little reason for most organizations

to change. The United States was economically powerful, successful, and lauded for its management style.

2. In none of their work was there a true change strategy. Thus even if someone wanted to adopt participative management it was not clear how to go about it.

3. The emphasis in their writing was on concepts and interpersonal relations. Both of these are hard to implement and indeed the discussion of interpersonal relations probably threatened a considerable number of managers while appearing irrelevant to others.

4. Their theories seemed to call primarily for training and this has turned out to be the wrong way to change organizations.

5. Most of the systems that were needed to support the participative management approach were not outlined in their writings. For example, there were no details about bow to select people, how to develop information systems, how to pay them and so on.

6. There was a lack of exemplars available. Although a few organizations were cited as "proof" that it could work, (e.g. Harwood Manufacturing) there were few of these and they were perhaps not the most convincing examples.

Perhaps the best way to summarize the state of the situation when their ideas came out was that their theory was way ahead of practice. In my view this has changed very dramatically in the last five years. In many cases theory now may be behind practice, or, at least, behind where people would like practice to be.

The case for theory being ahead of practice is most clearly made by the new high involvement plants which are prevalent in the United States and by such start-up- organizations as People Express Airline. These organizations have operationalized the ideas of participative management in a very clear and effective manner. I believe there is a considerable amount to learn from them about building participative organization. In short, they provide wonderful exemplars of what a participative organization can and should look like.

The major problem with start-up organizations is that they tell us little about how to convert an existing organization to a highly participative one. Today there are a number of major organizations attempting to make this change. Leading examples include: Motorola, Xerox, Honeywell, and GTE. They have all said that they wish to operate in a way that is highly participative. This in fact argues that finally we may be going through a paradigm shift that ultimately will lead many organizations to adopt a participative approach.' If this is true then we may be in a situation today where the ideas of McGregor and Argyris are in fact not only being operationalized but also extended beyond the original theoretical work. Overall, this offers enormous opportunities for research and theory development in the field of organizational development.

The opportunity for new knowledge is perhaps greatest with respect to changing older organizations to participative ones. Little research exists on this topic and it is not clear to me what the most appropriate type of theory is for understanding this type of transition. In my mind it is best described as a big messy issue where practitioners re-doing it with little theory and research to guide them. The best I have been able to come up with is a list of components, which in my mind need to be part of any change to participative management. Let me briefly mention these.

1. As with any change, a felt need for change is critical. Changing to a participative management system it is a multi year, expensive and time-consuming effort. It is only going to occur if there is a strong felt need to change. My experience is that the best kind of need is one that is related to the core business or activity of the organization. In short, it needs to be business related and powerful.

2. A clear vision/value statement is very useful in helping an organization become more participative. It can provide the beacon, vision and direction to a change effort.

3. The top needs to provide role models, symbols and behaviors that are congruent with the participative management effort.

4. The awareness of exemplars and how other organizations have done it can be helpful.

5. The human resource management systems in the organization must change. They must change so that they select, train, reward and in general guide behavior toward a participative model. If the human resource systems don't change there is little probability the overall organization will operate in a participative manner.

6. The organization needs to have self-design capability. That is, people inside the organization need to adopt a learning approach and to work with the organization in a way that is both experimental and creative. Although outsiders can help, they cannot provide the major long-term direction for the change effort.

7. It is important to assess the effectiveness of the change. This is part of a learning model and recognizes the fact that participative management is not an exact science, nor one that can be created perfectly the first time around.

8. Multiple constituencies have to be won over to the idea that participative management is right. In fact all major constituencies in the organization have to be won over. It is not enough to convince just top management, just middle management, or just the rank and file. At some point in time the entire organization needs to believe it is the right

way to go.

9. Change is not so simple as to be purely top down, bottom up, big bang or planned. In fact most successful change efforts seem to be best characterized as process oriented and opportunistic. In short covering all the bases ultimately but doing it through a strategy, which takes advantage of whatever opportunities, are present.

10. It takes tremendous resources to produce an organizational change to participative management. Thus for an effort to succeed it may well have to be resource rich.

11. Ultimately all the systems in the organization have to change. It is not enough to change just a few of the features of the organization; major structures and processes have to change.

This list, although imposing, is undoubtedly inadequate. It certainly is inadequate as a theory because it says little about the flow of change, where to start, where to end and how to mobilize the forces necessary to produce change. Nevertheless, it does provide some guidance with respect to the issues that are involved in changing toward participative management. My guess is that the best theory to handle this is one that is both complex and process oriented. Our micro theories of job design leadership etc. simply do not capture the issues that are involved in changing organizations toward participative management. They pay too little attention to issues concerned with congruence of the different systems in the organization and the fact that multiple variables and unpredictable events need to be taken into account.

Overall, we are at an exciting time; many of the ideas that the field has nurtured are now being put into practice. If we want to stay in front we may have to run rapidly to catch up.

FOOTNOTES 1. Distinguished Speaker, Organization Development Division, Academy of Management, August, 1985.

INTUITION AND THE OD CONSULTING PROCESS
by Gordon L. Lippitt

Consulting is an extremely complex process wherein much of the data for effective problem solving frequently is unavailable to both the client and the consultant. In a changing world—replete with social, technological, economic, racial, sexual, religious alternatives plus a multitude of other dilemmas--the information search during consultation will not always be based on an analytical and logical process. In fact, most effective consultations probably never did depend solely on a "left brain" style of decision making. It is time to legitimize, focus, develop, and advocate the effective use of intuition in the consulting process, or consultants will be guilty of working with only a part of the available data.

What is intuition? Dictionary definitions include: "quick perception of the truth without conscious attention or reasoning, of "knowledge from within," and "instinctive knowledge or feeling associated with clear and concentrated vision." It is derived from the Latin *intueri*, a word meaning: If watching, looking at, or contemplating. To many, intuition is an ineffable process that produces unique and useful results. To others, because it is difficult to explain or prove, it is a suspect process.

This difference in evaluation reflects a classic dispute in the consulting field known as the fact-value dichotomy. In everyday terms, we speak of those who think that only objective information is valid and those who believe subjective considerations are intrinsic to inquiry. Adherents to the former assume that the microcosmic and macrocosmic environments are independent of the observer's beliefs, attitudes, values, and experiences. Knowledge, they maintain can be gained independently of the observer's sense perceptions or emotional context; if such knowledge is tested, its truth is verified by evidence gathered by a neutral investigator from observable facts. Proponents of this point of view present various ways to collect data through surveys, tests, interviews, and other valid research methods.

While rational and databased thinking is a crucial tool of analysis and, therefore, important to OD consulting, it has its limitations. "Intuition can be said to occur when an individual reaches a conclusion on the basis of less explicit information than is ordinarily required to reach that conclusion." (Westcott, 1968) The more effective consultant will rely o more than one path to helping the client system, not merely because it generates richer and wider information, but also because the complexity of today's world requires both rational and non-rational perceptions. Feelings, emotions, and sensory insights form a key part of the picture.

Some Common Themes and Connections to Consultation:

The above discussion suggests that there are a number of commonalities in most current concepts of intuition:

-The ability to make a decision on information, the source of which is unclear.

-A tendency to create a whole impression out of a group of elements A partially unconscious or preconscious mechanism.

-At least at times, a deep feeling or conviction of the essential "truth" of the intuition.

Before we explore the most likely current uses of intuition, it will be helpful to examine the relationship off intuition to the two sides of the brain, and to creativity. The cerebral cortex of the brain is divided into two hemispheres, joined by a large bundle of interconnecting fibers called the "corpus callosum." Although each hemisphere shares the potential for many functions, and in the normal person both sides participate in most activities, the two hemispheres tend to specialize (Mann and Schimel, 1983). The left hemisphere (connected to the right side of the body) is predominantly involved with analytic, logical thinking, especially in verbal and mathematical functions. This mode of operation underlies logical thought, since logic depends on sequence and order. Language and mathematics, both left-hemisphere activities, also depend predominantly on linear time. The right hemisphere is primarily responsible for our artistic endeavors, our sense of body image, and recognition of faces. It possesses information more diffusely a its responsibilities demand a ready integration of many inputs at once. The right hemisphere is more holistic, and more simultaneous in its mode of operation.

Within each person the two polarities seem to co-exist as two semi-independent information-processing units with different specialties. It is the polarity and the integration of these two modes of consciousness, the complementary working of the intellect and the intuitive, which underlie our highest achievements.

I want to stress the importance of using intuitive ways of understanding and knowing. From a consultant's perspective, it can be postulated that both rational and non-rational avenues can help a client identify issues and develop alternative strategies for change. Of course, specific uses of intuition depend on the nature of each client, and the client's concerns. The process of seeking answers with the client by using as many methods of inquiry as are appropriate, helps prepare the client for self-sufficiency. To the extent that the consultant is able to encourage the client to trust his or her own intuition, the process of becoming self-sufficient and more confident is also enhanced. In turn, the client's capacity for creative self-renewal also is increased.

The link between intuition and creativity is the importance of both as a new way of perceiving. Both combine insight, inspiration, and seemingly non-rational processes. By being comfortable with this process, we free intuition and creativity for both client and consultant at every stage of the consulting process and permit the dynamic interplay of intuition and analysis that leads to effective outcomes (Capra, 1975).

Thoughts about the Uses of Intuition in the Phases of Consulting

There are important ethical questions to be considered when using intuitive technique in any helping process. One important ethical aspect is the failure to use an intuitive approach when it is possible and promising. Another, is dependency on intuition to the exclusion of the usual fact finding processes. Nevertheless, use of certain intuitive based techniques may be appropriate and helpful in the various phases of an intervention (Morawski, 1980):

Phase I- Contact and Entry: intuition might be used to:

-Aid in initial assessment of ability to work with the client and the client's mode of thinking

- Explore the client's readiness for change and his or her fears or apprehensions, through monitoring of body language and facial expressions

Phase II. Formulating a contract and establishing a helping relationship:

-Bio-rhythms could be used as input to scheduling major training sessions

- Intuitive techniques are most valuable (and practical) for:

-Individual, small group, and intergroup interventions involving small groups

-Acceptance, catalytic and, possibly confrontation interventions

-Intuitive techniques to be used must be clearly described, and acceptable to the client, except for the use of the consultant's own hunches.

Phase III, Problem identification and diagnostic analysis; intuitive material might be used to:

-Augment force-field diagnosis by bringing into the field important subliminal feelings and perceptions.

-Get in touch with the stage of the client's reaction to a major change (e.g., denial, and acceptance)

Phase IV, Goal Setting and Planning:

-Discussion of dreams, and unexplained premonitions or fears, could tap a major portion of the client's feelings and perceptions for creative problem solving, and identify potential flaws in the design of the change process

-Intuitive techniques could foster alternative ways to view the problem

Phase V. Taking action and cycling feedback:

- Obtaining subliminal feedback on the progress of actions, tapping the expression of unvoiced and/or unrecognized fears, fantasies, or ideas.

Skills of The Intuitive Person

The question for many professional consultants would be the skills required to become comfortable in using intuitive methods. In many ways the skills that we are trying to achieve in the intuitive person are related to some of the essential dimensions of a creative individual. Most of the attributes useful to the intuitive consultant, however do not seem to be related to intelligence, which, heretofore frequently has been assumed to be the important trait of creative people: (Lippitt, 1983)

- A Degree of Personal Security

It required a certain amount of poise and courage for an individual to back off from a complicated consulting situation, and to develop a simple conceptual schema. Such an approach requires a degree of confidence in one's own assessment of the situation that arises out of confidence in one's own self concept, a degree of confidence in one's own assessment of the situation that, in turn, arises out of confidence in one's own self concept.

-<u>Situational Sensitivity</u>

This skill is related to one's ability to perceive things, which another person might not. It is the capacity to stretch the perceptual powers of an individual to see, hear, and feel more about forces and factors in the consulting situations than would ordinarily be the case. It is the ability to be "tuned in" to the atmosphere of the system or the situation.

-<u>Independent of Judgement</u>

An effective intuitor, when working with non-intuitive people, will have enough strength to ensure adequate evidence is at hand to insert variables into a situation. Such an individual also will have the courage of his or her convictions when be or she strongly believes something about the situation, and the ability to experiment--knowing that success is not guaranteed.

-<u>Ability to Abstract</u>

The ability to abstract is an essential facility in intuition; it is the ability to take a look at many variables, to comprehend the relationships between them so as to achieve understanding, and to bring wholeness to the helping situation--partly through intuition, if appropriate.

-<u>Mental Flexibility</u>

One essential skill for intuition is flexibility, the ability to adjust quickly to new developments in the client situation, to go beyond the obvious boundaries of the problem, to discern and to act upon factors that may not be immediately apparent. In addition, there is required an ability to add new dimensions to a problem rather than adjusting analysis to old ideas, concepts, and assumptions, and to abandon old assumptions and try out new approaches.

-Tolerance for Ambiguity

A creative consultant is able tolerate a certain amount of discord while bringing meaning out contradictions, complexity, and maladjustments in a client situation. He or she will be adept at implementing a problem-solving approach in an open manner, and will be able to withstand pressure for immediate answers or solutions.

- Ability to Analyze and Synthesize

The process of analysis is an essential part of intuition, breaking down the whole into parts and showing the relationships of the parts to each other. The skill of synthesizing is the ability to identify, relate, combine, and limit different elements into a holistic process or system. The interrelationship of these two skills is fundamental to effective use of intuition.

Adams (1979), Keegan (1984), and Agor (1983) believe that creative and intuitive energies can be released and suggests exercises to assist the process. Such exercises include games, puzzles, writing, reading, creativity exercises, problem-solving experiences, work with creative people, participation in the fine arts, and other types of exercises. The recognition, acceptance, and utilization of intuitive capacities can be developed and are an important part of consultants' skills. In a society that increasingly requires interdisciplinary expertise and a capacity to choose and recombine information imaginatively, the intuitive path to knowledge enhances creativity. Appreciating the philosophical assumptions about the value of intuition, knowing the psychological theory concerning its role, and understanding the physiological explanations of its sources can enhance consultants' understanding of personal powers and contribute to their ability to help clients see more clearly the pathway toward creative problem solving.

The intuitive OD consultant will develop a sense of dissatisfaction with only the narrative approach normally us to describe a change situation. He or she will look at the client problem as a challenge to be mastered by new and creative approaches, including intuition. Like many other human skills, it is obvious that the more comfortable one becomes with the use of intuition, the more it becomes a part of one's total functioning as an OD consultant.

For references please contact the author.

CONSULTATION: AN INTERNATIONAL JOURNAL

This publication facilitates the exchange of knowledge and ideas among individuals dedicated to understanding and improving the practice of consulting in all organizational settings. Its readership includes both those working as consultants and those receiving consultation. This journal provides the first interdisciplinary forum for research and for assessment of this "increasingly important field."

Consultation publishes original articles (up to approximately 20 double-spaced pages plus references) in three areas: (1) theoretical/conceptual articles that provide information for application in the field, (2) applied articles that focus on distinctive practices and programs, including interventions or analyzed case studies of particular merit or uniqueness, and (3) original research that examines aspects of consulting practice. In addition, Consultation also contains professional notes, including submitted brief reports on research in progress, book reviews, networking invitation and professional developments. Occasional issues concentrate on a special topic, sometimes with the assistance of a guest editor. The editors welcome ideas and proposals for these special issues.

Informal dialogue with the editors during the idea and development stages of articles is available and welcome. Draft manuscripts and working outlines will be reviewed by the editors and comments will be provided.

All completed manuscripts for articles and research notes submitted to Consultation undergo the same anonymous peer review process. The editors determine all decisions regarding publication based on the recommendations of the reviewers. To insure anonymity in the review of manuscripts, attach a cover page stating authorship, institutional affiliation, acknowledgements, and a short biography; provide only the title as identification on the abstract and manuscript.

Manuscripts will be reviewed with the understanding that they are not multiple submittals. Send four clear copies of manuscripts and research notes, including a 100-word abstract and the cover page mentioned above, to Dr. Rex Mitchell, Department of Management, California State University, Northridge, CA 91302. Copy should be double-spaced throughout, including quotations, tables, and references.

Manuscripts should be prepared with wide margins (at least one inch) on all four sides. Original, camera-ready artwork for figures must be available for manuscripts accepted for publication. The Journal follows the guidelines relating to manuscript preparation and the use of nonsexist language of the 3rd edition of the Publication Manual of the American Psychological Association (1983). Please retain your original, as manuscripts will not be returned.

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NEWS ABOUT MEMBERS

Achilles Armenakis has been named E.L. Lowder Professor of Management at Auburn University.

David S. Brown, professor of management at the School of Government and Business Administration, George Washington University, was honored by faculty, alumni and students on Nov. 30 for his 30 years with the university and for having initially developed the graduate public administration program.

Cary L. Cooper (University of Manchester, UK) has been invited by the British Psychological Society to give a distinguished Invited Speaker address at the annual conference in April 1986. Robert A. Gregory is serving as visiting fellow at the Center for Creative Leadership in Greensboro, N.C., while on sabbatical from the U.S. Air Force Academy.

Barbara Gray Gricar was recently granted tenure and promoted to an Associate Professor at Pennsylvania State University. She has also resumed use of her maiden name, Barbara Gray.

Stanley R. Hinckley, Jr. has been elected to the position of Chairperson of the Board for Certified Consultants

International effective September 1, 1985. He has also been appointed a member of the Advisory Board for the "Project on Ethics and Values in Organization Development" which is underway at the Center for the Study of Ethics in the Professions a Illinois Institute of Technology.

Sybel Laurence has become a columnist on Management Issues for "New England Business."

Back Home