



# Finding Your Way in the Consulting Jungle

A Guidebook for  
Organization Development  
Practitioners

Arthur M. Freedman  
Richard E. Zackrison

**Foreword by Richard Beckhard**

# **Finding Your Way In The Consulting Jungle**

**OD Network, John Vogelsang PhD, Maya  
Townsend, Matt Minahan, David  
Jamieson, Judy Vogel, Annie Viets, Cathy  
Royal, Lynne Valek**

## **Finding Your Way In The Consulting Jungle:**

**Finding Your Way in the Consulting Jungle** Arthur M. Freedman, Richard E. Zackrisson, 2002-02-28 Chart your path in the consulting jungle Finding Your Way in the Consulting Jungle a book in The Practicing Organization Development series offers OD consultants the information and guidance they need to understand their place in the consulting network differentiate themselves from other types of consultants and work with both clients and colleagues to make sure everyone's needs and expectations are met Finding Your Way in the Consulting Jungle offers practical advice on how to Differentiate and market yourself Interview prospective clients Write proposals Transports the reader from the safety of the classroom into the complex unpredictable and often hazardous world that they describe as the consultant jungle It is a great resource for graduate level OD programs consultant training courses AND corporate managers who hire consultants C Patrick Fleenor Ph D director International Business Programs Albers School of Business and Economics Seattle University *Virtual Coaching to Improve Group Relationships* William J. Rothwell, Cho Hyun Park, 2020-12-28 Process consultation invented by Edgar Schein is both a skill and an organization development change effort As a skill process consultation means the ability to observe and provide feedback about small group dynamics to a work group about how well group members interact and how to improve that interaction Just as facilitators devote their time to in one word asking process consultants devote their time to in one word watching at an expert level As a change effort process consultation is a concerted effort to help members of a group work together more effectively For that reason the word process in this context should be interpreted to mean interpersonal interaction in small groups Historically process consultation has focused attention on face to face groups and their group dynamics But times are changing More work is done online or in blended online and onsite groups than face to face alone A 2017 survey of over 25 000 workers in 12 countries revealed that 62% of global workers are now working flexibly with some residential work and some virtual work The same survey found that workers believe that flexible work arrangements make them more productive and that 48% of survey respondents reported that their virtual interactions include representatives of other cultures It is true that for workers who can discipline themselves and manage distractions at home virtual work can be more productive when commuting time is eliminated and workplace distractions are minimized Virtual work has the advantage of reducing the need for childcare slashing work wardrobe costs and cutting unproductive stressful commuting time Despite how modes of working together have changed over the years ranging from face to face to some degree of virtual video conference audio conference print only collaboration and many blended combinations and the growing need for finding ways to help people work together more effectively there has been no practical guideline of process consultation in a virtual or mixed work setting since Schein's process consultation initially focused on group dynamics in face to face settings Therefore this book aims to provide practical approaches to process consultation helping group members discover more effective ways of working together in blended virtual residential and cross cultural settings Essentially this

book provides a practical how to guide for virtual coaching using step by step procedural approaches cases and helpful platforms technologies and tools It also provides information about how to use technology to support the process of improving virtual or mixed group relationship      The California School of Organizational Studies Handbook of Organizational Consulting Psychology Rodney L. Lowman, California School of Organizational Studies at Alliant International University, 2015-06-10 Discover a wealth of issues in the field of consulting psychology with this landmark book Explore key topics in assessment and evaluation building teams executive coaching career counseling interpersonal conflicts and relationships benefit design personality testing and much more Learn to delineate and better understand the wide array of information you are faced with and become more adept and knowledgeable in the field of consulting psychology This comprehensive volume has expert contributors recruited by the volume's editor himself an eminent educator and practitioner in the field You will get Special issues in consulting to specific types of organizations including industry schools government non profit and international Informative guidelines for professional practice procedures Organized sections on individual group and organizational issues And much more      **Handbook for Strategic HR - Section 6** OD Network, John Vogelsang PhD, Maya Townsend, Matt Minahan, David Jamieson, Judy Vogel, Annie Viets, Cathy Royal, Lynne Valek, 2015-04-01 The pace of change is increasing and shows no signs of slowing down This section brings you the best thinking from forty years of the OD Practitioner journal on The different kinds of change and what's needed to achieve each one What you must do to see change initiatives through to completion The enablers that must be in place for change to succeed Examining change from the change recipient's point of view How to establish internal change agents who can help advocate for the change at ground level Lessons on how to engage in change outside Western societies How to handle resistance to change      Marketing Organization Development William J Rothwell, Jong Gyu Park, Jae Young Lee, 2017-03-16 Organizational Development OD consultants often face dilemmas when they market their services because there is a gap between clients expectation and the actual role of OD consultants This book is about how to overcome that dilemma by finding effective marketing strategies for a different approach to consulting Marketing Organization Development A How To Guide for OD Consultants focuses on the challenges faced by internal and external consultants in marketing and selling their services By distinguishing between performance consulting and Organization Development OD consulting this book demonstrates why marketing and selling OD consulting services are unique This book meets not only unique OD consultants needs by reflecting the philosophical background of OD and unique marketing challenges but the needs of Human Resource Development HRD managers need who are interested in promoting or selling their change interventions within their organizations This comprehensive book Reviews important terms and popular tools used in the marketing process and outlines the many roles a consultant must fill to obtain and keep the business i.e marketer salesperson brand manager account management Describes the criteria for self evaluation as an OD consultant It examines how to identify your strengths and the competencies you need to develop based

on OD competencies Provides an introduction to actionable steps and resources for organization development change management and performance management consultants to evaluate unmet needs and opportunities through a niche market for consulting services Covers how to communicate value to your target customers and how to brand your service Describes various channels of OD marketing such as viral word of mouth and social media marketing Reviews selling tactics for your consulting service and discusses the importance of having a defined sales process to which you adhere

**Management Consultancy Insights and Real Consultancy Projects** Graham Manville, Olga Matthias, Julian Campbell, 2017-10-02 The field of management consultancy research has grown rapidly in recent years Fuelled by the drivers of complexity and uncertainty a growing number of organizations both profit and third sector alike are looking at management consultancy to assist in their aims for development and change Consultants have become a common feature in organizational change initiatives involved in both providing advice and in implementing ideas and solutions However despite this growing recognition and influence management consultancy is still often misunderstood or criticized for its lack of theoretical underpinning The book seeks to address these issues by offering applied theoretical insights from academics that both teach and practice management consultancy Written by recognized experts in their field the contributors combine original insights with authoritative analysis Uniquely this book identifies emerging themes with critical discourse and provides rich empirical case study evidence to show the reader how management consultancy projects are implemented Real world international consultancy projects are featured as written up cases featuring organizations from multi national corporations to the public sector Written for graduate level managers or those who have practical leadership experience this book will enable readers to apply management consultancy models beyond a classroom context

*Organization Development* Donald L. Anderson, 2019-11-11 Organization Development The Process of Leading Organizational Change offers a comprehensive look at individual team and organizational change covering classic and contemporary organization development OD techniques Bestselling author Donald L Anderson provides students with the organization development tools they need to succeed in today's challenging environment defined by globalization rapidly changing technologies economic pressures and evolving workforce expectations The new Fifth Edition has been updated to reflect the latest research New Profiles in OD highlight a variety of practitioners and researchers New cases examples and a new chapter on organization design and culture interventions provide readers with the latest information on OD best practices

Consultancy, Organizational Development and Change Julie Hodges, 2017-04-03 Organizations are increasingly investing in consulting capabilities to understand what changes they need to make to keep up the pace with the competition and future proof their business Consultancy Organizational Development and Change is a guide for students and internal and external consultants needing to develop the necessary skills to consult in organizational settings where there is a great deal of complexity It tackles the issues posing the greatest threat to the success of the change programme including how to adapt to rapidly shifting needs deal with the

emotional and ethical issues that arise and ensure that the managers take full ownership for the change so that business as usual is established Complete with case studies from the Big Four consultancy groups as well as boutique firms Consultancy Organizational Development and Change shows how to identify and execute interventions in a variety of organizational settings to deliver value It provides guidance on how to develop a value proposition define write and present the business case for the proposed interventions establish credibility and report on the results     *Reinventing Organization Development* David L. Bradford, W. Warner Burke, 2005-09-09 Praise for Reinventing Organization Development A hard hitting yet hopeful look at a field concerned with renewal that is in need of renewal itself This book is full of intelligent questions provocative appraisals and prescriptions for action that they serve Rosabeth Moss Kanter chaired professor Harvard Business School author Confidence How Winning Streaks and Losing Streaks Begin and End Wise invaluable advice that the field and its practitioners should heed if the field of OD is to take its rightful place as an applied behavioral science that can make a difference in the economic and human affairs of organizations Michael Beer professor emeritus Harvard Business School chairman Center for Organizational Fitness Few disciplines in decline have subjected themselves to so profound a self evaluation It should lead to a rejuvenation of the field Whether or not it does there is a great deal to learn here about organizations and relevant professional practice Russell Ackoff professor emeritus Wharton School University of Pennsylvania Two of the leaders of the field of OD have collaborated to present us with a compelling and controversial state of the art Len Schlesinger vice chairman and chief operating officer Limited Brands The book challenges OD consultants to think broadly about their organizational roles and to assert their rightful place in organizations Jean M Bartunek Robert A and Evelyn J Ferris Chair Professor of Organization Studies Boston College     *Organization Development at Work* Margaret Wheatley, Robert Tannenbaum, Paula Yardley Griffin, Kristine Quade, National OD Network, 2003-10-27 Organization Development at Work a title in The Practicing OD Series is a collection of conversations among leaders practitioners and educators in the organization development OD field Throughout the book experienced professionals share their best thinking about principles practices values and the future of OD In this valuable resource nearly 100 contributors share their operating principles successful models tools application tips and important insights from their years of practice Written for organization development practitioners consultants and anyone who is considering a career in OD Organization Development at Work will highlight the points of view that define the values controversy so you will be better able to clarify your own position on values based work As you read contributors stories you will be able to compare your career path with others in the field In addition this book offers perspective on the debate about global work with advice for practitioners seeking to do work on foreign soil You will feel as if you are in a conversation with friends mentors and colleagues who are freely sharing their experiences questions and concerns     **The NTL Handbook of Organization Development and Change** Brenda B. Jones, Michael Brazzel, 2012-06-25 The NTL Handbook of Organization Development and Change is an essential tool for both

practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations Featuring contributions from leading practitioners academics and scholars in the field each chapter comprehensively explores a key aspect of organization development including core theories and methods OD in the international and world setting practical applications the future of OD and many others Co published with the NTL Institute a long time leader and champion for the field The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge experience and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work

**Practicing Organization Development** William J. Rothwell, Roland L. Sullivan, 2005-03-04 Since it was first published in 1995 Practicing Organization Development has become a classic in change management Now completely revised and updated editors Rothwell and Sullivan leaders in the field of OD and numerous expert practitioners walk you through each episode of change facilitation You ll find exhibits activities instruments and case studies You ll get help applying each phase of a popular emerging change making model And you ll find include applied research and insights from a wide variety of well known OD practitioners and academicians Included in this comprehensive resource are an instructor s guide ever expanding materials on the Web and a companion CD ROM with PowerPoint slides and supplemental materials Practicing Organization Development is packed with useful current proven direction on applying OD principles in the real world order your copy today

*Enterprise-Wide Change* Stephen Haines, Gail Aller-Stead, Jim McKinlay, 2004-11-03 Leave piecemeal strategic change approaches behind and learn how to plan facilitate and integrate your change efforts for lasting success Enterprise Wide Change takes you through the Rollercoaster of Change showing you how to deal with resistance regard skeptics as your best friends and build a buy in and stay in strategy among your employees The authors use the science of Systems Thinking a comprehensive yet simple and integrated way to analyze and build synergy from key organizational elements You ll find proven and practical questions summaries case studies examples and worksheets as well as systems tools tips and techniques to foster organization change and development

**Filling the Leadership Pipeline** Robert B. Kaiser, 2005-11-15 Competition is fiercer today than ever before and effective leadership represents a rare source of competitive advantage With strong leadership and a richly stocked pool of future leaders organizations prosper and endure There is an easy case to make for the imperative of investing in tomorrow s leaders today It s the law of supply and demand more organizations in greater competition under increased pressure to perform put a premium on scarce talent The labor economy has become a seller s market and poaching or luring talent away from other organizations is a losing proposition The alternative is to become good at developing your talented managers into great leaders and aggressively seeking out potential and developing it anywhere and everywhere you can find it across the organization The purpose of this volume is to share what has been learned in the last few years of increased attention to the systematic and strategic

cultivation of leadership talent The time is ripe for leading practitioners to share key lessons about building and filling a leadership pipeline The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, Jonathan Passmore, 2016-09-06 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of leadership change and OD Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee well being organizational creativity and innovation positive psychology and Appreciative Inquiry and leadership culture fit Contributors include David Cooperrider Manfred Kets de Vries Emma Donaldson Feilder Staale Einarsen David Day Beverley Alimo Metcalfe Michael Chaskalson and Bernard Burnes

**Relationships That Enable Enterprise Change** Ron A. Carucci, William A. Pasmore, 2003-02-11 Relationships that Enable Enterprise Change a title in Pfeiffer s Practicing Organization Development Series is a practical resource for consultants who want to enhance their relationship with senior leaders in order to drive broad organization change Written by Ron A Carucci and William A Pasmore with contributions from senior consultants from the acclaimed Mercer Delta Organizational Consulting group this invaluable guide shows you how to leverage relationships with your clients to ensure that sought after change is realized The authors present tested principles and approaches that will help transform your client relationships into engines of change throughout the organization and offer a wealth of new ideas that you can implement in your consulting practice Change Management Frank Voehl, H. James Harrington, 2017-11-13 Change Management Manage Change or It Will Manage You represents a substantial core guidance effort for Change Management practitioners Organizations currently contend with increasingly higher levels of knowledge driven competition Many attempt to meet the challenge by investing in expensive knowledge driven change management systems Such systems Beyond Change Management Dean Anderson, Linda Ackerman Anderson, 2002-02-28 Transform your organization To truly transform your organization you must learn to transform your own mindset Beyond Change Management the only book specifically about the interaction of leadership style mindset and the change process revolutionizes leaders approach to transformational change Shattering the myth that transformation can be managed this book part of the Practicing OD Series offers you new directions and ways of thinking and behaving that are essential for successful change Its unique approach brings organization development OD into the mainstream of leaders approaches to change expanding and integrating the fields of OD leadership change management and consciousness You ll also get ready to use worksheets questionnaires guidelines Powerful business solutions to the current chaos facing many organizations today Dean Anderson and Linda Ackerman Anderson get to the heart of change the human touch by using timeless techniques and tools Ken Blanchard coauthor The One Minute Manager and Gung Ho The authors combine their keen observations sharp insights and open hearts to produce towering works that



will stand as lasting contributions to leadership and organization development t hey guide us along a path of personal discovery so that we may have the strength of spirit to risk the creation of more meaningful organizations Jim Kouzes coauthor The Leadership Challenge and Encouraging the Heart      **Cases and Exercises in Organization Development & Change** Donald L. Anderson,2016-12-29 Cases and Exercises in Organization Development Change Second Edition encourages students to practice organization development OD skills in unison with learning about theories of organizational change and human behavior The book includes a comprehensive collection of cases about the OD process and organization wide team and individual interventions including global OD dialogic OD and OD in virtual organizations In addition to real world cases author Donald L Anderson gives students practical and experiential exercises that make the course material come alive through realistic scenarios that managers and organizational change practitioners regularly experience

*Reshaping HR* Julie Hodges,Mark Crabtree,2020-12-16 The aim of this book is to explore the contribution HR can make to how organizations enact change within the context of an environment of increasing complexity driven by global forces for change In particular the book focuses on the role of HR in creating value for organizations and engaging stakeholders during transformations This aim is achieved in several distinct ways First a critical perspective is provided of the role of HR in organizational change by examining evidence based theories models and frameworks Second the book is grounded in empirical evidence from a study conducted by the authors amongst managers and HR professionals across the globe This provides unique data on the challenges and opportunities which the practice of HR faces within the context of organizational change Third consideration is given as to how HR can play an active and constructive role in co creating sustainable change with managers employees and other stakeholders Fourth the book identifies the capabilities required by HR professionals in order to engage effectively with organizational change Finally aware of the dangers of prescriptive lists the HR practices offered in this book are provided as a basis for amendment as necessary by readers depending upon the context of individual organizations The book will be of value to practising HR professionals as well as students studying HRM and change and development in organizations Our proposal in this book is that since people are of significant importance to the success of change and HR knowledge and expertise is vital to the experience and engagement of individuals and teams internal and external to the organization there needs to be clarity about the role of HR in transformations We suggest that HR s raison d tre is to focus on the people aspect of organizational change and that this needs to be done within the context of improving organizational effectiveness and wellbeing

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