Organization Development[12]

Organization development (OD), has many meanings and seems to evolve through theory, practice, development, and processes within different organizations. *Organizational development* is a value based approach to change within any organization and sets the core work for members of that organization through values and principles that guide their behavior (Eggers & Church 2011; Glanz, Rimer, & Viswanat 2014). Organization development began to take form in the 1940's and 1950's through the work of Kurt Lewin. Kurt Lewin is well known as the founder of modern social psychology along with his concept of the processes of group life (Greathouse, 1997). Through Lewin's work the term "feedback" became a valuable tool in creating change within an organization. Lewin's work viewed the organization as a culture or a group process that would require continuous guidance of its members. It was this work, along with Lewin's approach to learning the dynamics of groups and what creates change within those groups that led to the development of six major program areas within organizations: group productivity, communication social perception, intergroup relations, group members, and training leaders (Greathouse, 1997).

Organization development takes shape when a vision is developed guides the core values, mission statements, processes and procedures, which are laid out for the group members to follow. According to Flamholtz and Hua (2002) there are seven main key stages to organization development and growth and that organizations experience growing pains when there is no equilibrium between the organizations effectiveness and financial performances (pg. 527). However, the framework of any organization essentially builds upon certain assumptions that need to be met in order for the organization to prosper effectively. Thus, organization development begins with the most basic of needs, such as communication, trust, leadership, motivation, and the organizations culture (Pool, 2000).

Once the basic needs are met an organization can begin the basic building blocks of the organization. The building blocks will comprise of several key elements such as, self-awareness and interpersonal skills development, empowerment, authenticity, collaboration or relationships, and respect and inclusions from all members of the organization (Eggers & Church, 2011). Through strategic action planning and action interventions an organization can continue to strive for success.

Organizations may often require the intervention from an I/O psychologist to complete a diagnoses and evaluation when a need for organizational change is present. I/O psychologists are key figures in guiding organizations to creating such change within their structures. Measuring the attitudes, beliefs, and behaviors of an organization, I/O psychologist are able to focus on the key areas that require immediate change, often times increasing reducing stress and increasing productivity and employee awareness.

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