RESEARCH IN ORGANIZATIONAL CHANGE AND DEVELOPMENT

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Previous Volumes:

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W. Warner Burke, with a BA in Psychology from Furman University in 1957, taught a semester of high school before serving 2 years of active duty as a Lieutenant in the US Army. After an MA and PhD from the University of Texas, he was a faculty member at the University of Richmond for 3 years. He joined the National Training Laboratories for 8 years responsible for sensitivity training and OD. Returning to academia at Clark University, he served as Chair, Department of Management and the MBA program, for 3 years before joining Teachers College, Columbia University, in 1979. His scholarly work includes over 20 books and 200 articles. He has received many awards, for example, the initial distinguished scholar-practitioner award from the Academy of Management.

Mateo Cruz, is an Assistant Professor of Management at Bentley University. His primary research focuses on diversity, equity, and inclusion (DEI) in workplace contexts using an intersectional lens. His most recent studies examine the different ways women/LGBTQ+ people/BIPOC contend with systemic

stereotype threat in occupations where they face chronic underrepresentation. As a scholar-practitioner, Mateo's work is guided by one central goal – to design and deliver evidence-based interventions that advance change leaders at the intersection of identities. He holds 15+ years of experience as an Organization Development (OD) Consultant specializing in inclusive leadership, group & team dynamics, and organization change.

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John W. Selsky is a Consulting Fellow at the Institute for Washington's Future, a public-policy center in Seattle, Washington. He studied under the late Eric Trist in the Social Systems Sciences Department at Wharton and has held academic positions in New Zealand, Australia, Turkey, and the United States. He has published in major and minor organization studies journals on systems theory, strategy making in turbulent environments, cross-sector partnerships, and natural resource management. He is retired from university-based educational labor, having managed to evade the worst excesses of the digital academic workplace.

Baruch Shimoni is a Professor of Sociology and Organization Development at the Department of Sociology and Anthropology at Bar-Ilan University, Israel. In his most recent research project, Professor Shimoni links the Bourdieuan concept of habitus to the field of ROCD in order to incorporate the individual and the social in the field. Professor Shimoni published his theoretical and practical ideas in leading journals such as *The Journal of Applied Behavioral Science*, *Organizational Dynamics*, and *Academy of Management Perspectives,* and in a book *Organization Development and Society: Theory and Practice of Organization Development Consulting* (Routledge, 2019).

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PREFACE

The foreword for ROCD 28, which was written in early February 2020, ended with the invitation to consider contributions to ROCD 29 that reflect new insights and practice stemming from the global COVID-19 pandemic. As we were writing the foreword, no one anticipated the magnitude and unprecedented devastation of the pandemic and its impact on humanity, society, continents, regions, communities, organizations, and families. One of the discoveries across all spheres of life was the phenomenon of individual and system resilience and agility. Becoming agile became a necessity in most aspects of life, work life and organizational life.

Most of the published academic and practitioner work during the past year and in increasing pace during the last few months seems to capture the monumental shifts in mindsets, mental models, nature of work, essence of management, the meaning of participating in emerging change, as well as designing and managing change and development. Some of the road maps of change and planned change that we have had seem to have worked while others did not. Some of the theories and models of change and development that we have had were found to be relevant while others were not. Similar experience can be found around the essence and practice of research and discovery orientations and practice.

This volume, while not addressing head on the pandemic and its impact, includes 10 contributions from colleagues around the globe with powerful insights and potentially relevant impact for researching and practicing organization change and development during and post the pandemic. The emerging people analytics subfield and organization development perspectives are brought together to present an integrated framework that can guide future theoretical development and practice. Bourdieu's concept of social position in the form of "habitus-oriented approach" is advanced to advocate for a new theory that focuses on habitus and social position in order to expand our understanding of human behavior. Kurt Lewin's original view of political labs is advanced to examine the emerging phenomenon of labs as mechanisms for organization change and development. The alignment challenges of strategy and digital technology in government organizations are examined via the use of collaborative inquiry. The essence and context of collaboration in teams is investigated in the emerging new workplace. The current state of organizational DEI practice, including the mixed and limited effectiveness of many individual-level DEI interventions and the lack of clear guidance on how to frame DEI issues from a systems perspective, is examined, and the context-level culture (CLC) framework for diagnosing and addressing diversity-related challenges in the workplace is

introduced. While focusing on digital transformation, a new class of socio-technical system, called the Platform STS (P-STS), with new guiding design principle is advanced. The establishment of a small-scale collaborative community and utilization of an action research process generated new insights into the challenges faced by healthcare organizations. The role of action research orientation as a tool that supports new cooperation and partnership between universities and external organizations is examined. Last, in the new ROCD section "Reflection," the author compares organization development (OD) and change management (CM) across eight concepts that are relevant to both OD and CM. The argument is made that OD stresses development of people and change regarding the organization, whereas CM emphasizes facilitation and expanding their business with the client organization. A concluding statement for the comparison of OD and CM is that OD has a rich underpinning of *theory* and a clear set of *values* that provide guidelines for the work with clients, and CM has neither.

These contributions represent a commitment to the future of organization development and change viability and continuous impact on organizational agility. The field continues to evolve, and as the manuscripts in this volume demonstrate, so is the ability to generate a new level of understanding of the emerging complex nature of organizations. If some of the recent views of the emerging work systems that advocate that due to the impact of the pandemic, future workplaces are likely to be hybrid-based, with more hybrid ways of organizing, hybrid ways of managing, hybrid ways of engaging organizational members, hybrid ways of communication, hybrid ways of manufacturing, and hybrid ways of interfacing with suppliers and customers, the field of OD is in a position to be an important player in this transformation.

As can be seen, this volume includes chapters from colleagues across nine countries that explore organization change and development themes in Canada, Denmark, France, Ireland, Israel, Poland, Turkey, United Kingdom, and United States. Collectively, the volume represents rich diversity: multiple generations of authors including senior scholars and practitioners, one of the field's founders, well-established thought leaders and colleagues at various stages of career including newly minted OCD researchers and practitioners, wide variety of topics, ranging from a contribution that is an extension of Kurt Lewin's work to a new conceptual framework that is based on Bourdieu's concept of social position, to the exploration of a new design principle for sociotechnical system theory that meets the reality of digital transformation, to the exploration of "labs" as the engine or learning mechanism for OCD efforts, to the utilization and advancement of our thinking and practice about action research initiatives, to deep level of exploration of collaboration in team development to a new framework for consulting to DEI in organizations from a systems perspective to attempting to differentiate between the field of organization development and change management. Collectively, these chapters and the collaborative inquiry they represent contribute to a sustainable trajectory of research and practice that will enhance our ability to be a relevant player as the world is moving through the pandemic and to deepen the role that the field can play globally.

This volume also introduces a new component to the series. As the field continues to evolve, we felt that asking a member of the community to reflect on an issue or a theme or trace the evolutionary trajectory of a key concept or theory based on their work and bring it to our current digital context for the future would be of added value, as we are approaching volume 30 of ROCD. In this volume, ROCD 29, we are introducing this idea with a manuscript by W. Warner Burke that examines the evolution of OD and CM and draws some distinct boundaries that can be helpful for both future inquiry and practice.

From our editorial perspective, one of the best parts of our work on this series is that our collaboration with the authors always brings new learning, whether in the form of making history accessible and relevant, challenging assumptions, extending the theoretical pillars of our theory in creative ways, or integrating perspectives that heretofore have remained separate. The series has been around long enough to substantiate the claim that we have published some true classics in the field of organization change and development. We have provided scholar-practitioners across career stage, sector, and geography with a platform to share their work and for colleagues to learn from each other in order to inform future collaborations. Moreover, the ROCD series has provided reliable sources for contributing to the ongoing development of organization change and development theory, research, and practice. It is our hope, that as you read through the volume, you will consider your own thoughts and practice and possible contributions to the field and the community and you will contact us to suggest topics or themes for future volumes.

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Editors