

“Myths, lore, and legends are unique concepts that are told through story—some stories are true; others are fictional (Morgan, 2010). One thing they each share in common is usefulness. They each are helpful to us humans in solving problems, creating opportunities, and generally living a better life. Each is helpful in different ways. So, which of these best represent the story of the Change Formula?”

The Change Formula

Myth, Legend, or Lore?

By Steven H. Cady,
Robert “Jake” Jacobs,
Ron Koller, and
John Spalding

Introduction

There is an interesting yet little known story about a model in the field of Organization Development. Referred to as the Change Formula, it is one of the most practical, widely recognized tool developed in the last 50 years. The formula describes the conditions, that when met, will move an individual, group, or whole system in a direction of their choosing. What is the formula? We share several iterations of it a bit later in this article. First we take you through a review of how history shapes various models, theories, methods, tools, and approaches. Then, we provide an account of the history that shaped the formula. From there, we define and describe the formula with examples of how it can help you as an OD practitioner.

Myths, lore, and legends are unique concepts that are told through story—some stories are true; others are fictional (Morgan, 2010). One thing they each share in common is usefulness. They each are helpful to us humans in solving problems, creating opportunities, and generally living a better life. Each is helpful in different ways. So, which of these best represent the story of the Change Formula?

The formula is not a myth, as myths tell sacred stories about origins and powers beyond our human control. It is not folklore, as lore tells a fictional story where the plot is timeless and contains elements of fantasy. The Change Formula is more of a legend. Legends are historical, telling a story from our past that is comprised of actual events of heroic proportions. Some

might argue, that’s a bit grandiose; it’s just a formula.

We propose that it is much more than that; particularly, when we tracked down and pieced together the events and people involved in its creation. In researching the model and looking at its relevance, we found differences in the stories of how the formula was originally created, who was involved, iterations in its development, variations in the number of the equation’s elements, and differences in meaning. While some of this formula’s history and description was documented, much appears to have been passed on in meetings, conversations, and through blogs and websites. Through all of our searching, we could find not one source that provided a complete story of the formula’s creation and evolution.

Three Generations

Our field is changing quickly. Thought leaders and founders are retiring and some are passing away. They served our world through some of the most daunting challenges of the 20th Century. Today, new fields and professions, like old wine with a new label are appearing (e.g., Change Management). It is incumbent upon us to encourage these new fields to connect with the history of Organization Development, in order to help our world build collective intelligence. In short, reinventing the methodological wheel appears to be upon us as we approach a renaissance in Organization Development. Our intention in sharing the story of the Change Formula is

to take a positivist approach while building on the shoulders of those who came before us; honoring their work and intellectual contribution in a way that offers continuity for our field as it moves through the 21st Century. The formula has evolved through three generations of development.

A Formula is Born: Understanding Change

It was in the early 1960s when Raymond M. Hainer, a chemist who had worked on the Manhattan Project (Behrendt, 1955), was the head of Research and Development at Arthur D. Little (ADL). Not only did Hainer want to unlock the mysteries of the physical sciences, but also of the social sciences, namely organizational behavior. He directed David Gleicher (pronounced g-like-her), Barry Stein, and a few other scientists to take up the challenge. Hainer hired Sherman Kingsbury to be the group's leader (B. Stein, personal communication, 2014).

Created on a Chalk Board

As a Boston based group, the scientists from ADL, sought out the best organizational minds they could, most of which lived and worked in fairly close proximity. The exception was OD legend Herb Shepard from Case Western Reserve, where he created the first PhD program in OD. In fact, ADL hired the program's first four graduates in the 1960s, which illustrates ADL's emphasis on the OD scholar practitioner perspective. Shepard was the intellectual godfather of the ADL group, working as a consultant. ADL also hired a few local organizational professors as consultants. The short list of consultants included Warren Bennis, Dick Beckhard, and Ed Schein from MIT, Ken Benne from Boston University, and Chris Argyris from Yale. This founding group worked on what became known as Organizational Behavior at ADL (B. Stein, personal communication, 2014).

One day, as the group was meeting, David Gleicher walked up to the blackboard to share his observations about the behavioral problem-solving work they were doing in organizations. He then wrote

$C=(ABD)>X$ on the blackboard. To Gleicher, it was nothing special, just a common sense way of thinking about the work that the group was doing. To the group, however, the formula became the go-to framework, especially for difficult problems that required an incredible amount of energy to resolve (B. Stein, personal communication, 2014).

The Change Formula's First Publication

The earliest known publication of the model was in the Sloan Management Review (Beckhard, 1975). The original publication (Beckhard) included an attribution to David Gleicher by stating, "in determining readiness for change, there is a formula developed by David Gleicher of Arthur D. Little that is helpful" (p. 45). In this publication, the equation went from being called an equation to a formula and was printed as:

$C = (ABD) > X$, where

C = Change,

A = Level of dissatisfaction with the status quo,

B = Clear or understood desired state,

D = Practical first steps toward a desired state, and

X = "Cost" of changing

The next time the formula was published was by Beckhard and Harris (1977) with attribution to Gleicher on pages 25-27. It was a copy of Beckhard's (1975) previous publication. A decade later, confusion arose after the publication of the second edition of *Organization Transitions* because Beckhard and Harris (1987) presented the Change Formula with no attribution to or mention of Gleicher. "A useful formula for thinking about the resistance process" (p. 98) appeared with slight revisions to B and D; where B = Desirability of the proposed change or end state, and D = Practicality of the change (minimal risk and disruption).

Second Generation: Large-Group Events

In the 1980s, change was viewed as a mysterious, theoretical, and complex subject. Kathie Dannemiller's original intent in

creating the second generation of the formula was to demystify change and provide a guide for individuals, groups, and whole organizations in creating their preferred futures. She wanted something simple enough to speak to the average employee. This is the thinking that inspired and drove Dannemiller to create the second generation of the formula (J. Jacobs, personal communication, 2014).

A Culture of Collaborative Experimentation

Kathie Dannemiller of Dannemiller Tyson Associates (DTA) was studying and working at the University of Michigan under Ron Lippitt, who began his early work with Kurt Lewin examining patterns of leadership styles on aggressive behavior in social climates, e.g., autocratic, democratic, and laissez-faire (Lewin, Lippitt, & White, 1939). Dannemiller was one of the first members of the National Training Laboratories (NTL); and, it was through the NTL experimentation and collaborative culture that several core organizational behavior theories and models were born. She was a pioneer in using these theories and models to facilitate rapid change employing large group meetings.

During that time, Dannemiller was introduced to the first generation formula by reading the Beckhard and Harris (1977) book *Organizational Transitions*. As the 1980s unfolded, she began experimenting with the formula and its application as a foundation for large group methods at Ford Motor Company with Nancy Badore (Helgesen, 1990). The second edition of the Beckhard and Harris (1987) book provided the formula, without a mention of Gleicher. Later, Dannemiller began attributing the Change Formula to both Beckhard and Gleicher when Beckhard told her Gleicher was a student of his and had created it with him while they were working together (R. Koller, personal communication, 2014).

Making the Formula Accessible

With a passion for usability and common sense, Dannemiller considered the formula from Beckhard's book helpful, but not accessible enough for the general public.

She thought Gleicher's formula was brilliant, but looked and sounded too theoretical. She wanted people to feel smart rather than not enough or inadequate. Her experience that people could not easily relate to Gleicher's formula drove her to revise it. Dannemiller set out to preserve and honor the integrity of Gleicher's formula while making it more usable and, therefore, more accessible to the world (J. Jacobs, personal communication, 2014).

Dannemiller distilled the essence of the formula in a descriptive, rather than prescriptive fashion. She had an egalitarian spirit and wanted this knowledge to be just as useful to everyone, from those working on the front-lines as it could be to the CEO and top leadership team (J. Jacobs, personal communication, 2014). Dannemiller and Jacobs (1992) first published the more common version of the formula in 1992. Paula Griffin (Wheatley et al., 2003) described the sequence of events as Gleicher starting it, Beckhard and Harris promoting it, and Dannemiller helping it take off when she made it easier to remember and use.

To make the formula more accessible, she used a mnemonic device in the revision.

The first thing to note about the first generation Change Formula is that it includes a multiplier effect. In the second generation of the formula, Dannemiller and her colleagues suggested that each of the three elements needed to be shared collectively and significantly for change to occur. Depending on the organization and current realities one or more of the elements of the formula may have needed more attention. The goal was to create a solid and shared understanding in a critical mass of the organization around each factor.

sion. By mnemonic device, she changed Gleicher's first element, A, to a D because D stands for dissatisfaction. As a result, the formula garnered higher face value as people felt validated when it was presented to them. Dannemiller (Dannemiller Tyson Associates, 1990) re-framed the Change Formula as the product of dissatisfaction with the current state of affairs (D), an ennobling vision of what we yearn to be,

i.e., what is possible (V), and concrete first steps to take in the short term that are necessary in order to reach the vision (F). The product of these must be greater than the resistance to change (R) in order to bring about real change.

$$D \times V \times F > R$$

To bring about a palpable paradigm shift in a large group, she (Dannemiller Tyson Associates, 1990) proposed that participants work on real organizational issues:

Start with building a common database about:

- » how we all see the past (dissatisfaction) and why we need to change,
- » a positive picture of the future we all prefer (vision), and
- » actions we can all agree are worthwhile in order to begin to change (first steps) (p. 8)

The first thing to note about the first generation Change Formula is that it includes a multiplier effect. In the second generation of the formula, Dannemiller and her colleagues suggested that each of the three

elements needed to be shared collectively and significantly for change to occur. Depending on the organization and current realities one or more of the elements of the formula may have needed more attention. The goal was to create a solid and shared understanding in a critical mass of the organization around each factor.

The multiplier effect sets the stage for two helpful conversations when applying

the formula to understanding a situation or designing a participative intervention. Both rely on the multiplicative nature of the formula. First, if any one element is low it leads to the product of the entire equation on the left side being low, making it unlikely to impossible that change will occur, since most people resist change at least to some extent. This conversation focuses on interventions designed to increase D, V, or F, while decreasing R.

Second, if any of the elements are missing (i.e., zero), the resulting product will be zero. Therefore, $D \times V \times F = 0$, which is not greater than resistance (R). This conversation is starker and addresses the issue of leaving out one of the elements, all together. For example, a leadership team might believe that they have created a compelling vision (V), yet left the strategic planning session without clear first steps (F); hence, the CEOs finds that vision is ineffective and the strategic plan is collecting dust.

A Case Example: World Cafe in South Africa

An information technology service center located in a sparsely populated city with few economic development opportunities faced a daunting challenge. The center's most important task was to keep their main customer's computers up and running. If an incident occurred that interrupted service, the number of incident free days was reset to zero. The number of days between resets was alarmingly low.

As a result, the client was unsatisfied, so unsatisfied that the contract was in jeopardy of being discontinued. That meant over 120 employees could lose their jobs. Management decided to launch a program titled *80 Days Around the World* in which they put up large banners, and held a braai (i.e., a cookout) announcing a mandated target of 80 incident free days. The program fell flat. Employees did not understand nor see the need for such a target, and five months later, nothing improved and attitudes worsened. The average number of incident free days was 8.94, with a low of zero and a high of 24 days. Perplexed, management decided to relaunch

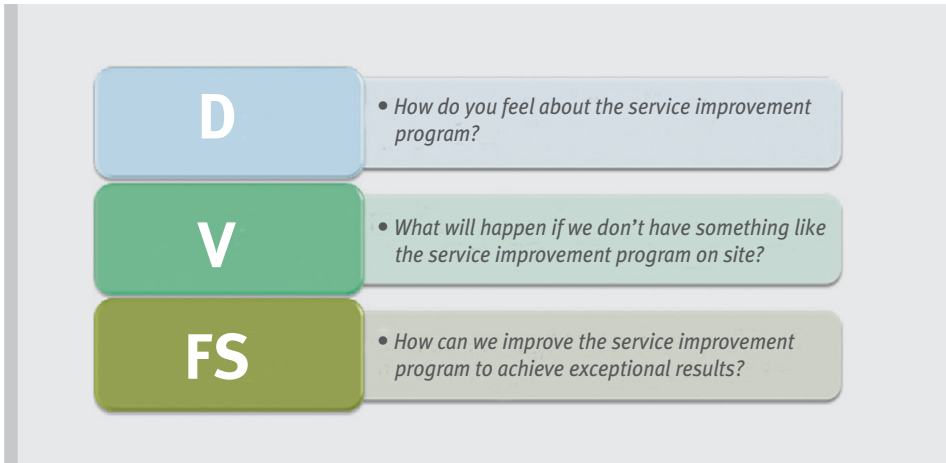


Figure 1. The Change Formula Applied to Questions in World Cafe

the program with bigger banners, t-shirts, fliers, and another braai.

In response, consultants to the company offered a different approach; one where Whole System Collaborative Change (WSCC), also referred to as large-group methods, would facilitate dialogue with employees based on the Change Formula (notice the S in Figure 1, which will be explained in the third generation discussion). Hesitantly, the director of the service center along with upper management agreed to a two hour session with all employees, leaving a small number of employees to manage operations (90 out of 120 participated). Facing the imminent loss of their client, they were out of options.

As mentioned, DVF can be the main focus for events, in which the collaborative methods are used with an “interdependent group of bodies forming a unified whole interacting under the influence of related forces” (Cady & Fleshman, 2012, p. 6). The methods use dialogue where the entire system is engaged in “creating itself anew,” shifting from imposing the change to collaboratively “crafting a transformation of the system by the system” (p. 6). Of the WSCC methods available, World Cafe was chosen as the intervention for this session (Holman, Devane, & Cady, 2007).

During the session, the employees formed into small groups to discuss the questions formulated around the formula. They first discussed the D question, rotating three times to tables with different participants. Next, they discussed the V

and then the F and S (together) in similar fashion, for a total of nine rotations (see Figure 1). Towards the end of the two hours, the manager was moved by the quality of the dialogue and solutions being identified.

He was so inspired that he formed a team of volunteers from the participants in the room to prioritize and coordinate the implementation. The organization saw results immediately. Attitude improved and, as shown in Figure 2, performance exceeded the expectations (Oelofse & Cady, 2012). The higher performance continued

beyond the 81-day mark shown in the study to more than 120 days and counting (Cady & Oelofse, 2014).

Third Generation: Longer-term Change Initiatives

Large-group methods were widely used in the 1990s. By 2001, management consultants found that clients became “more price sensitive and more inclined to seek out discounts” (Economist, 2002, para. 7). Large group events were viewed as easy cost cutting targets. The Change Formula was still being utilized; yet, interestingly, the use was more informal. Not much, if any, peer reviewed examination nor publication was offered. During the 2000s, the formula underwent two more changes that focused on WSCC, reflecting a move toward longer-term processes influenced by strength-based interventions.

Re-defining the D: A Strength-Based Approach

The D in the Change Formula has also been described as data and desire (Cady, Hine, Spalding, & Meenach, 2011), emphasizing the importance of connecting data to dissatisfaction and a resulting

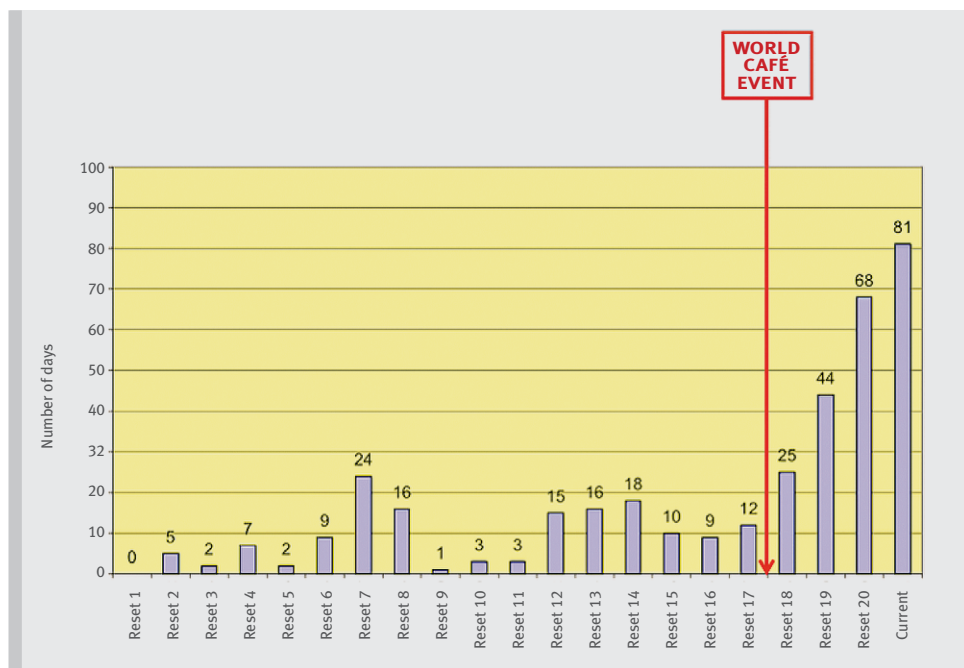


Figure 2. Trend of Incident Free Days (reprinted from Oelofse & Cady, 2012, page 83)

desire for change. Dissatisfaction does not necessarily mean unhappiness, as there are plenty of people who are satisfied being miserable. This shifts the focus toward positive psychology and the possibility that a desire (D) for change can be rooted in a strength-based conversation (Pascale, Sternin, & Sternin, 2010). As a result, a person can be happy and desire more or something different as a result of what is possible.

It allows for people to look outside the organization at events, developments,

and other interventions into longer-term change programs, represented by change road maps.

This focus on a road map for change compliments the first steps (F) by ensuring that they are realistic and achievable. The intention is for people in the system to have confidence that their actions will put them on the right path to achieving the collective vision. Desire (D) with no vision (V) or first steps (F) leads to a feeling of hopelessness and withdrawal of time and energy the next time they are invited to do

communication, 2014). Dannemiller would argue it was not possible to design an accurate road map because they always changed (Cady & Dannemiller, 1999).

Barbara Bunker would often say, “the best plans are meant to be deviated from” (S. Cady, personal communication, 2007). Inspired by her words, Cady proposed a similar iteration of the formula in that he saw the need for sustainability (S). One of the issues plaguing change efforts of all types is ensuring gains are made over time. Cady’s depiction of the formula is:

$$D \times V \times F \times S > R$$

“Teflon change” is all too familiar for many members of organizations, be they front line workers or CEOs. A common anecdotal complaint is that solid progress occurs for six months, even a year, before a slippery slope leads back to business as usual. There is a polarity, an ongoing oscillation between today’s reality and tomorrow’s possibilities. Robert Fritz (1989) described this as the creative tension that results in both believable and inspiring pictures of the future.

Sustaining the work following an event is particularly important, especially when there are a series of events engaging a widely dispersed organization. As a result, current WSCC practice is comprised of punctuated events scheduled a year or more into the future, ensuring that both accountability and support are built into the change work as part of change initiative. With the growth of project management (e.g., the PMBOK, ADKAR) over the past decade came increased focus on long-term initiatives and program management. Creating sustainability can take many forms though we propose that the most significant contribution of adding the S to the Change Formula is the addition of change road maps to an organization’s efforts. Change road maps guide decisions and actions, anywhere from a year through to three or more years.

A Case Example: Road Map for Rapid Growth

An international apparel retailer needed to rapidly expand its operations in Europe

By 2001, management consultants found that clients became “more price sensitive and more inclined to seek out discounts” . . . Large group events were viewed as easy cost cutting targets. The Change Formula was still being utilized; yet, interestingly, the use was more informal. Not much, if any, peer reviewed examination nor publication was offered. During the 2000s, the formula underwent two more changes that focused on WSCC, reflecting a move toward longer-term processes influenced by strength-based interventions.

and trends in the environment; asking such questions as, what is happening with competition, innovation, and best practices, both those inside and outside your industry? It also allows one to look at what is working in comparison with what is not working in the organization. What is underlying success in some efforts and why are others falling short? During a large group event, a consultant unfamiliar with the WSCC processes said, “I’ve never seen a system talking to itself before” (S. Cady, personal communication, 2014).

Adding the S: Sustaining Change Over Time

Concurrent with the tough economic times of the 2000s, leaders were asking the question, how do we sustain the hope, enthusiasm, and energy after a large-group event is over? As a result, firms utilizing WSCC methods moved beyond punctuated one-time events to using the formula as a guide in weaving a series of events

so. Following the paradigm shift witnessed in the punctuated events, there was a polarity of both support and accountability. People needed the knowledge, skills, and abilities to fulfill commitments they made during the event and they also wanted to be held accountable for making good on these agreements.

This led to conversations and debate among practitioners and scholars utilizing WSCC methods (Jacobs & McKeown, 1997; Cady & Dannemiller, 2000; Cady, 2008). Jacobs and McKeown (1997) proposed an additional variable beyond D, V, and F to reflect the shift in focus from events to change initiatives. They proposed C as *Capability* to change. This additional element opened the door to including the creation of systems, processes, structures, personal and team development, and other leverage points that would sustain the changes that large group events initiated. Around that time, Cady was working closely with Dannemiller. During that time, they would have long debates about designing change road maps (S. Cady, personal

Change Effort Roadmap

Purpose: To accelerate the effective implementation of the company's European Expansion Strategy.

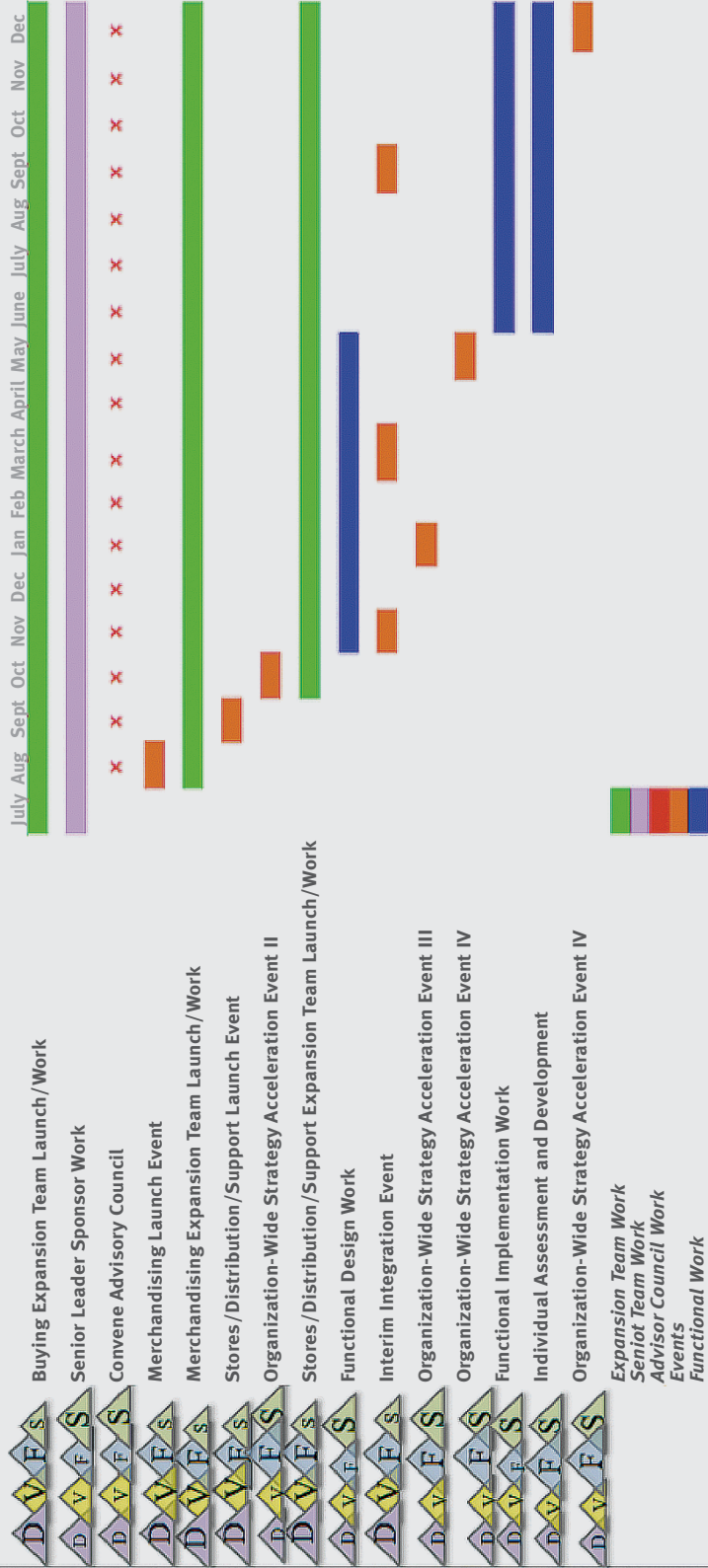


Figure 3. The Change Effort Road Map Seen Through the Lens of the Change Formula

to gain market share, enlarge its footprint, and gain efficiencies from this increased size. Changes required ranged from accelerating implementation of a *GrowFast* strategy to a redesigned structure and expanded leadership roles throughout the company. The long-standing feuds between merchandising and buying had to be replaced by a partnership-based relationship. A new *FlowFast* process to speed goods from manufacturing to market was also on the change agenda along with the launch of a European learning center to support ongoing development of all employees. Taken together this list of initiatives was a tall order. The need to accomplish it rapidly only added to the degree of difficulty.

Senior leaders and a team representing a microcosm of the organization planned the entire Real Time Strategic Change effort. The road map for this effort extended over 18 months (see Figure 3). The different streams of work are illustrated by the different colors on the chart. The elements of the Change Formula are on the left side of the road map. The larger icons mean that the corresponding stream of work primarily addressed these elements. The smaller icons are elements that were also addressed by a stream of work, but only secondarily.

The first two of four large group meetings focused on the D in the Change Formula. They raised awareness and understanding of why the new *GrowFast* strategy was needed, what it was, and changes that would be required to make it work. The third meeting combined the work of translating the vision (V) from a compelling picture of possibilities into specific actions with timelines, accountabilities, and measures of success (F). The fourth large group gathering led to a number of actions and initiatives aimed at sustaining gains made during the first three sessions (S). Participants in this meeting learned about a *FlowFast* management system that would embed better ways of doing business into daily work routines and practices. Ongoing planning and implementation work in each of the main areas of the business supplemented these large group meetings.

This same DVFS mantra was replicated within each of these streams of work, similar to the macro application of the formula to the overall road map. Successful new store openings in the UK and Germany, and a new country opening in Poland paved the way for the European Operations to be rewarded with additional funding from corporate to support the growth strategy. They achieved growth and implementation milestones ahead of schedule including the journey from identifying the need for a European learning center to its successful launch within six months.

The Future and Concluding Remarks

So, there you have it. We intentionally focused on the left-hand side of the equation and did not delve into resistance. The type of resistance reflected in the change formula does not represent every single type. That exploration will be left for future writing because contemporary researchers, especially positive organizational scholars, have identified an important part of resistance most often called positive deviance (Pascale, Sternin, & Sternin, 2010; Spreitzer & Sonenshein, 2003) that was outside the scope of this article.

It is important to emphasize that for the Change Formula, the key message is everyone's truth is truth. Everyone from the CEO down to the front line employees need to have a place within each variable DVFS or the model will not work. For example, if the top leaders do not acknowledge bottom-up problems publicly, it is not a true D. People tend to be in touch with their own perceptions while understanding little, or even caring about anyone else's.

Leaders and other organizational members alike have a firm grip on their own individual assumptions, experiences, and beliefs. To paraphrase Ackoff (1981), a pioneer in the field of Systems Thinking, everyone's world view is horribly distorted by being their own. Good work on the Change Formula means both being curious about what others can contribute to the collective understanding of each element and advocating for the value you add from your own point of view.

In closing, our intent was to provide an accurate picture of the organizational change model known as the Change Equation, The Formula for Change, and the Change Formula. With the help of Barry Stein, documentation now exists to clarify the formula's beginnings. Next, we documented iterations and some contributions over time. If you do not see your version of the Change Formula, fear not. We are not done writing; contact us, as we are eager to learn different forms and applications

It is important to emphasize that for the Change Formula, the key message is everyone's truth is truth. Everyone from the CEO down to the front line employees need to have a place within each variable DVFS or the model will not work. For example, if the top leaders do not acknowledge bottom-up problems publicly, it is not a true D. People are most often in touch with their own perceptions while understanding little, or even caring about anyone else's.

of the formula. Whether you are a scholar, practitioner, or both, using the formula, we encourage you to join us and continue building on the shoulders of those who have come before us.

References

- Ackoff, R. (1981). *Creating the corporate future: Plan or be planned for*. New York: John Wiley & Sons.
- Beckhard, R. (1975). Strategies for large system change. *Sloan Management Review*, 16(2), 43-55.
- Beckhard, R., & Harris, R.T. (1977). *Organizational transitions: Managing complex change* (1st ed.). Reading, MA: Addison-Wesley Publishing.
- Beckhard, R., & Harris, R.T. (1987). *Organizational transitions: Managing complex change* (2nd ed.). Reading, MA: Addison-Wesley Publishing.
- Behrendt, E. (1955). What really happened at Texas City. *Popular Science*, 166(4), 151-154, 268, 270.
- Bowling Green State University. (2008).

Change . . . or die. *Record of Progress: The Annual Report of the College of Business Administration at Bowling Green University*. Bowling Green, OH: Steven Cady.

- Cady, S.H., & Dannemiller, K. (1999). Whole System Transformation. Proceedings from a Conference at Benedictine University, Lisle, IL.
- Cady, S. H. (2011). Blended large-group, whole system collaboration & change events. Conference proceedings from

- the 2011 Organization Development Network Conference, Baltimore, MD.
- Cady, S.H., & Fleshman, K.J. (2012). Amazing change: Stories from around the world. *OD Practitioner*, 44(1), 3-9.
- Cady, S.H., Hine J., Spalding J., & Meenach J. (2011). Collaborative leadership: Using large group meetings to cause rapid change and breakthrough performance. In D. Warrick & J. Mueller (Eds.), *Lessons in leadership: Learn from real world cases* (pp. 153-163). Oxford, UK: RossiSmith Academic Publishing.
- Cady, S.H., & Oelofse, E. (2014). NEXUS for Change Webinar. The World Cafe in South Africa.
- Dannemiller Tyson Associates (1990). *Interactive strategic planning: A consultant's guide*. Ann Arbor, MI: Dannemiller Tyson Associates.
- Dannemiller, K., & Jacobs, R.W. (1992). Changing the way organizations change: A revolution in common sense. *Journal of Applied Behavioral Science*, 28(4), 480-498.
- Survey: How was it for you? (2002). *The Economist*, 362, 5-S6.

- Fritz, R. (1989). *Path of least resistance: Learning to become the creative force in your own life*. New York, NY: Ballantine Books.
- Helgesen, S. (1990). *The Female Advantage*. New York, NY: Doubleday.
- Holman, P., Devane, T., & Cady, S. (Eds.). (2007). *The change handbook* (2nd ed.). San Francisco, CA: Berrett-Koehler.
- Jacobs, R. W., & McKeown, F. (1997). Large group interventions: RTSC as the key to sustained change. Conference proceedings from the 1997 Large Group Interventions Conference, Dallas, TX.
- Lewin, K., Lippitt, R., & White, R.K. (1939). Patterns of aggressive behavior in experimentally created "social climates." *Journal of Social Psychology*, 10(2), 269-299.
- Lindaman, E., & Lippitt, R. (1980). *Building the collaborative community*. Washington DC: Development Publication.
- Morgan, M. (2010). Cultivation theory. In R.L. Jackson & M.A. Hogg (Eds.), *Encyclopedia of identity* (pp. 158-161). Thousand Oaks, CA: Sage Publications, Inc.
- Oelofse, E., & Cady, S.H. (2012). The World Cafe in South Africa: A case study on improving performance and commitment. *Organization Development Journal*, 30(1), 79-89.
- Pascale, R. T., Sternin, J., & Sternin, M. (2010). *The power of positive deviance: How unlikely innovators solve the world's toughest problems* (Vol. 1). Cambridge, MA: Harvard Business Press.
- Spreitzer, G. M., & Sonenshein, S. (2004). Toward the construct definition of positive deviance. *American Behavioral Scientist*, 47(6), 828-847.
- Wheatley, M. J., Tannebaum, R., Yardley, P. Y., & Quade, K. (2003). *Organization development at work: Conversations on the values, applications, and future of OD*. San Francisco, CA: John Wiley & Sons.

Steven H. Cady, PhD, serves on the Graduate Faculty at Bowling Green State University. He is the Director of the Institute for Organizational Effectiveness and served as Director of the Master of Organization Development Program. He has also been the Chief Editor for the *Organization Development Journal* and co-author of *The Change Handbook*. He is the founder of www.NEXUS4change.org—building a community of communities for Whole System Collaborative Change. He can be reached at steve@stevecady.com.

Robert "Jake" Jacobs, MSOD, is a consultant working with a broad base of collaborators around the world. He specializes in helping people and organizations claim the futures they deserve. Jacobs recently joined forces with Barry Johnson and Leslie DePol to form Polarity Partnerships. He is the President of Global Consulting Services. He is the author of *Real Time Strategic Change: How to Involve an Entire Organization in Fast and Far Reaching Change*, and co-author of *You Don't Have To Do It Alone*. He can be reached at jake@polaritypartnerships.com.

Ron Koller, MM, is a doctoral student at Capella University and a partner with Fenwick Koller Associates, a firm specializing in union-management success. He was mentored by, partnered with, and co-authored with Kathie Dannemiller. Koller's specialty is assessing change recipient responses to strategic organizational change. He is co-author of *Whole-Scale Change: Unleashing the Magic in Organizations*. He can be reached on his blog at www.ChangeManagementSuccess.com or at ron@changestudy.com.

John Spalding, MOD, is passionate about change and uses his experience to help organizations innovate leading edge ideas as a practicing Organization Development consultant. Spalding obtained his master's degree in Organization Development from Bowling Green State University and participated in the Dannemiller/Loup – Whole Systems Practicum in 2003. He has experience consulting, designing, and organizing logistics for a variety of large-scale change initiatives. He has taught at Owens Community College and is currently the editorial coordinator for the first interactive CourseBook on the *Principles of Management* (McGraw-Hill). He can be reached at spalding@sgendeavors.com.

Guidelines for Authors

Journal Information

The *OD Practitioner* (*ODP*) is published by the Organization Development Network. The purpose of the *ODP* is to foster critical reflection on OD theory and practice and to share applied research, innovative practice, and new developments in the OD field. The *ODP* welcomes articles by authors who are OD practitioners, clients of OD processes, Human Resource staff who have partnered with OD practitioners or are practicing OD, and academics who teach OD theory and practice.

Editorial Policy

The *ODP* is a peer reviewed journal. Two members of the *ODP* Review Board review each article and agree whether or not they will recommend the article for publication. The *ODP* Editor makes the final decision about which articles will be published.

Steps in the Review and Publication Process

1. Submit your proposal for an article or your article by email directly to the editor, John Vogelsang, at jvogelsang@earthlink.net. Please include with your article a 50–60 word biography covering your professional work, specific interest or expertise, educational background, and number of years in the profession. The deadlines for submitting articles are as follow:
 - Summer issue, April 1
 - Fall issue, July 1
 - Winter issue, October 1
 - Spring issue, January 1
2. Two members of the Review Board will review your article. Upon deciding it is acceptable for publication, one of them will email or call you with recommended changes. Once you have made the recommended changes you will work with the *ODP*

Editor to prepare your article for publication. Please be aware that there is no guarantee that your article, even if accepted at this stage, will appear in a particular issue.

3. If your article is accepted for publication you will be sent a PDF proof of the article for your final approval before publication. At this stage you may make only minor changes to the text. After publication, the Editor will send you a PDF of your article and of the complete issue of the *ODP* in which your article appears.

Preparing Your Article for Submission

Article Length

Articles are usually no more than 4,000 words.

Content

The *ODP* publishes applied research, theory and evidence based practice, innovative approaches, and case studies. Our readership seeks clarity about what does and does not work in the practice of organization development. Service to this audience is a key criterion for evaluating submissions.

Style

The *ODP* welcomes articles that:

- » clearly state the purpose and content of the article
- » present ideas logically and with clear transitions
- » reflect critically on issues related to the current practice of OD
- » include cases, illustrations, and practical applications
- » are lively and succinct
- » reference sources for ideas, theories, and practices
- » include section headings to help guide the reader
- » are gender-inclusive
- » avoid jargon and overly formal expressions
- » avoid self-promotion

While the Editor and Review Board members will work with each author to improve articles for publication, they will only accept submissions that are professionally written, according to current US English writing practices.

Citations and References

The *ODP* follows the guidelines of the *American Psychological Association Publication Manual* (6th edition). This style uses parenthetical reference citations within the text and full references at the end of the article. Please include the DOI (digital object identifier), if available, with references for articles in a periodical.

Graphics

Graphics that enhance an article are encouraged. The *ODP* reserves the right to resize graphics when necessary. The graphics should be in a program that allows editing. We prefer graphics to match the *ODP*'s three-, two-, or one-column, half-page or full-page formats. If you have questions or concerns about graphics or computer art, please contact the Editor.

Other Publications

The *ODP* publishes original articles, not reprints from other publications or journals. You may publish materials first published in the *ODP* in another publication as long as the publication gives credit to the *OD Practitioner*.

Policy on Self-Promotion

Although publication in the *ODP* is a way of letting the OD community know about your work, and is, therefore, good publicity, the purpose of the journal is to exchange ideas and information. Consequently, it is the policy of the OD Network to not accept articles that are primarily for the purpose of marketing or advertising the author's practice.

Reduce hidden costs. Develop human potential.

That is the power of SEAM, the Socio-Economic Approach to Management. Designed to harness both the social and economic aspects of an organization, the SEAM intervention process diagnoses and corrects organizational dysfunctions, reduces hidden costs (which 40 years of research show to be a minimum of \$28,000 per employee per year!) and increases employees' potential.

Want to learn the practice of SEAM and the theory behind it? Then our M.A. in SEAM is for you.

This unique program allows participants to learn the theory and practice of SEAM through a blended format of online and in-classroom instruction. Designed to accommodate students from anywhere, the *16-month program* features seven in-person weekend class sessions held at the University of St. Thomas in Minneapolis, Minn., *a week in Minneapolis in the spring and a week in Lyon, France, in October*. The next cohort starts January 2015.

For more information or to sign up for one of our programs contact:
John Conbere, Co-Director, SEAM International Institute
jpcnber@stthomas.edu | www.stthomas.edu/seam

Want to learn the practice of SEAM? Try our certificate program.

This non-credit program features *three classes held at the University of St. Thomas in Minneapolis, Minn., and one in Lyon, France*, as part of an international conference and a supervised practicum. Space is limited to 25 participants, so sign up now for the Summer 2015 cohort!

The logo for SEAM (Socio-Economic Approach to Management) features the letters 'S', 'E', and 'M' in a bold, dark blue font. The letter 'A' is replaced by three yellow triangles arranged in a triangular pattern.

OD Network Products and Services

Publications

- » *OD Practitioner*, the flagship publication of the OD Network, is a peer-reviewed quarterly journal.
- » *OD Seasonings* is an online journal highlighting the experience of seasoned practitioners.
- » *Practicing OD*, our online ezine, provides practice-related concepts, processes, and tools in short articles by and for busy practitioners.

All three publications and their submission guidelines are available online at <http://www.odnetwork.org>.

Member Benefits

Low annual dues provide members with a host of benefits:

- » Free subscriptions to all three of our publications.
- » Free access to online job ads in the OD Network Job Exchange.
- » Discounts on conference registration,

OD Network products (including back issues of this journal), Job Exchange postings, professional liability insurance, books from John Wiley & Sons, and more.

- » OD Network Member Roster, an essential networking tool, in print and in a searchable online database.
- » Online Toolkits on action research, consulting skills, and HR for OD—foundational theory and useful tools to enhance your practice.

Professional Development

OD Network professional development events offer cutting-edge theory and practice. Learn more at <http://www.odnetwork.org>.

- » OD Network Conferences, held annually, provide unsurpassed professional development and networking opportunities.
- » Regular webinars include events in the Theory and Practice Series,

Conference Series, and OD Network Live Briefs.

Online Resources

In addition to the online resources for members only, the OD Network website offers valuable tools that are open to the public:

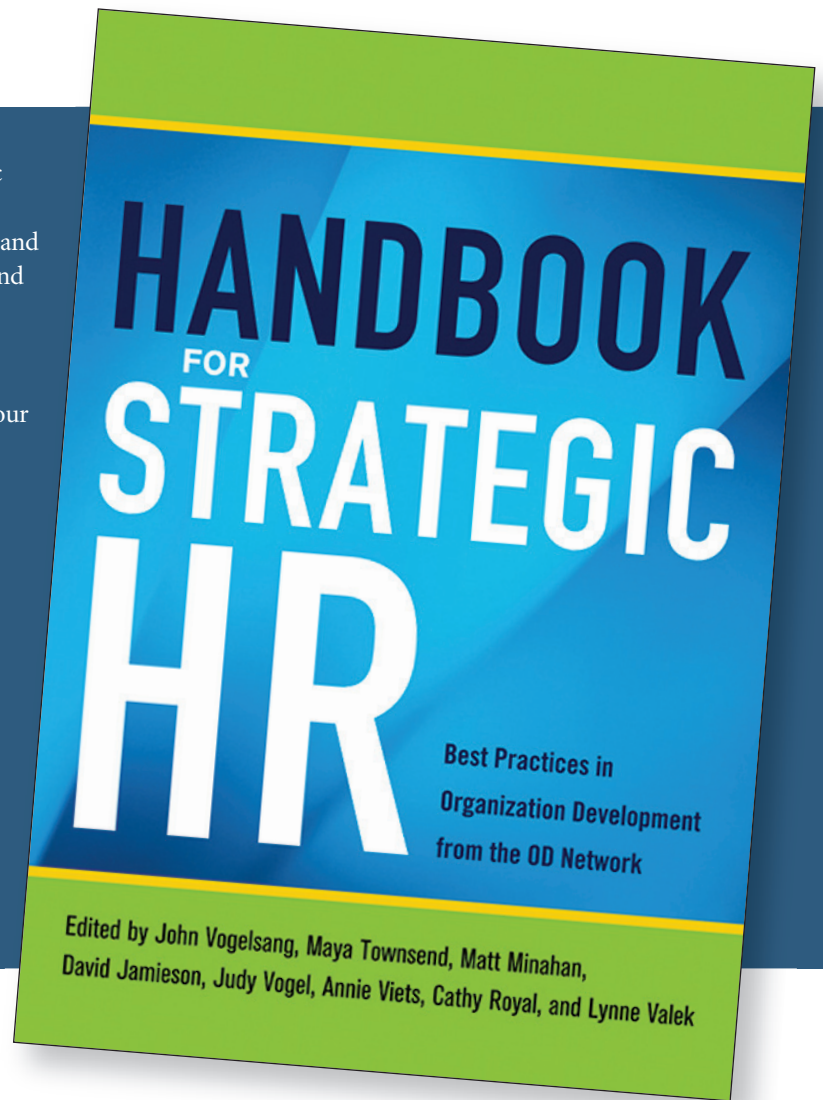
- » Education directory of OD-related degree and certificate programs.
- » Catalog of OD professional development and networking events.
- » Bookstore of titles recommended by OD Network members.
- » Links to some of the best OD resources available.
- » E-mail discussion lists that allow OD practitioners worldwide to share ideas.
- » Lists, with contact information, of regional and international OD networks.
- » Case studies illustrating the value of OD to potential client organizations.

Things are changing in the world of human resources.

Human Resource Management is changing. Moving beyond basic transactional functions, your role as an HR professional has now evolved to working with executives and managers to set priorities and guide change for your organization. Drawing upon the research and practice of seasoned Organization Development professionals, *Handbook for Strategic HR* collects articles found in the esteemed journal *OD Practitioner* to give you a full overview of the core knowledge and skills you need to play a trusted advisory role in your organization.

A compendium of the best thinking on the subject, *Handbook for Strategic HR* supplies you with methods to help you: see the big picture, think systemically, and strategically identify where best to foster change in your organization; team up with consultants and senior level staff in leading change projects; put employee engagement to practical use in the important work your organization is doing; operate effectively in cross-cultural and virtual working situations; and much more.

Featuring 78 articles containing creative approaches, practical tips, and proven methods that will help you add value to your company, *Handbook for Strategic HR* is the gold standard resource on the important topic of organizational development.



About the Editors:

OD PRACTITIONER is the quarterly journal of the Organization Development Network, an international association whose members are committed to practicing organization development as an applied behavioral science.

The *Handbook for Strategic HR* is edited by: John Vogelsang, Maya Townsend, Matt Minahan, David Jamieson, Judy Vogel, Annie Viets, Cathy Royal, and Lynne Valek

A compendium of the best thinking on the subject, *Handbook for Strategic HR* includes 78 articles from the renowned *OD Practitioner*. It introduces readers to core organization development strategies and skills, giving them creative approaches, practical tips, and proven methods to help them:

- See the big picture, think systemically, and strategically identify where best to foster change in their organization
- Team up with consultants and senior-level staff in leading a change project
- Put employee engagement to practical use and involve "minds, hearts, and hands" in the important work of the organization
- Operate effectively in cross-cultural and virtual working situations

Comprehensive and practical, this forward-thinking book enables readers to become key partners in leading their organizations forward.

ISBN: 978-0-8144-3249-5
Hardcover, \$60.00 US

AMACOM
THE BOOK PUBLISHING DIVISION OF
AMERICAN MANAGEMENT ASSOCIATION

Single copies available at your favorite online retailer or bookstore
Great discounts on bulk purchases, starting at 40%!
For details, call 1-800-250-5308 or email: SpecSlsWeb@amanet.org

PENN STATE | ONLINE



Master's Degree in Organization Development and Change— 100% Online!

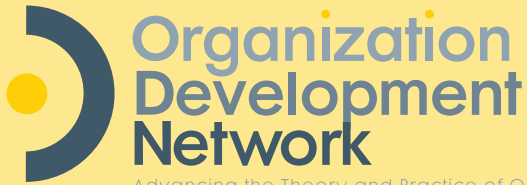
The ability to manage change is becoming a critical skill for leaders in all industries and sectors of the global economy.

- Advance your career with a respected credential
- Earn your master's degree online—on your schedule
- Receive the same diploma as our students do on campus



Stand out among your peers; apply today!

worldcampus.psu.edu/OD



Advancing the Theory and Practice of OD

330 North Wabash Avenue
Suite 2000
Chicago, IL 60611



ATTEND THE OD EDUCATIONAL AND NETWORKING EVENT OF THE YEAR

Registration is now open for the OD Network 2014 Annual Conference. Visit www.ODNetwork.org for the latest information about this year's conference tracks — *Change and Agility*; *Diversity and Culture*; and *Technology and Tools*.

REGISTER EARLY FOR THE BEST AVAILABLE RATES!

RECOGNIZE
TRANSFORM
ENERGIZE

OCTOBER 25-28, 2014
LOEWS PHILADELPHIA HOTEL
PHILADELPHIA, PA