



Manfred Becker/Inéz Labucay  
Organisational Development  
Concepts, methods and instruments for modern Change  
Management  
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## Organisation

Unlike projects involving radical change, Organizational Development represents a form of long-term change that evolves in small steps. Organisational Development (OD) comprises all of the measures for the direct and indirect targeted influencing of structures, processes and individuals who plan, implement and evaluate an organisation systematically. Examples like storytelling, forms of collegial advising in corporate networks, open space conferences and methods like corporate theatre show that enterprises are increasingly resorting to unorthodox methods to stimulate the capability for change and the willingness for change, and to manage this capability and willingness over the long term in a manner consistent with corporate objectives. The traditional small-group focus of organisational development expands to large change projects, which can incorporate hundreds of individuals on different hierarchical levels and in different entrepreneurial domains simultaneously into the change process. For this purpose, this book serves as a guide with a high degree of practical and pragmatic relevance. Here, the traditional orientation of Organisational Development on the dimensions of: the person, the structure and the process are reflected in newer methods like mentoring, team concepts, Diversity Management and interactionist approaches. In the light of newer developments like the creation of flexible, virtual and network-like organisational forms as well as current interventionist forms of organisational development (like, for example, socio-technical system design and network learning), existing conceptualisations of organisational development and the applied methods and instruments are tested for their suitability and durability.

### About the Authors:

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### Intended Audience:

Change managers and executives who deal with planning, management and controlling; individuals responsible for organisational and personnel matters, corporate consultants from the areas of Change Management and Personnel Development; instructors and students

### Key Features:

- 1 Application-oriented overview of methods and tools with best-practice examples
- 2 Cost/utility analysis and success monitoring of the instruments introduced

