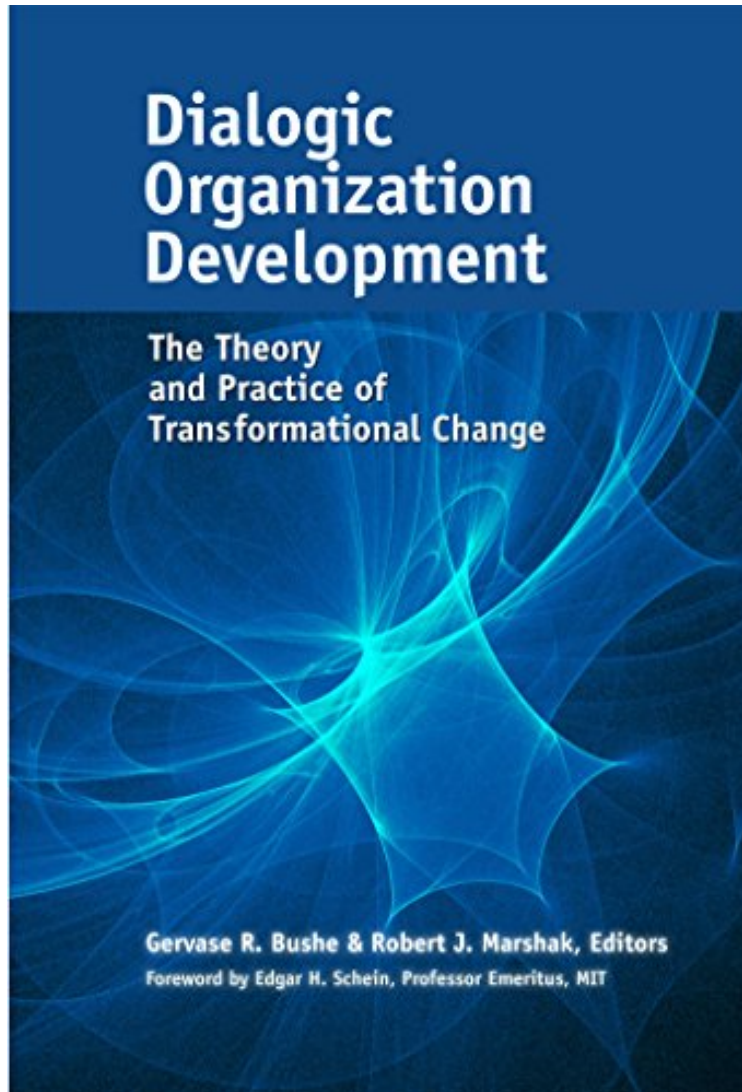


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# Dialogic Organization Development: The Theory and Practice of Transformational Change

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**From Berrett-Koehler Publishers : Dialogic Organization Development: The Theory and Practice of Transformational Change** before purchasing it in order to gage whether or not it would be worth my time, and all praised Dialogic Organization Development: The Theory and Practice of Transformational Change:

0 of 0 people found the following review helpful. Sets the StandardBy CustomerThorough and detailed overview of Dialogic Organizational Development (OD) by the founders within the field. Worth a cover to cover read. I own both a kindle and hardback copy. I believe this will become a standard textbook in OD courses everywhere. It was missing from my OD curriculum, so I bought it myself, and had to pursue this line of OD myself. Worth it!!!I think that

Dialogic OD is really the future of OD, as more and more organizations run into the same problems over and over again with typical, hierarchical organizational change that provide "fast" results, but never really address the core problems within the organization, and often create as many or more problems than they solve. Problems seem to reside in the misunderstanding of the nature of power, and as long as OD "solutions" confirm misunderstandings about power, the reality of how power works within an organization always seems to find a way to assert itself and undermine the system. Remember the opening of Dickens' Tale of Two Cities, the symbolic breaking of wine the caskets, foreshadowing and representing the cyclical fall of those in power, ending in blood and destruction upon which the poor and outcast feed? Yeah, that's an accurate assessment of hierarchical OD accomplishes. Iterations of the opening of Tale of Two Cities. Dialogic OD is the only form of OD that allows a transformation of the organization to produce a more sustainable system. .0 of 0 people found the following review helpful. Five StarsBy CustomerWhere was the book when I was starting out6 of 6 people found the following review helpful. This book is so important!!!!By Elena FelizWe live in a complex world with wicked problems. I agree with Edgar Schein and other luminaries in our field that Dialogic Organization Development ndash; The Theory and Practice of Transformational Change is a critical step to become more successful in supporting our clients, communities and organizations to create AND sustain transformational change. Bushe and Marshak are more than editors of this book; their seminal contribution and knowledge of Dialogic OD while including others with similar real-time experience have gifted me with the knowledge, language, types of questions to use, what I need to do, how I need to be in order to do this work, and understanding what makes this engagement and process successful. Coming from the stance of DIAGNOSTIC OD, like many of us, I have used processes like Open Space, World Cafeacute;, etc. but I never put it together that I needed a Dialogic OD Mindset to become more effective (eight principles). This is more than just holding conversations, discourse, dialogue, narratives, etc. though that makes a lot of sense to do. This book is comprehensive yet invites all of us to experiment, innovate and use what works best for our practice. It honors our history and our founders and opens the gateway to our New OD.

A Dynamic New Approach to Organizational ChangeDialogic Organization Development is a compelling alternative to the classical action research approach to planned change. Organizations are seen as fluid, socially constructed realities that are continuously created through conversations and images. Leaders and consultants can help foster change by encouraging disruptions to taken-for-granted ways of thinking and acting and the use of generative images to stimulate new organizational conversations and narratives. This book offers the first comprehensive introduction to Dialogic Organization Development with chapters by a global team of leading scholar-practitioners addressing both theoretical foundations and specific practices.

ldquo;The wisdom and experience captured between the covers of this book are truly impressive, and the authors bring the insights of our age to bear on the questions at hand with a useful and powerful effect. Definitely a good read.rdquo;mdash;Harrison Owen, creator and author of Open Space Technologyldquo;Bushe and Marshak, together with an amazing collection of other leaders in the field, have challenged much in our past yet somehow also achieved a joyous homecoming to what matters most in ODmdash;the democratic, dialogic, jointly created design of the fully human organization.rdquo;mdash;David Cooperrider, Fairmount Santrolndash;David L. Cooperrider Professor in Appreciative Inquiry, Case Western Reserve Universityldquo;Gervase Bushe and Bob Marshak have conceptualized OD in a way that is novel and integrates crucial foundational principles. This book will be central to the scholarship and practice of OD for years to come.rdquo;mdash;Jean M. Bartunek, Robert A. and Evelyn J. Ferris Chair and Professor of Management and Organization, Boston Collegeldquo;An absolute must-read book for academics, practitioners, and students who claim to have an interest in processes of planned organizational change, presenting thoughtful and thought-provoking insights that are both conceptually rich and pragmatically grounded. Writing an endorsement is easy when a book is this good!rdquo;mdash;Cliff Oswick, Professor of Organization Theory and Deputy Dean, Cass Business School, City University Londonldquo;Dialogic Organization Developmentnbsp;takes our field into exciting new territory, rich with possibility for enlivening organizations and communities through being able to change the conversation and thus change the future.rdquo;mdash;Juanita Brown, creator and coauthor of The World Cafeacute; ldquo;This timely new book promises to further energize and advance the field of OD during a time when we need all the help we can get in terms of designing and effectively managing complex organizations. This volume represents a significant contribution to the literature of the field.rdquo; mdash;Richard W. Woodman, Texas A M University and former editor of the Journal of Applied Behavioral Science ldquo;In this outstanding collection, one gets a clear sense that lquo;dialogic' is bringing OD into the new, contemporary contexts, so real today, and so different from the contexts in which foundational OD was developed.rdquo; mdash;David W. Jamieson, University of St Thomas and author of Consultation for Organizational Change ldquo;Dialogic Organizational Development moves beyond the stability biased as- sumptions of social science and allows us to feel, see, think and act in new ways. It is a key contribution.rdquo; mdash;Robert E. Quinn, University of Michigan and author of Deep Change and Change the World ldquo;This is an exciting and much needed book! Bushe and Marshak with the help of a global team of scholar-

practitioners have brought us a comprehensive discussion that pulls together the latest thinking and practices shaping the field of Organization Development. This is a book you will return to many times!

— Mee-Yan Cheung-Judge, Director of Quality Equality Ltd., UK, and co-author of *Organisation Development: A Practitioner's Guide for OD and HR*

Dialogic Organization Development will prove to be a milestone in the evolution of organization development. This volume provides both an essential orientation as well as pragmatic advice for employing an arsenal of impactful techniques.

— Loizos Heracleous, Warwick Business School and associate fellow, Oxford University

Dialogic Organization Development, provides a 'must have' guide book for organizations wishing to constructively and sustainably embed themselves in emerging economies that are in the throes of radical transformation.

— Theo H. Veldsman, University of Johannesburg, South Africa

Dialogic Organization Development is a truly pioneering work that puts the focus back on the heart of OD — the spirit of inquiry. Instead of change driven by diagnosing how to align organizational elements with the demands of the broader environment, Dialogic OD concerns itself with how to induce new ways of thinking by engaging with the organizational conversations that create and frame understanding and action.

— S. Ramnarayan, Indian School of Business and co-author of *Change Management: Altering Mindsets in A Global Context*

This is a perfect book for consultants or corporate executives who not only want to innovate and be more effective in Organization Development but want to know and better understand why and how human dynamics are so relevant.

— Anna Simioni, Leadership and Change Practice Lead, Boston Consulting Group, Italy, Greece and Turkey

This exciting and comprehensive book is the first and only book to deeply and fully describe the origins, root assumptions, and key practices of Dialogic OD and is a source of many new ideas and insights about organizational consulting and change.

— Kazuhiko Nakamura, Nanzan University, Japan

OD is in the midst of its own transformation. Dialogic Organization Development, with its A-list of authors and contributors, is the much needed book that puts the stake in the ground upon which that transformed future will be built.

— Ian Palmer, RMIT University, Australia

Gervase Bushe and Bob Marshak offer a comprehensive approach to organizational change that reinvigorates our conversation about OD and helps us re-imagine the theories and approaches that inform our consulting practices. This is a valuable resource for both graduate OD courses and OD practitioners.

— John Vogelsang, Editor-in-Chief, *OD Practitioner*

Dialogic Organization Development brings a much-needed focus on the less rational and mechanistic processes that honor the emergence of new meaning, new thinking, and new understanding of the systems we work and live in. This unusually well integrated anthology will certainly disrupt the status quo of prevailing contemporary OD practices.

— John D. Adams, Emeritus Professor, Saybrook University and author of *Transforming Work*

Dialogic Organization Development closes a painful gap in the scientific community and among practitioners. It will certainly be a valuable contribution to important research in the field of applied sciences. I hope this new volume, with its rich variety of contributions will find a broad reception, especially in Europe.

— Rudolf Wimmer, Universitauml; Witten/Herdecke, Germany

Dialogic Organization Development brings together an impressive international group of scholars and practitioners to clarify the conceptual foundations and provide practical illustrations of what OD may be in a contemporary context. In a Scandinavian context, Dialogic OD resonates with a long, social-constructionist and interpretive tradition in organization theory.

— Andreas Werr, Stockholm School of Economics

About the Author  
Gervase R. Bushe is professor of leadership and organization development at the Beedie School of Business, Simon Fraser University, and is a two-time winner of the Douglas McGregor Award.  
Robert J. Marshak is distinguished scholar in residence at the School of Public Affairs, American University. He has received the OD Network's Lifetime Achievement Award.