Book Series

Contemporary Trends in Organization Development and Change

Series Editors
Therese F. Yaeger, Benedictine University; Peter F. Sorensen, Benedictine University

This series is dedicated to the identification and publication of books dealing with current and emerging key developments in the field.

The series is committed to bringing emerging work in the field together in a way that contributes to the effective practice of OD. In fulfillment of this commitment, we have brought together a number of leading corporate OD executives. These OD executives are providing major leadership in the practice of OD and characterize the idea of the practitioner-scholar. Their leadership drives the future of OD, as they also contribute to the ongoing development of new knowledge in the field.

Books in this series:

- An Introduction to Professional and Executive Coaching
- Large Scale Change For Non-Profits
- Critical Issues in Organizational Development
- Educating the Scholar Practitioner in Organization Development
- Creating Opportunities for Change and Organization Development in Southern Africa
- Organization Development in Healthcare
- Optimizing Talent
- Strategic Organization Development
- Global Organization Development

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The coaching profession is growing. According to the International Coach Federation (ICF), coaching earns over $2 Billion per year in US dollars. The proposed readership of this book is both practitioners and scholars of executive coaching. It will also fill the current gap of a universal textbook that can be used in higher education coaching curriculum.

The International Coach Federation (ICF) conducts a global study every four years. The 2016 study found that there are over 100,000 practitioners of coaching across the world. It also found that almost all coach practitioners received some form of coach specific training. There are over 1,500 ICF approved coach training programs. Currently, there is not a consistent set of textbooks or resources that are used by these programs.

This textbook is for the developing coach practitioner as well as the experienced coach practitioner that would like to develop further. Coaching is an exciting and powerful skillset that allows individuals to empower others and helps individuals to generate awareness that opens the door for great levels of success.

The approach of this book is to look at the theoretical framework of coaching as it applies to the actual practice of coaching others and groups. It will also take the approach of covering the comprehensive coaching curriculum that is ingrained in the 11 core competencies of coaching and will also provide an overview of building a coaching culture in an organization as well as how to build an independent coaching business. The International Coach Federation (ICF) 11 core competencies are the most widely accepted coaching framework in the industry and profession of coaching.

It is important to ground practice in theory and research to bring together the researched framework to help to inform the approach. There is an old proverb that states: “Theory is when you know everything but nothing works. Practice is when everything works, but no one knows why.” The approach of this book will enable the student with the theory, the processes and the skills to coach in a way that works, and to be able to understand the why behind the success as well as make it replicable.

It is the author’s hope that the readers of this book will find information that is relevant, helpful and even challenging in ways that increase their personal growth and development as coaches.


The impetus to purchase this book is to provide social profit leaders, change agents, and new organization development (OD) practitioners who need a simple “Monday-ready” tool kit so they can help their social profit organization build capacity. A complete large scale change approach is offered.

This practitioner’s playbook contains tactics and tools that can be experimented with by the social profit improvement team. A playbook allows the team to create, explore, and master without fear while learning. What is contained in this playbook has been tested across many for-profit and non- (social) profit organizations. It is designed to be a bridge for OD
Critical Issues in Organizational Development
Case Studies for Analysis and Discussion
Homer H. Johnson, Loyola University Chicago; Peter F. Sorensen, Benedictine University; Therese F. Yaeger, Benedictine University

This case study book provides 30 cases and responses from 90 OD consultants with expert insights specific to each particular case topic. This book is the culmination of ten years of collaboration between the Homer Johnson, Peter Sorensen and Therese Yaeger, and the OD Network that originally printed these cases in the OD Practitioner. Now with the 30 case studies compiled in one OD resource book, both practitioners and academics can experience an OD challenge and value the differing responses from OD experts.

professionals. As a young field of inquiry it is important to understand how the future leaders of the field of OD are being developed. The focus of this work explores the education of scholar practitioners in OD. The research upon which this document is based examined the impact that professional research doctoral programs (affiliated with the field of OD) had on the learning and professional development of select doctoral graduates. Alumni reported important elements of their educational experience that contributed to their professional and personal growth. The nature of these educational elements suggest processes or methods of teaching that may be transferable to training OD professionals in a broader context outside of higher education. Even more directly this research provides well informed feedback to administrators and faculty of professional research doctorate programs from the alumni about their educational experience. This feedback could be used to advance both program and course development in universities that offer these types of degrees. The intended audience of this work includes practitioners of OD, professors of OD and management, faculty and administrators of doctoral education, talent management and leadership development professionals, and adult educators.


Creating Opportunities for Change and Organization Development in Southern Africa
Dalitso Samson Sulamoyo, Illinois Association of Community Action Agencies


This book takes the position that successful OD applications in cross-cultural settings are predicated on the ability of OD experts to localize them for purposes of suiting local conditions and context. Cultural frameworks have been utilized by global OD experts to understand the general cultural settings of environments in which they are working and applying OD techniques. However, the complexities of culture within organizations, communities and countries may not always be understood within these cultural frameworks and models. Assumptions of culture based or reliant on models alone can impede the successful applications of OD. The author discusses the role of cultural translations of OD techniques within a southern African context. It examines the approach of western consultants in a southern African environment as well as the approach of local southern African consultants as they interact with western developed OD applications in their own local environments.

The book uses three methods for conveying the opportunities and experience of OD in southern Africa: research, practitioner point of view, and storytelling. The author recognizes the works of renowned African scholars in the field of management as well OD practitioners carrying out innovative and pioneering work in southern Africa. Their work may not have had much exposure in the West; however, their contributions to the field of management should be recognized. OD is discussed in this book as an opportunity for change and development for southern African countries that are in democratic transitions, post conflict environments and on a path of development. The future of OD is explored within the context of economical, global and political emerging issues. The time is right for change and development in southern Africa with OD as the driving force.

Organization Development in Healthcare
A Guide for Leaders

Jason Wolf, The Beryl Institute; Heather Hanson, Kaiser Permanente; Mark Moir, Sanford Health-MeritCare


In a world saturated with the “how tos” of OD, there is a void of evidence-based resources for both organizational leaders and OD scholar-practitioners to use as a guide while navigating the complex and chaotic environment of healthcare. This handbook has been created to fill this space and provide a resource for this vital audience at a time of great change and greater potential in the healthcare arena.

The handbook will focus on the critical nature of OD in healthcare and how it applies in this unique environment; examining its broad use from hospitals to corporate offices and from small systems to multinational corporations. The book will provide research-based, practical processes and methods, while sharing compelling cases of how the compassion and care associated with healthcare is wound tightly with the OD work it encompasses. The handbook will also offer a comprehensive look at the role OD plays in the critical issues and significant changes facing healthcare today.

The handbook overall is a small part history and a small part predictions surrounding very practical and applicable uses of OD In healthcare. Through the sharing of engagement processes, revealing outcomes and connecting each concept to a living case of how OD has impacted the healthcare field, this handbook provides a unique resource for OD and HR professionals, healthcare executives, MHA students and the academic community.

This second volume in the Contemporary Trends in Organization Development and Change Series addresses one of the most complex and important issues for management and organization development today — how to plan for and create an organization capable of not only competing but excelling in an almost impossibly turbulent and uncertain environment.

The book brings together a series of articles by practitioner-scholars. Those authors who have the responsibility for helping their organization create the future, and who also have the responsibility of helping us conceptually understand the process of strategic OD. In this book, you can sense the value of both of these voices – the practitioner and the scholar. These authors include organization development executives from global Fortune 500 organizations, major community service organizations, major academic contributors to the field, and OD practitioners from major consulting firms. Each author makes a unique contribution by providing strategies for planning the future, implementing change, and creating organizational capabilities for sustained success. New and current models for strategic organization development and candid discussions of issues, difficulties, and ways of coping with unanticipated events are provided. This book is dedicated to contributing to a better understanding and sharing of how major corporations, community service organizations, and OD consultants are experiencing and working with one of the most important organizational problems of today — how to manage change for success.

**CONTENTS:**

This begins with an overview of strategic organization development, past, present and future, and discusses the evolution of strategic OD within the context of the history of the field of OD. A second section is dedicated to strategic OD within a global context. Here such issues as planning and implementing strategic OD in a multinational environment are discussed. A third section presents new models of strategic planning and change, based on experiences of both corporate OD executives and OD consultants. An additional section addresses the role of the OD practitioner in building organizational competencies for the future through organizational change, culture change, and talent management. A final section presents a summary and synthesis of the current state of the role of OD in helping organizations manage change for success.

The purpose of this book is to address one of the most rapidly growing and important areas in the field of organization development. Despite its importance, relatively little is known about international and global organization development. This book is designed to summarize and apply the existing knowledge in international and global organization development in such a fashion as to provide insight, knowledge, and application in a way that is most helpful to the organization development professional who is interested in, or working in, the field.

The book incorporates models of cultural differences, which are identified and expanded in terms of the implications for the practice of organization development. (1) It explores cultural values in terms of differences in resistance to change, the
nature of leadership roles, organizational structure and the application of such organization development techniques as team building, survey feedback, job redesign, and large group methods. (2) It explore successes in both developed and developing countries. (3) It provides a list of competencies both for basic knowledge and skills and their extension to international work. It explores the match between organization development interventions and national cultural values. (4) It explores the role of economic development and legal and political structures for global organization development practitioners. It deals with the issue of culture specific versus universal organization development techniques. (5) It incorporates stories from pioneers in the field as well as more recent members of the organization development community. (6) It uses illustrations from award-winning international projects. (7) It draws on a substantial amount of work undertaken by the authors including over one hundred interviews with leading organization development professionals, surveys of organization development professionals, articles and books on international/global organization development and the authors’ own international research including an award winning international case.

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