

**RESEARCH IN ORGANIZATIONAL  
CHANGE AND DEVELOPMENT**

# RESEARCH IN ORGANIZATIONAL CHANGE AND DEVELOPMENT

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Abraham B. (Rami) Shani

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RESEARCH IN ORGANIZATIONAL CHANGE AND  
DEVELOPMENT VOLUME 26

**RESEARCH IN  
ORGANIZATIONAL  
CHANGE AND  
DEVELOPMENT**

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# PREFACE

Volume 26 of *Research in Organizational Change and Development (ROCD)* is unique in several ways not the least of which is that half of the contributed chapters are authored by colleagues from outside of North America. The diversity of contributors and topics provides a forum for increasing collaboration, which has become a hallmark of the ROCD annual series. Also noteworthy is that our understanding of the impact of Organizational Change and Development (OCD) work at the eco-system and national levels is advanced by four of the ten chapters. The global reach of the volume and the macro level impact discussed in these chapters are exciting changes and represent a commitment to maintain the high quality work that many of you have come to expect from ROCD.

ROCD has provided a special platform for scholars and practitioners to share new research-based insights in the field. The chapters comprising Volume 26 focus on organization change and development and purport to help organizations improve health and wellbeing in society; some chapters do this by addressing macro-level change, some by highlighting evidence-based change at the micro level, and others by extending theory and integrating perspectives that heretofore have remained separate. For example, in “Consulting to the Eco-system Level” the authors share their learning from the design of health care, the food chain, and natural resources, and lay out the challenges entailed in developing intervention capabilities to impact highly interdependent eco-systems. In “Enhancing 360 Feedback for Individual Assessment and Organization Development: Methods and Lessons from the Field” a team of authors present their research on five different interventions that one organization has made to their ongoing 360 Feedback programs over the past decade to drive greater utilization and impact of their data. These five interventions represent both methodological enhancements as well as new approaches for application. The authors of “Organizational Renewal through Entrepreneurial Initiatives: When the Seed Changes the Soil” describe corporate entrepreneurship initiatives that survived organizational resistance and the factors that not only contributed to the success of the initiatives but also to renewing the organizational systems. In the chapter, “A Test of the Theory of Planned Behavior: Influencing Behavioral Change to Go ‘Green’” the authors address the implications of the Theory of Planned Behavior (TPB) for Organization Development and Change. They discuss the how to facilitate diagnosis and interventions for behavioral change in general, and environmental sustainability, in particular.

Authors of “The Colors of Change – Revisited: Situating and Describing the Theory and Its Practical Applications” advance a new perspective on change, based on a color of change typology. The authors share what they have learned from reflecting on the application of the colors of change theory over 20 years and provide key insights for academics and practitioners. The author of “Organizing Intelligence (OQ): The Source of Productive Workplaces” introduces a new set of concepts that are embedded in the notions of Organizing Intelligence. The author provides an introduction to Organizing Intelligence (OQ), a synthesis of organizing structures, work-practices, and relationships, illustrated via a case study of a Dutch home-nursing organization. In “Champions of Change and Organizational Development: A Return to Schön and Typology for Future Research and Practice,” the author suggests the need to return to Schön’s seminal work on champions of change. He offers a comprehensive review of the champions of change literature within the organizational sciences using content analysis to re-conceptualize champions and develop a meaningful typology from which the field can be advanced. While written simultaneous to the chapter on champions of change, the authors of “Agents of Change: Insights from Three Case Studies of Hospital Transformations” also focus on the role of change champions. They provide empirical evidence from three hospitals in three different cultural and national contexts that illustrate the importance of designing a coherent system of change agents – as champions of change – and the implications for theory and practice. The authors of “System Change at National Government Level” address some of the learning and experience of a large system transformation project conducted at a national level that had an impact on health and wellbeing at a societal level. Last, to come full circle to influencing the field of OCD, the volume concludes with the authors of “Opening Spaces and Living in the Limits: Attempts at Intervening in Organization Studies” providing an overview of their collaborative attempts at intervening and making a difference in our field. They discuss issues that are fundamental to “improving lives” and offer a critique that addresses inherent tensions between the aims of feminism and cultural studies and the press of normative organization studies. As a whole, Volume 26 of ROCD provides new conceptual insights, powerful empirical studies, and thought provoking chapters.

As noted at the outset, this volume includes chapters from colleagues across seven countries that explore OCD themes in China, Sweden, UK, Holland, Germany, Slovenia, and USA. Collectively, the volume represents tremendous diversity: multiple generations of authors including senior scholars and practitioners, winners of the 2017 Academy of Management Organization Development and Change Division’s Pasmore-Woodman Award, a few founders of the field, well-established thought leaders and colleagues at various stages of career including newly minted OCD researchers and practitioners, wide variety of topics, ranging from micro to meso level OCD work. Together, these chapters and the collaborative engagements they represent, contribute to

a sustainable trajectory of research that will broaden and deepen the field of OCD globally.

From our editorial perspective, one of the best parts of our work on this series is that our collaborations with the authors always brings new learning, whether in the form of making history accessible and relevant, challenging assumptions, extending 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 also 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 contact us to suggest topics or themes for future volumes.

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