



Chapter 026, Organizational Development

Michael D. Mumford

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NOTE: This is a single chapter excerpted from the book *Handbook of Organizational Creativity*, made available for individual purchase. Additional chapters, as well as the entire book, may be purchased separately.

This chapter addresses the need for organizations to develop more creative ways of thinking and behaving to succeed in a turbulent world. Organizational Development (OD) is a broad, loosely defined field of practice and inquiry that espouses the noble goal of improving organizations and making them more effective. OD must be understood as an ongoing continuous change-making organizational creativity management and leadership process, not just a program of discrete interventions and philosophical values of “what's good” for organizations. Effective OD is really implanting and sustaining a system of organizational creativity that can be learned and mainstreamed to provide continuous and deliberate adaptability. OD must be understood as a change-making process. In order to implement specific OD interventions, one must first obtain skills in change making. Specific interventions simply follow as tools and techniques to help implement the steps of the organizational creativity process. Leaders must learn and adopt the corresponding new skills and new ways of thinking and behaving. They must become effective change agents in their everyday work and integrate many of the concepts, values and methods of OD into their own repertoire of capabilities. Team building, employee engagement, high performance system plant designs, task forces, and other OD concepts are becoming an integral part of enlightened management practice.

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