

Organizational Development: An EAP Approach

Myron Beard

SUMMARY. This chapter traces the development of organizational development as a workplace intervention approach which can be helpful for EA professionals specifically trained in its methodologies. Examples of the use of OD techniques to assist in "coaching" organizational top management, and the implications of that kind of team building for the organization are shared. [Article copies available for a fee from The Haworth Document Delivery Service: 1-800-342-9678. E-mail address: <getinfo@haworthpressinc.com> Website: <<http://www.HaworthPress.com>>]

KEYWORDS. Organizational development, succession planning, team building

THE NEW ORGANIZATIONAL FRAME

Unparalleled organizational changes characterized the past decade for U.S. companies and industries. There was a focus on increasing the efficiency of processes and people to maximize profits and reduce expenditures. These efficiency initiatives included downsizing to reduce layers of managerial fat; re-engineering to reduce product process steps and time to market; restructuring to create greater turn-around in decision making; and the total quality movement which

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