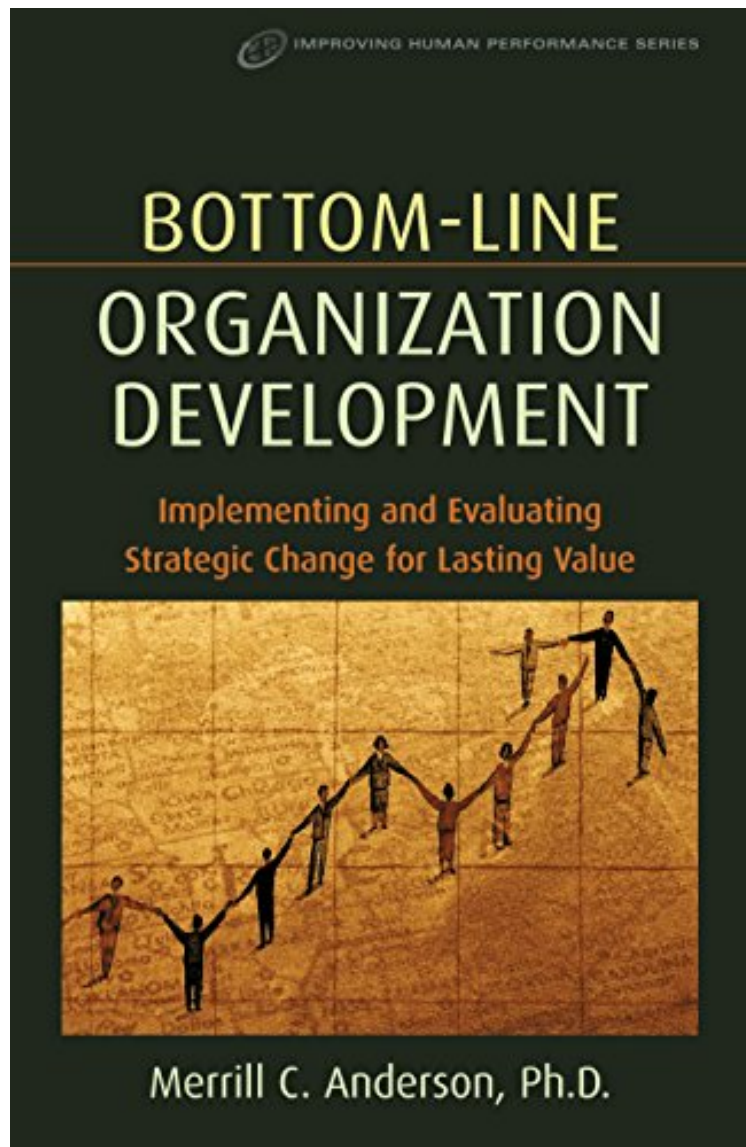


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## Bottom-Line Organization Development (Improving Human Performance)

*Merrill Anderson*

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**Merrill Anderson : Bottom-Line Organization Development (Improving Human Performance)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Bottom-Line Organization Development (Improving Human Performance):

2 of 3 people found the following review helpful. Almost ThereBy Joseph R. RicherI just finished reading this one and it is helpful. The book is a good guide to a suggested consultative process based on this high-level process:"1)

Formally link top business goals to change initiative objectives. 2) Develop evaluation objectives that guide change management activities. 3) Maximize the success of initiative deployment. 4) Isolate the effects of the initiative to produce business results. 5) Convert the business results into monetary value. 6) Calculate the return on investment. 7) Leverage evaluation to sustain strategic change."The overall framework of this process is probably familiar to many folks but the book does include many well-thought-out examples for converting business results to monetary value with some degree of formality. Helpful tips regarding up-front surveys and assessments for high-value projects are valuable and include specific examples. The book espouses some good ideas for documenting the overall process but does not provide detailed examples for those cases. The authors do present a thoughtful and complete process with an emphasis on techniques for documenting how to ensure that the value of change initiatives; be they training, reorganization, coaching, or introduction of new technologies and tools, are properly valued by the larger organization so you can always answer the question "what have you done for me lately." 0 of 1 people found the following review helpful. Doctorate Reference Book By vnobriga Excellent reference book for my doctorate program. I received it on time and in excellent condition. is my go to place for all reading materials. 0 of 1 people found the following review helpful. for the administrator By David Croxton administration is important and so is organization

Organization development practitioners have, for over half a century, engaged with organizations to help them grow and thrive. The artful application of Organization Development (OD) has helped business leaders articulate vision, rethink business processes, create more fluid organization structures and better utilize people's talents. While business leaders and OD practitioners intuitively believe that OD provides valuable results, rigorous measurement of the value delivered has long eluded many OD practitioners. 'Bottom-Line Organization Development' provides powerful tools to capture and measure the financial return on investment (ROI) of OD projects to the business. Given the increasing competition for budget and resources within organizations and the requirements of demonstrating tangible results, the need for such OD measurement tools is very high. But in addition to proving the value of OD projects, integrating evaluation into the change management process itself can actually increase the value of the change initiative because it opens up new ways of capturing and increasing the value of change initiatives. In other words, there is an ROI to ROI. Merrill Anderson calls this new way of approaching OD "strategic change valuation." The book explains the five steps in the OD value process - diagnosis, design, deployment, evaluation and reflection. In addition, three case studies take readers through the process of applying bottom-line OD to three types of popular strategic change initiatives: executive coaching, organization capability, and knowledge management. Readers will gain a holistic perspective of how to make the seemingly intangible benefits of these initiatives tangible.

"...a timely and helpful compendium of insights and tools for assessing OD interventions. It moves quickly beyond rhetoric for measurement to tools and techniques for doing so. OD and HR professionals engaged in any change initiative will be well served to learn and apply these ideas. General Managers who depend on rigorous assessment for investment decisions should require this book." - Dave Ulrich, Professor of Business, University of Michigan "...addresses the question on the minds of managers everywhere. The evaluation of organization change is one of the least researched and most important topics in OD. In 'Bottom-Line OD,' Merrill Anderson makes an important contribution to organization change and development by providing a straightforward process, useful tools, and clear demonstration of the linkage between change and business results." - Chris Worley, Director, MSOD Program, Pepperdine University "This book presents what the European business community has been looking for: making human capital measurable and manageable. Dr. Anderson's thinking has caught the attention of many European business leaders about how best to measure the soft side of business -- which is increasingly important to be competitive." - Stephan H. Oberli, President, SHO Coaching and Consulting, Liestal, Switzerland "Organization leaders who have in the past wondered if they got real value from change initiatives now have a proven approach to get bottom-line value from change initiatives." - Jeanenne LaMarsh, LaMarsh Associates, Inc. "Employing the techniques and approach described in this book, we have made a compelling business case for key learning initiatives. This in turn has resulted in increased support and funding. We also have learned to approach initiatives with more discipline and build measurement right into the design." - David Vance, President, Caterpillar University From the Back Cover Organization development practitioners have, for over half a century, engaged with organizations to help them grow and thrive. The artful application of Organization Development (OD) has helped business leaders articulate vision, rethink business processes, create more fluid organization structures and better utilize people's talents. While business leaders and OD practitioners intuitively believe that OD provides valuable results, rigorous measurement of the value delivered has long eluded many OD practitioners. 'Bottom-Line Organization Development' provides powerful tools to capture and measure the financial return on investment (ROI) of OD projects to the business. Given the increasing competition for budget and resources within organizations and the requirements of demonstrating tangible results, the need for such OD measurement tools is very high. But in addition to proving the value of OD projects, integrating evaluation into the change management process itself can actually increase the value of the change initiative because it opens up new ways of capturing and increasing the value of change initiatives. In other

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**About the Author** Dr. Merrill C. Anderson is a business consulting executive, author and educator with twenty years experience improving the performance of people and organizations. Dr. Anderson is currently the chief executive officer of MetrixGlobal LLC, a consulting company that provides clients with performance measurement solutions. He specializes in providing business support groups such as HR, training and OD with performance measurement solutions that increase accountability for bottom-line results. He has held senior executive positions with four Fortune 500 firms including, most recently, senior vice president, human resources and Academy dean for Wells Fargo Home Mortgage. Dr. Anderson has consulted with over one hundred companies throughout North America and Europe to effectively manage strategic organization change. He has over thirty professional publications and speeches to his credit including the books *Strategic Change: Fast Cycle OD* and *Building Learning Capability Through Outsourcing*. Dr. Anderson has taught graduate-level courses at Pepperdine, Antioch and Benedictine universities and soon will begin teaching at Drake University. He earned his doctorate in Psychology at New York University.