



## 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*.

## **Users Review**

### **From reader reviews:**

#### **Jeffrey Evans:**

The reserve untitled *Diagnosis for Organizational Change: Methods and Models (Professional Practice Series)* is the book that recommended to you you just read. You can see the quality of the reserve content that will be shown to an individual. The language that creator use to explained their way of doing something is easily to understand. The author was did a lot of research when write the book, and so the information that they share for your requirements is absolutely accurate. You also can get the e-book of *Diagnosis for Organizational Change: Methods and Models (Professional Practice Series)* from the publisher to make you more enjoy free time.

#### **Virginia Hause:**

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#### **Tania Hansen:**

Are you kind of hectic person, only have 10 or perhaps 15 minute in your moment to upgrading your mind proficiency or thinking skill possibly analytical thinking? Then you are receiving problem with the book as compared to can satisfy your short period of time to read it because pretty much everything time you only find guide that need more time to be go through. *Diagnosis for Organizational Change: Methods and Models (Professional Practice Series)* can be your answer since it can be read by an individual who have those short extra time problems.

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