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WHAT IS ORGANIZATION DEVELOPMENT?

LEARNING OBJECTIVES

In this chapter you will learn how to

- 1.1 Define organization development.
- 1.2 Discuss why organization development is important to today's organizations.
- 1.3 Identify the various forms that organization development can take and how it is practiced.
- 1.4 Describe what organization development is not and what makes it unique.

Think for a moment about the organizations to which you belong. You probably have many to name, such as the company where you work, a school, perhaps a volunteer organization, or a reading group. You are undoubtedly influenced by many other organizations in your life, such as a health care organization like a doctor's office or hospital, a church group, a child's school, a bank, or the local city council or state government. Using an expansive definition of organization, you could name your own family or a group of friends as an organization that you belong to as well. With just a few moments' reflection, you are likely to be able to name dozens of organizations that you belong to or that influence you.

Now consider an organization that you currently do not belong to, but one that you were dissatisfied with at some point in the past. What was it about that organization that made the experience dissatisfying? Perhaps you left a job because you did not have the opportunity to contribute in the way that you would have liked. Maybe it was a dissatisfying team atmosphere, or you were not appreciated or recognized for the time and energy that you dedicated to the job. It could have been a change to your responsibilities, the team, or the organization's processes. You may have felt a lack of inclusion, disrespected, or marginalized because of some aspect of your identity. Some people report that they did not feel a larger sense of purpose at work, they did not have control or autonomy over their work, or they did not find an acceptable path to growth and career development. Perhaps you've witnessed or been part of an organization that has failed for some reason. Perhaps it went out of business or it disbanded because it could no longer reach its goals.

You've likely had some excellent experiences in organizations, too. You may have had a job that was especially fulfilling or where you learned a great deal and coworkers became good friends. Maybe your local volunteer organization helped a number of people through organized fundraisers or other social services activities. Perhaps you joined or started a

local community group to successfully campaign against the decision of your local city council or school board.

All of this is to demonstrate what you already know intuitively, that we spend a great deal of our lives working in, connected to, and affected by organizations. Some of these organizations function quite well, whereas others struggle. Some are quite rewarding environments in which to work or participate, but in others, organizational members are frustrated, neglected, and disengaged.

The purpose of this book is to introduce you to the field of organization development, an area of academic study and professional practice focused on making organizations better—that is, more effective and productive and at the same time more rewarding, satisfying, and engaging places in which to work and participate. By learning about the field of organization development and the process by which it is conducted, you will be a more effective change agent inside the organizations to which you belong.

ORGANIZATION DEVELOPMENT DEFINED

Organization development (OD) is an interdisciplinary field with contributions from business, industrial/organizational psychology, human resources management, communication, sociology, and many other disciplines. Not surprisingly, for a field with such diverse intellectual roots, there are many definitions of organization development. Definitions can be illuminating, as they point us in a direction and provide a shared context for mutual discussion, but they can also be constraining, as certain concepts are inevitably left out, with boundaries drawn to exclude some activities. What counts as OD thus depends on the practitioner and the definition, and these definitions have changed over time. In a study of 27 definitions of organization development published since 1969, Egan (2002) found that there were as many as 60 different variables listed in those definitions. Nonetheless, there are some points on which definitions converge.

One of the most frequently cited definitions of OD comes from Richard Beckhard (1969), an early leader in the field of OD:

Organization development is an effort (1) *planned*, (2) *organizationwide*, and (3) *managed from the top*, to (4) increase *organization effectiveness* and *health* through (5) *planned interventions* in the organization's "processes," using *behavioral-science* knowledge. (p. 9)

Beckhard's definition has many points that have survived the test of time, including his emphasis on organizational effectiveness, the use of behavioral science knowledge, and the inclusion of planned interventions in the organization's functions. Some critique this definition, however, for its emphasis on planned change (many organizational changes, and thus OD efforts, are in response to environmental threats that are not so neatly planned) and its emphasis on the need to drive organizational change through top management. Many contemporary OD activities do not necessarily happen at the top management level, as increasingly organizations are developing less hierarchical structures.

A more recent definition comes from Burke and Bradford (2005):

Based on (1) a set of values, largely humanistic; (2) application of the behavioral sciences; and (3) open systems theory, organization development is a system-wide process of planned change aimed toward improving overall organization

effectiveness by way of enhanced congruence of such key organizational dimensions as external environment, mission, strategy, leadership, culture, structure, information and reward systems, and work policies and procedures. (p. 12)

Finally, I offer a third:

Organization development is the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavioral science knowledge.

These definitions include a number of consistent themes about what constitutes organization development. They propose that an outcome of OD activities is organizational effectiveness. They also each stress the applicability of knowledge gained through the social and behavioral sciences (such as sociology, business and management, psychology, and more) to organizational settings.

MAKING THE CASE FOR ORGANIZATION DEVELOPMENT

Perhaps the point on which most definitions agree is that the backdrop and purpose of organization development is change. As you have no doubt personally experienced, large-scale organizational change is rarely simple and met without skepticism. As Peter Senge and colleagues (1999) write, “Most of us know firsthand that change programs fail. We’ve seen enough ‘flavor of the month’ programs ‘rolled out’ from top management to last a lifetime” (p. 6). Because of its impact on the organizational culture and potential importance to the organization’s success, organizational change has been a frequent topic of interest to both academic and popular management thinkers. With change as the overriding context for OD work, OD practitioners develop interventions so that change can be developed and integrated into the organization’s functioning. Significant changes today are facing organizations and their teams and individual employees.

To become effective, productive, and satisfying to members, organizations need to change. It will come as no surprise to any observer of today’s organizations that change is a significant part of organizational life. Change is required at the organizational level as customers demand more, technologies are developed with a rapidly changing life cycle (especially high-tech products; Wilhelm, Damodaran, & Li, 2003), and investors demand results. As Rita McGrath (2013) writes, “Music, high technology, travel, communication, consumer electronics, the automobile business, and even education are facing situations in which advantages are copied quickly, technology changes, or customers seek other alternatives and things move on” (p. 7). This requires that organizations develop new strategies, economic structures, technologies, organizational structures, and processes.

Change is required of team members, who now are likely to work virtually in collaboration with members from around the globe. Cultural differences, changes in communication technologies, and a changing diverse workforce all combine to complicate how team members work together. Role conflict and confusion in decision processes and decision authority are common when members who have never worked together are thrown into an ad hoc team that is responsible for rapid change and innovation.

Change is also required of individuals. Employees learn new skills as jobs change or are eliminated. Organizational members are expected to quickly and flexibly adapt to the newest direction. Best-selling business books such as Spencer Johnson’s *Who Moved My*

Cheese? teach lessons in ensuring that one's skills are current and that being comfortable and reluctant to adapt is a fatal flaw. Leaders today need to adapt to matrix organizational structures and new participative styles of leadership rather than old hierarchical patterns and command and control leadership (Holbeche, 2015). For organizational members, change can be enlightening and exciting, and it can be hurtful, stressful, and frustrating.

Whether or not we agree with the values behind “change as a constant,” it has become the defining characteristic of the current era in organizations. Becoming competent at organizational change is a necessary and distinguishing characteristic of successful organizations (Lawler & Worley, 2006).

There are, however, more and less effective ways to manage change. Creating and managing change in order to create higher-performing organizations in which individuals can grow and develop is a central theme of the field of OD. When we speak of organization development, we are referring to the management of certain kinds of these changes, especially how people implement and are affected by them.

WHAT ORGANIZATION DEVELOPMENT LOOKS LIKE

It may be easiest to understand what organization development is by understanding what forms it takes and how it is practiced. The following are five examples of published case studies of OD in action.

Example 1: Increasing Employee Participation in a Public Sector Organization

In the Republic of Ireland, a special initiative aimed to reduce bureaucracy in the public sector to gain efficiency, improve customer service, and improve interdepartmental coordination (O'Brien, 2002). Many programs of this type have been launched in other organizations as top-down mandates from senior management, causing frustration and decreased commitment among staff members who resisted the mandated changes.

One department wanted to do things differently. The offices were in the division of Social Welfare Services, a community welfare organization of 4,000 employees. Two Dublin offices (50 employees each) became the focus of this case. These offices chose to involve employees in the development of an initiative that would improve working conditions in the department as well as increase the employees' capacity for managing changes. A project steering team was formed, and it began by administering an employee survey to inquire about working relationships, career development, training, technology, and management. Follow-up data gathering occurred in focus groups and individual interviews. The tremendous response rate of more than 90% gave the steering team a positive feeling about the engagement of the population, but the results of the survey indicated that a great deal of improvement was necessary. Many employees felt underappreciated, distrusted, and not included in key decisions or changes. Relationships with management were also a concern as employees indicated few opportunities for communication with management and that jobs had become routine and dull.

The steering team invited volunteers (employees and their management) to work on several of the central problems. One team worked on the problem of communication and proposed many changes that were later implemented, including a redesign of the office layout to improve circulation and contact among employees. As the teams

continued discussions, they began to question standard practices and inefficiencies and to suggest improvements, eventually devising a list of almost 30 actions that they could take. Managers listened to employee suggestions, impressed by their insights. As one manager put it, “I have learned that a little encouragement goes a long way and people are capable of much more than given credit for in their normal everyday routine” (O’Brien, 2002, p. 450).

The joint management–employee working teams had begun to increase collaboration and interaction among the two groups, with each reaching new insights about the other. As a result of the increased participation, “There appeared to be an enhanced acceptance of the change process, coupled with demands for better communications, increased involvement in decision making, changed relationships with supervisors and improved access to training and development opportunities” (O’Brien, 2002, p. 451).

Example 2: Senior Management Coaching at Vodaphone

Vodaphone is a multibillion-dollar global communications technology company headquartered in the United Kingdom and was an early leader in the mobile telephone market (Eaton & Brown, 2002). Faced with increasing competition, the company realized that in order to remain innovative and a leader in a challenging market, the culture of the organization would need to adapt accordingly. Specifically, senior management realized that its current “command and control” culture of blame and political games would hinder the collaboration and mutual accountability needed to succeed in a competitive environment. Instead, the company wanted to encourage a culture of empowered teams that made their own decisions and shared learning and development, speed, and accountability.

Several culture initiatives were implemented, including the development of shared values, the introduction of IT systems that shared and exchanged information across major divisions that had hindered cross-functional learning, and the establishment of teams and a team-building program.

To support the initiatives and encourage a new, collaborative management style, Vodaphone implemented a leadership coaching program. Top managers attended the program to learn skills in conducting performance reviews, helping employees set goals, and coaching teams. Following the program, managers had one-on-one coaching sessions with a professional coach who worked with participants to help them set coaching goals and reflect on how successfully they were able to implement the skills learned in the program.

As a result of the program, managers began to delegate more as teams started to solve problems themselves. Teams began to feel more confident in their decisions as managers trusted them. Eaton and Brown (2002) attribute several subsequent company successes to the program, noting that it was critical that the coaching program was integrated with the other culture change initiatives that it supported. “Cultural change takes time,” they note, and “traditional attitudes to management do not die away overnight” (p. 287). However, they point out that a gradual evolution took place and the new cultural values are now the standard.

Example 3: Team Development in a Cancer Center

As we vividly learned during the COVID-19 pandemic, health care workers who have the challenge of caring for critically ill patients experience stress, emotional exhaustion, and burnout at very high rates compared with workers in other fields. Without social support

from friends or other coworkers, many workers seek to leave the field or to reduce hours to cope with the emotional exhaustion of such a demanding occupation. Consequently, many researchers have found that health care workers in particular need clear roles, professional autonomy, and social support to reduce burnout and turnover.

In one Canadian cancer center (Black & Westwood, 2004), a senior administrator sought to address some of these needs by creating a leadership team that could manage its own work in a multidisciplinary team environment. Team members would have professional autonomy and would provide social support to one another. Leaders volunteered or were chosen from each of the center's main disciplines, such as oncology, surgery, nursing, and more. Organization development consultants were invited to lead workshops in which the team could develop cohesive trusting relationships and agree on working conditions that would reduce the potential for conflict among disciplines.

In a series of three 2-day workshops over 3 months, the team participated in a number of important activities. Members did role-play and dramatic exercises in which they took on one another's roles in order to be able to see how others see them. They completed surveys of their personal working styles to understand their own communication and behavior patterns. The team learned problem-solving techniques, they clarified roles, and they established group goals.

Three months after the final workshop was conducted, the facilitators conducted interviews to assess the progress of the group. All of the participants reported a better sense of belonging, a feeling of trust and safety with the team, and a better understanding of themselves and others with whom they worked. One participant said about a coworker, "I felt that [the workshops] connected me far differently to [a coworker] than I would have ever had an opportunity to do otherwise, you know, in a normal work setting" (Black & Westwood, 2004, p. 584). The consultants noted that participants wanted to continue group development on an ongoing basis.

Example 4: A Long-Term Strategic Change Engagement

ABA, a German trading company with 15,000 employees, embarked on a major strategic change initiative driven by stiff competition (Sackmann, Eggenhofer-Rehart, & Friesl, 2009). A global expansion prompted the company to reorganize into a three-division structure. A decentralized shared services model, comprising 14 new groups, was created for administrative departments that would now support internal divisions. To support the culture of the new organization, executives developed a mission and vision statement that explained the company's new values and asked managers to cascade these messages to their staffs. This effort was kicked off and managed from the top of the organization.

The director of the newly formed shared services centers contacted external consultants, suspecting that a simple communication cascade to employees would not result in the behavioral changes needed in the new structure. The new administrative groups would have significant changes to work processes, and the lead managers of each of the 14 new groups would need assistance to put the new values and beliefs into practice. The consultants proposed an employee survey to gauge the beliefs and feelings of the staff and to provide an upward communication mechanism. Survey results were available to managers of each center, and the external consultants coached the managers through an interpretation of the results to guide self-exploration and personal development. Internal consultants worked with the managers of each of the new centers to facilitate a readout of the survey results with employees and take actions customized to the needs of each group.

Consultants conducted workshops for managers to help them further develop personal leadership and communication skills, topics that the survey suggested were common areas in need of improvement across the management team. Over a period of 4 years, the cycle was repeated, using variations of the employee survey questions, a feedback step, and management development workshops covering new subjects each time.

Interviews and surveys conducted late in the process showed that employees had a positive feeling about change in general. Leaders reported noticing a more trusting relationship between employees and their managers characterized by more open communication. Center managers took the initiative to make regular and ongoing improvements to their units. Sackmann and colleagues (2009) noted the need for a major change like this one to include multiple intervention targets. This organization experienced “changes in strategy, structure, management instruments, leadership, employee orientation, and the organization’s culture context” (p. 537), which required a broad set of surveys, coaching, and workshops to support. “These change supporting activities helped implement the change with lasting effect” (p. 537), they conclude.

Example 5: Global and Virtual Collaboration During the COVID-19 Pandemic

In May 2020, students in a university OD program in the United States were scheduled to travel internationally to complete a consulting practicum assignment as a part of their final graduation requirements. Unfortunately, it became clear in the months prior that the project would be cancelled due to the inability to travel to the consulting site during the COVID-19 pandemic. A new consulting project arrangement was developed between the U.S. university and a partner university in South Africa. The partner university introduced the U.S. students to six client businesses in South Africa that would be willing to participate in a virtual, global consulting project that none of the parties had undertaken before. To that point, students and faculty were more familiar with consulting in face-to-face relationships. The faculty later reflected that “the activities leading up to and during the delivery of the practicum provided an opportunity to study the development of trust across cultures, time zones, groups, and organizations” (Worley, Loftis, Scheepers, Nichols, & Parcels, 2022, pp. 718–719).

Trust became an especially significant factor in the success of the consulting work. In a unique transorganizational system like this one involving multiple organizations and a novel situation, action learning provides the opportunity for participants to act and reflect. Clients wondered if they could trust students with confidential data about their organizations. Both the students and consulting partners had to develop trust in an uncertain environment by being vulnerable with one another and taking small risks to test trustworthiness. Doing so in a virtual environment often meant challenges with observing nonverbal cues or not having the extended interaction time to build trust that would have been the case with a physical site visit. Each group’s self-disclosures, personal stories, and making (and fulfilling) commitments to one another strengthened the trust over the course of each subsequent meeting.

As broad global and social problems such as homelessness, climate change, and racial inequality involve multiple stakeholders and organizations, action learning and trust formation practices become critical linchpins in the process of social change. The researchers conclude that “In a world where trust is flagging, action learning not only holds the promise of helping to solve some of the grand challenges facing governments, organizations,

and citizens but of mending broken relationships and re-establishing a social fabric of respect and trust” (Worley et al., 2022, p. 747).

As you can see from this and the previous examples, OD is concerned with a diverse variety of issues to address problems involving organizations, teams, and individuals. OD is also conducted in a diverse variety of organizations, including federal, state, and local governments (which are among the largest employers in the United States, according to the U.S. Bureau of Labor Statistics); public sector organizations around the world; health care organizations; educational settings; and nonprofit and private enterprises. Interventions can involve a single individual, a small team (such as the cancer center team described earlier), multiple teams, or a whole organization. It can also consist of multiple targets of change, such as in the Vodaphone initiative that involved not only large-scale culture change but also the implementation of teams and individual coaching. OD can also deal with multiorganization efforts, such as in the case of the two universities and their clients, or it can involve multiple national governments. The target of change can be something as seemingly simple as increasing employee involvement or developing coworker relationships, or it can be as potentially complex as creating the vision or strategy of an entire organization or a global, virtual consulting project.

WHAT ORGANIZATION DEVELOPMENT IS NOT

Despite this seemingly expansive definition of what organization development is and what issues and problems it addresses, it is also limited. OD is not any of the following.

Management Consulting

OD can be distinguished from management consulting in specific functional areas such as finance, marketing, corporate strategy, or supply chain management. It is also distinguished from information technology applications. Yet OD is applicable to any of these areas. When organizations attempt a conscious change, whether it involves implementing a new IT system; making changes in strategy, goals, or direction; or adapting to a new team leader, OD offers relevant processes and techniques to make the change function effectively. An OD practitioner would not likely use expertise in one of these content areas (for example, best practices in financial structures of supplier relationships or contemporary marketing analysis) to make recommendations about how an organization does this activity. Instead, an OD practitioner would be more likely to assist the organization in implementation of the kinds of changes that management consultants would advise them to make. Thus, OD makes a distinction between partnerships with a client where the consultant offers content advice and those where the consultant offers process advice. Consulting where the practitioner offers content advice falls under the heading of management consulting, whereas OD offers consultation on the process used to reach a desired goal. Most management consulting also is not based on OD’s set of foundational values (a topic that we will take up in detail in Chapter 3). In Chapter 5 we will discuss OD consulting in particular and differentiate it from management consulting activities with which you may be familiar.

Training and Development

While individual and organization learning is a part of OD and a key value we will discuss in a later chapter, OD work is not confined to training activities. OD is not generally the context in situations in which learning is the sole objective, such as learning a

new skill, system, or procedure. OD deals with organizational change efforts that may or may not involve members of the organization needing to learn specific new skills or systems. Many training and development professionals are gravitating toward OD to enhance their skills in identifying the structural elements of organizations that need to be changed or enhanced for training and new skills to be effective. Other aspects of the training and development profession, however, such as needs assessment, course development, the use of technology, or on-the-job training, are not central to the job of the OD practitioner.

In addition, most training programs are developed for a large audience, often independent of how the program would be applied in any given organization. While some OD interventions do incorporate training programs and skill building, OD is more centrally concerned with the systemic context that would make a training program successful, such as management support, job role clarification, process design, and more. As Burke (2008) writes, “Individual development cannot be separated from OD, but to be OD, individual development must be in the service of or leverage for system-wide change, an integral aspect of OD’s definition” (p. 23).

Short Term

OD is intended to address long-term change. Even in cases in which the intervention is carried out over a short period (such as the several-day workshops conducted at the cancer center described earlier), the change is intended to be a long-term or permanent one. OD efforts are intended to develop systemic changes that are long lasting. In the contemporary environment, in which changes are constantly being made, this can be particularly challenging.

The Application of a Toolkit

Many OD practitioners speak of the OD “toolkit.” It is true that OD does occasionally involve the application of an instrumented training or standard models, but it is also more than that. To confuse OD with a toolkit is to deny that it also has values that complement its science and that each OD engagement has somewhat unique applications. As Feyerherm and Worley (2008) write,

Too many clients ask, “How do I do x?” or “What tools are available to change y?” and too many OD practitioners, in an effort to be helpful, give the client what they want instead of what they need. The “tool” focus ignores assessment and risks, providing a band-aid in organizations without attacking core problems. (p. 4)

Students of OD who seek out tools without being knowledgeable about the OD process and the reasons for the use of the tools are likely to find themselves having learned how to use a hammer and enthusiastically go around looking for nails (only to realize that not every problem looks like the same nail). As Schein (1999) puts it,

Knowledge of many different kinds of interventions does not substitute for the knowhow of sensing what is needed “right now.” . . . In fact, having a skillset of interventions “at the ready” makes it harder to stay in the current reality because one is always looking for opportunities to use what one believes oneself to be good at. (p. 245)

OD is more than a rigid procedure for moving an organization, team, or individual from point A to point B. It involves being attuned to the social and personal dynamics of the client organization that usually require flexibility in problem solving, not a standardized set of procedures or tools. In Chapter 3 we will discuss the values that underlie OD to better understand the fundamental concepts that explain how and why OD practitioners make the choices they do.

WHO THIS BOOK IS FOR

This book is for students, practitioners, and managers who seek to learn more about the process of organizational change following organization development values and practices. We will use the term *organization development*, as most academic audiences prefer, over the term *organizational development*, which seems to dominate spoken and written practitioner communication. We will also refer to the *organization development practitioner*, *consultant*, and *change agent* in this book as a single general audience, because these terms emphasize that OD is practiced by a large community that can include more than just internal and external paid OD consultants.

OD includes (and the book is written for) anyone who must lead organizational change as a part of his or her role. With the magnitude and frequency of organizational change occurring today, this encompasses a wide variety of roles and is an increasingly diverse and growing community. The OD practitioner can include the internal or external organization development consultant, but also managers and executives; human resources and training professionals; quality managers; project managers and information technology specialists; educators; health care administrators; directors of nonprofit organizations; leaders in state, local, and federal government agencies; and many more. We will also more frequently discuss *organizational members* than employees, which is a more inclusive term that includes volunteers in nonprofit groups and others who are connected to organizations but may not have an employment relationship with them. The term also is intended to include not just leaders, executives, and managers but also employees at all levels.

OVERVIEW OF THE BOOK

This book provides an overview of the content of organization development, including theories and models used by change agents and OD practitioners. It also explores the process by which OD is practiced. The objective of the book is to acquaint you with the field of OD and the process of organization development consulting. The goal is to develop your analytic, consulting, and practitioner skills so that you can apply the concepts of OD to real situations. We will simulate these consulting situations through detailed case studies in which you will be able to immediately practice what you have learned in the chapter.

Chapters 2 through 5 will explore the foundations of the field, including its history, values, and an overview of the key concepts and research in organizational change. In these chapters you will learn how OD began as a field, how it has evolved over the past decades, and how most practitioners think of the field today. In Chapter 3 we will discuss the underlying values and ethical beliefs that influence choices that practitioners must make in working with clients. Chapter 4 provides a foundation in research into organizational change from a systems perspective, a common way of thinking about organizations.

We will also discuss a social construction perspective on organizational change. In this chapter you will be exposed to models of organizational systems and organizational change that have influenced the development of many OD interventions. In Chapter 5 we will define the role of the OD consultant, differentiating the OD consultant from other kinds of consultants, and describing the specific advantages and disadvantages to the OD consultant when the consultant is internal or external to the organization.

Beginning with Chapter 6, the book follows an action research and consulting model (entry, contracting, data gathering, data analysis/diagnosis, feedback, interventions, and evaluation). We will discuss the major actions that practitioners take in each of these stages and describe the potential pitfalls to the internal and external consultant. Chapter 6 describes the early stages of the consulting engagement, including entry and contracting. You will learn how a consultant contracts with a client and explores what problems the client is experiencing, how those problems are being managed, and how problems can be (re)defined for a client. In Chapter 7 we will cover how practitioners gather data, as well as assess the advantages and disadvantages of various methods for gathering data about the organization. Chapter 8 describes what OD practitioners do with the data they have gathered by exploring the dynamics of the feedback and joint diagnosis processes. This stage of the consulting process is especially important as it constitutes the point at which the client and consultant define what interventions will best address the problems that have been described.

Chapter 9 begins by describing the most visible aspect of an OD engagement—the intervention. We will discuss the components of interventions and describe the decisions that practitioners must make in grappling with how to structure them for maximum effectiveness. Chapters 10 through 13 address the traditional OD practices with which most practitioners ought to be familiar, including interventions such as organization design, strategic planning, quality interventions, team building, survey feedback, individual instruments, and coaching and mentoring. These chapters also incorporate practices such as appreciative inquiry, future search, and Six Sigma. These interventions are organized according to the target of the intervention, whether it be the whole organization, multiple groups, single groups, or individuals. In Chapter 14 we will conclude our discussion of the OD process by exploring how organization development practitioners separate themselves from client engagements and evaluate the results of their efforts. In Chapter 15 we will examine the practice of OD in different cultures and geographies by discussing how globalization impacts organization development. The book concludes in Chapter 16 with a discussion of the future of OD, where we will discuss the applicability and relevance of OD to contemporary organizations, given trends in employee expectations, the changing nature of work, and organizational environments.

Following trends in the corporate world, ethical issues in OD are gaining the attention of academics, clients, and practitioners. While we will discuss values and ethics in Chapter 3, rather than leave ethical dilemmas to that chapter alone, we will also discuss ethical issues in organization development at relevant points throughout the book, when appropriate for the stage in the OD process being described.

Many chapters begin with an opening vignette and thought questions to set the stage for the topics covered in those chapters. Some of these vignettes present published case studies of successful and unsuccessful OD efforts. As you read the vignette and the chapter, consider what factors made the case more or less successful and what lessons the practitioner may have learned from the experience. You may wish to find the published case and

read it for additional details not presented in the vignette. Reading published cases can help you develop a deeper appreciation for the complexities of OD work and learn from the successes and struggles that others have experienced. At the end of each chapter you will find questions for discussion, exercises, activities, and/or role-play simulations that can help you develop your OD skills through realistic scenarios where you can practice in a safe environment.

ANALYZING CASE STUDIES

The case studies included in this book are intended to help you learn the role and thought process of an OD consultant or change agent through realistic examples. By reading and analyzing case studies, you will actively participate in applying the theory and concepts of OD to complex, real-life situations that consultants find themselves in every day. These cases are all based in practitioners' real experiences—names and some details have been changed to protect the client's and practitioner's anonymity. You will not find the organization's real name mentioned here, because these cases are more about your ability to apply the concepts to the situation being presented and less about being distracted by knowing that the client was at Amazon or Google.

By stepping into a practitioner's shoes, you will be challenged to make the tradeoffs and choices that managers and consultants are asked to make. The cases will help you develop the problem-solving and critical-thinking skills that are central to the value that a practitioner brings to a client. Ideally, you can discuss these cases with others who have analyzed them as well, and together you can identify the central issues in the cases and debate the most appropriate response. In this way, you will be assimilating knowledge that you have about organizations, change, human dynamics, and the concepts and theories of OD. You will learn the logic behind the choices that managers and practitioners make, and you will gain practice in making your thought processes explicit. The cases in the book will build on one another in complexity, so you will need to integrate what you have learned from previous chapters as you analyze each case.

The case studies in this book are written as mini-plays or scenes to provide a richly detailed scenario in which you can imagine yourself playing a part, in contrast to many commonly published case studies in which a few short paragraphs provide all of the detail available for analysis. Since a good deal of OD and change management involves noticing and responding to the human and relational dynamics of a situation in addition to the task and content issues, the scenes in this book provide both in order to give you practice in becoming an observer of people during the process of organizational change. The cases in this book also are situated in a number of diverse types of organizations in which OD is practiced, including educational environments, health care and nonprofit organizations, and for-profit businesses. Each of these types of organizations brings with it unique challenges and opportunities for the OD practitioner.

Each case provides a slice of organizational life, constructed as a brief scene in which you can imagine yourself playing a part, but which will require your conscious thinking and reflection. Cases present situations with many options. As Ellet (2007) writes, "A case is a text that refuses to explain itself" (p. 19). It requires you to take an active role to interpret it and discover its meaning. Fortunately, unlike the passage of time in real life, in written cases time is momentarily paused to give you the chance to consider a response.

While you do not have the opportunity to gather additional data or ask questions of participants, you do have the ability to flip back a few pages, read the situation again, and contemplate. You can carefully consider alternate courses of action, weigh the pros and cons of each, and clarify why you would choose one option over another.

As a result of having to make these choices, you will hone your ability to communicate your rationale for your decisions. Classmates will make different choices, each with his or her own well-reasoned rationales. Through discussion you will sharpen your ability to solve problems, understanding the principles behind the decisions that you and your classmates have made. You will learn about how your own experiences shape your assumptions and approaches to problems. You will be challenged to develop your skills to provide evidence for your reasoning, defend your analyses, and explain your thinking in clear and concise ways for fellow practitioners and clients alike. You may find that these discussions prompt you to change your mind about the approach you would take, becoming convinced by a classmate's well-reasoned proposal, or you may find that your reasoning persuades others that your approach has the greater advantages.

Regardless, you will learn that there is no single right answer at the back of the book or to be shared by your instructor after you have struggled. For some of the cases in this book, your instructor may share with you what happened after the case concluded. This information may provide support for the approach you would have taken, or it may make you think that your approach was incorrect. Instead of seeking the right or wrong answer, however, asking yourself whether your proposal was well reasoned given the circumstances is more important than knowing the exact outcome of the case. While you have the opportunity to do so, use the occasion of the case study and the discussion to play with various alternatives. Here, the process may be more important than the outcome.

The following tips will help you get started with case study analysis:

1. Read the entire case first, and resist the temptation to come to any conclusions the first time you read it. Allow yourself to first gather all of the relevant data about the situation before you propose any solutions or make any judgments about what is happening or what the client needs to do.
2. Use the tools and methods outlined in each chapter to help you think through the issues presented by the case. You will find worksheets, models, principles, and outlines that can assist you in identifying and categorizing problems, selecting and prioritizing interventions, and organizing ideas to respond to the client. Use charts and diagrams to map out organizational structures and underline key phrases and issues. Write questions that come to mind in the margins. Read the case multiple times to ensure that you have not missed a key detail that would indicate to a client that you had not been paying close attention.
3. Realize that like real life, case studies contain many extra details and describe multiple issues. Organizational life is messy and complex, and not all of these details are helpful or necessary to the consultant or change agent. A consultant helping a team redefine roles and responsibilities may be doing so in an environment in which the company has acquired a competitor or quarterly results were disappointing. Part of the practitioner's role is to sort the useful primary information from the unnecessary secondary information (or information that is unnecessary for the immediate problem). This is part of the value of these case

exercises as well as gaining a logic and intuition that you will develop as your skills and experience grow. Ask yourself what the client is trying to achieve, what he or she has asked of you, and what the core issues and central facts are.

4. Similarly, in any response to a client or reaction to a case, resist the temptation to comment on everything. An OD practitioner can help to prioritize the most pressing issues and help the client sort through the complexities of organizational life. It could be that part of the reason the client has asked for help is that the number of possibilities for action are too overwhelming to decide what to do next.
5. When you are prepared to write a response or an analysis, ask yourself whether you have addressed the central questions asked by the case and whether you have clearly stated the issues to the client. Once your response is written, could you send that, in its present form, to the client described in the case? In that regard, is the analysis professionally written and well organized to communicate unambiguously to the client? Will the client understand how and why you reached these conclusions?
6. As you write your analysis, ask yourself how you know any particular fact or interpretation to be true and whether you have sufficiently justified your interpretation with actual data. Instead of boldly stating that “Managers are not trained for their roles,” you could write, “Only 2 of 10 managers had attended a management training course in the past 5 years, leading me to conclude that management training has not been given a high priority.” The latter uses data and makes the interpretation explicit; the former is likely to invite criticism or defensiveness from a client. This does not mean that directness is not appropriate, only that it must follow from the evidence. We will describe the considerations of the feedback process in depth in this book.
7. When you have finished your own thinking and writing about the case, and after you have had the opportunity to discuss the case and options for action with classmates, take the time to write down your reflections from the experience (Ellet, 2007). What did you learn? What principles might apply for the next time you are confronted with these choices?

SUMMARY

Today’s organizations are experiencing an incredible amount of change. Organization development is a field of academic study and professional practice that uses social and behavioral science knowledge to develop interventions that help organizations and individuals change successfully. It is a field practiced in almost all kinds of organizations that you can imagine, from education to health care, from government to small and large businesses. Changes that OD practitioners address are diverse as well, including organizational structures and strategies, team effectiveness, leadership coaching, and much more. OD is not management consulting or training and development, and it is neither short term nor the mere application of a standard procedure or toolkit. OD practitioners can include many kinds of people for whom organizational change is a priority, such as managers and executives, project managers, and organizational members in a variety of roles.

QUESTIONS FOR DISCUSSION

1. Think of a job that you have held. It may be your current job, or it may be a job that you had in the past. Now take a few moments and write down several reasons why you found that job or work environment to be a positive or rewarding experience, or several reasons why you found it to be a negative or unrewarding experience. Share your ideas with a classmate. Did you note any similarities or differences? What OD interventions discussed in Chapter 1 do you think might have been helpful in this organization?
2. Without looking back at the definitions in this chapter, how would you describe organization development to a friend, colleague, or potential client? Now compare your description to the definitions in the chapter. How is your definition different?
3. Have you ever participated in an organization development project or intervention? What was your experience?

CASE STUDY 1: EVERY COIN HAS TWO SIDES

Read the case below and consider the following questions:

1. What are the sources of conflict on this team? Which of the issues are personal or interpersonal? Do you see larger systemic or organizational problems?
2. Do you think this team can reconcile this conflict, or has this team reached a point where it is beyond repair?
3. Based on what you know about OD, what do you think an organization development practitioner could do to help Jared and this team?

In Tomas's Office

"I have a strange situation, and I'm not sure why it's happening. I have done some investigating myself, but I'm perplexed about what do to next, which is why I reached out to you," Tomas began.

"Tell me more about it," Paul asked. As an internal organization development consultant to Tomas, he was used to perplexing situations and eager to hear more.

"One of the managers on my team, Jared, is relatively new. I have four other managers who are much more tenured in my organization, but he's been part of my group for only about 7 months. About 3 months ago, I started getting complaints from his team," Tomas said.

"Remind me what Jared's team does?" Paul asked.

"Jared's team is responsible for the relationships with our suppliers. Any time we work with a supplier to buy parts from them, we have a supplier agreement that shows their agreed service levels to us, pricing, quality levels, shipping time expectations, and so on. Jared's team members work closely with our suppliers to monitor the quality of the products they are shipping to us and whether the supplier metrics are meeting our agreements," Tomas explained.

"That helps. What kinds of complaints were you hearing from Jared's team?" Paul asked.

"At first I was hearing general comments such as 'He doesn't listen to us.' I take that with a grain of salt because to be honest, we have implemented a lot of changes in the last year, and I hear that complaint a lot. Plus people just don't

like change, so they say that we're not listening just because they don't like what we are saying or we made a decision they don't like. About a year ago, we reduced our number of suppliers. We also centralized our supplier review teams into four locations in the U.S.: north, east, west, and south, and reduced staff by about 20%. While I tried to hold a lot of town hall meetings to communicate the centralization and the progress of our initiatives, I know that it wasn't a popular change with employees. We worked through it and tried to be patient, and I think that generally speaking morale is on the upswing," Tomas said.

"But back to Jared's team," Paul prodded, returning Tomas to the reason for the meeting.

"Yes, right. At first it was just one or two people that were the source of the complaints, but then I gradually started to hear other voices chime in. Jared's team has about 10 members, so I interviewed each one of them in a 'skip level' meeting, where I met one-on-one with each person. Employees were very frank with me about their feedback for Jared. They weren't sugarcoating. The themes centered on a couple of issues. In addition to listening, which was a pervasive comment, employees complained of not being taken seriously, being treated as incompetent, not having their ideas listened to, and being 'talked down to' in a condescending way," Tomas said.

"That sounds like honest and tough feedback," Paul said. "Were you able to share with Jared what people generally said?"

"I did more than provide general feedback. I met with Jared and shared the very specific feedback with him. I told him that I had met with his team and they had some concerns about his management of them. I shared all that I've just said to you, about listening, taking people seriously, treating people as competent, and so on," Tomas said.

"How did he respond?" Paul asked.

"He was embarrassed that I was confronting him with that data, and he wants to do something about it," Tomas said. "But this is where it gets confusing. He said that he had no idea that his team felt this way. He told me about regular one-on-one meetings he has with the members of the team and how he frequently invites their feedback to him directly. He showed me a survey he did of the team and the written feedback they gave him as well, which was filled with positive comments. He was right that none of the concerns I brought to him had appeared on any of the feedback he had received directly," Tomas said. "It just seems like such an odd disconnect between a group that has consistent negative feedback about his behavior but where Jared says he has absolutely no idea why people are saying those things about him."

"Thinking about the feedback you heard, have you ever heard similar points about your other managers? Is this type of feedback widespread throughout the organization?" Paul wondered.

"No. I've never heard anything like this about any of my other managers. This is a pretty friendly department, overall. This is the kind of place where people throw foam footballs around the cubicles at lunchtime and have summer picnics with each other's families," Tomas said. "But with Jared, it seems like some kind of mob mentality is forming, where the group is nice to Jared directly but they spiral into an angry crowd that feeds off of one another when he isn't around. At first I was thinking that maybe it's just growing pains since Jared has a very different style than the former manager of this group, Deion."

"Tell me about the former manager," Paul asked.

"Deion got promoted and left the group, but he's still around the company. In fact it was from him that I originally started hearing about the complaints because the team was going to their old boss and he was sharing their feedback with me. I told him that he needed to get out of the team dynamic now and leave it to me. I don't think that's healthy. But he was popular with the team, he's laid back but insistent on high-quality work, and the team respected him, so I can see why they were trying to get him on their side," Tomas said.

“How would you describe Deion’s style?” Paul asked.

“He treats people as equals. He doesn’t assume that he always has the answers, and he’s open to suggestions if his team members think they have a good suggestion or innovation to propose. He’s described as open, warm, and friendly. It’s probably due to him that we have the friendly collegial atmosphere that we have here. At the same time, you can’t get away with anything like slacking off or quality mistakes if you’re a member of his team. Deion really works to develop a team mentality where everyone is in it together and not out for their own personal achievements at the expense of the group. If someone has a problem on Deion’s team, they generally turn to the whole group to ask for input and not just assume that Deion will solve it. Frequent communicator, positive, team-oriented,” Tomas concluded.

“In hindsight, is Jared able to identify any time when he had a feeling or intuition that something might be going wrong? And is the team able to look at a specific example and point out why they felt like they weren’t being taken seriously or being listened to?” Paul asked.

“I hadn’t thought of that,” Tomas admitted. “Maybe we can ask the employees to share more specific examples. And that’s a good action for Jared, too.”

“Have there been any other performance-related concerns with Jared or his team?” Paul inquired.

“The thing is, I can’t emphasize enough that Jared is a very smart individual. He’s always in my office sharing progress on the team’s work, he knows the content of the job really well, and he always has an answer to every question. I have a great deal of respect for his knowledge and expertise. That’s why I hired him. But now that you mention it, there is another unusual situation we had. It’s not a performance concern, but there was another situation. There was a big problem with three of our suppliers that took everyone’s work to address. After the team got the supplier back on track and quality concerns diminished, Jared took the three employees who were assigned to those suppliers out to lunch to celebrate their success. It caused some hurt feelings among other members of the team because it was widely recognized that everyone participated on the project, not just those that were assigned to the supplier,” Tomas said. “Jared told me later that he wanted to hold up those three as role models in working with their suppliers. And then there are the gifts.”

“Gifts?” Paul asked, puzzled.

“Around the holidays, Jared’s team started giving him gifts. They started out as nominal sorts of things like pen and pencil sets or a desk clock,” Tomas said. “Then someone gave him a generous gift card, another gave him a new briefcase, and another gave him an expensive bottle of wine. It turned into some kind of competition. Jared pointed to that as an example of his good relationship with the team, but we finally had to ask employees to stop. It’s strange because we don’t usually share gifts like that here. It’s never happened,” Tomas said.

“That really sounds like an odd situation. Why would employees give lavish gifts to a manager they reportedly dislike?” Paul wondered.

“Agreed. When I asked them about it, they said they felt obligated and actually complained about that, too. But I can’t figure out how they would feel obligated when no employees across any of my other groups have ever given a gift to a manager. I don’t really want to open up that whole gift situation again with employees, but I mention it just as background. You see how confused I am,” Tomas stated, exasperated. “My gut feeling is that there is some element of truth on both sides or some kind of deep misunderstanding. I need your help figuring out what that is and what to do about it.”

“Let’s start with Jared,” Paul said.

Meeting With Jared

"Hi Jared, I'm Paul." Paul introduced himself and sat down at the table in Jared's office.

"I can't thank you enough for your time on this project," Jared said. "I am really hoping that you can help me understand how I can improve my relationships on this team and my management skills."

"I'm glad to help," Paul said. "I'd like to learn a little more about your transition to leading this team and how that went from your perspective."

"Absolutely. I have worked for the company for the past 5 years but only for the past 6 months on this team. I transferred from our East Coast office to take over for Deion after his promotion," Jared said. "When I began, my first order of business was to improve productivity on the team. I took a look at the projects per employee as well as the weekly hours spent per employee with suppliers. Both of those were significant metrics for me to look at, and both were about 20% lower than I would have expected based on my experience. In my first few weeks, I had a meeting with the team where I asked them to identify initiatives that would help us improve our numbers. We came up with four initiatives as a group, and we chose project teams and team leaders for each initiative. Employees volunteered for the initiatives, and I have always said that the team owns them."

"Tell me how those initiatives have been progressing," Paul asked.

"I believe in empowering the team and giving them the authority to make decisions," Jared explained. "I asked them to come up with timelines, milestones, and deliverables, and for each project, we have a weekly review with me and the team. I'll admit that I did push them on some of the timelines, but in general, the whole team is doing incredible work. Our numbers are already up from the initial baselines."

"How do you see morale on the team right now?" Paul asked.

"It's not where I want it to be, but that is to be expected in the middle of a transition. That's why I've already started a recognition program to thank employees for reaching major milestones. I take the supplier leads out to lunch when they reach a level of quality that I've publicized to everyone. As a manager, my style is to push hard to accomplish our team objectives but to then recognize people when they succeed. Too many leaders just push people to get the work done but forget to say thank you, and any time you are trying to promote a change, it's important to celebrate the small wins," Jared said. "You asked me to think of specific examples of where misunderstanding could have occurred. I think my first attempt at recognition may have rubbed some people the wrong way, but when other team members reach their milestones, I will recognize them, too. It will take time for everyone to buy in to the change."

"Tell me about team meetings and how you interact with the team," Paul inquired.

"I think our team meetings are very productive. It's a light atmosphere, we joke around, and yet we also get the work done. I have regular one-on-one meetings each week with each member of the team, and these are really their time to bring up personal concerns, get career advice or coaching, or get feedback. I'm a strong believer in constructive feedback and coaching. A manager should praise in public and critique in private, so if I have direct feedback about an area that is an opportunity for improvement for someone on the team, I will wait to tell them that in a private setting," Jared explained. "I also try to coach employees as much as I can. I want them to know that they are in charge of their own careers, and I can help them grow their skills and experience so when they are ready to tackle the next challenge in their careers, they can set themselves apart."

"I have heard from Tomas about some of the feedback the team has had, but I'd like to hear your perspective on that as well. Can you share with me what you have heard and what you think needs to be done?" Paul asked.

"Some of the complaints are about the workload and how strapped people are for time. I get that. I'm not entirely going to apologize for trying to push the team a little, but I also work hard to find additional resources when I can. So when someone

is having trouble on a project, I try to create an environment where people want to help each other out. A great example of that comes from a recent meeting with Beth. She was struggling with her workload, so I asked other team members to jump in. Collaboration across a team is one of the most important factors in a team's success, and I believe that we succeed as a team or fail as a team," Jared said.

"Have you taken any action so far?" Paul asked.

"Yes. One comment Tomas shared was that people felt like I was not recognizing the fact that they were skilled professionals. Recently I wanted to commend a real superstar on the team, Nadia. She had done an exceptional supplier review that caught a number of errors that would have been very upsetting to our customers. I sent a note to the team to showcase Nadia's work so that everyone would know of the importance of conducting high-quality reviews and how thorough she was," Jared noted.

"What needs to be done, in your view?" Paul inquired.

"I am at a loss. But I will commit to listening to every piece of feedback that I need to hear, and to doing what is needed," Jared said firmly. "I have no doubt that we all probably need to take action, and I want everyone to know that they can give me any direct feedback that they want. No one but Tomas has mentioned anything to me directly, so I hope you can help."

"I'm going to talk to the team next, and then I will be better prepared to share specific thoughts with you about our next steps," Paul said.

Excerpts From Meetings With Jared's Team

"You wanted a specific example, so I found one that illustrates a common scenario," Beth explained. "I'm sure he's told you about the initiatives that he assigned us to. Well, we have weekly project reviews to share our progress on each initiative. I'm one of the team leads for supplier quality, but I also have six suppliers of my own to manage on a regular basis outside of the initiative. Last week we had an initiative review with Jared, but there honestly wasn't much to share. One of my suppliers had a huge problem that required me to spend the entire week sorting out why they were not able to get us enough products in time for us to make our customer shipments. Customers have to be our top priority. I had no time to spend on the initiative since I was prioritizing my time on the supplier problem. So in this week's review, I told Jared that we didn't make as much progress as I would have liked. His first response was, 'What have you been doing all week? I wish I had that much free time,' and then immediately sent an email to the entire team that read, 'Beth obviously needs help on her project since she was unable to make any progress this week. Please volunteer to help her immediately.' There was no recognition that I was doing other critical work, and it was offensive to point me out in front of my peers like that."

"I'm sure you've heard about our first employee meeting with Jared," Luke pointed out. "He told us how he looks at employee performance. He told us, 'You need to set yourself apart from the others if you want to succeed around here.' That's a direct quote. Then he took a few people out to lunch when we had all helped them succeed, so we quickly learned that it wasn't worth helping out our peers. It's hard to get a raise or a promotion in this company, so everybody has started competing with each other a little. You have to be on Jared's good side. If you're one of his favorites, it is clear that you'll be taken care of."

“You asked me if I have ever given Jared direct feedback,” Mia said. “The answer is yes. Let me tell you how that went. I lead the team initiative on reporting where we are trying to organize a standard set of supplier reports so everyone has access to accurate data on a weekly basis. In one of our meetings, Jared said that he wanted to have a dashboard display different data than what we were planning. In fact, he was proposing changing the standard calculations that we have used for years. What he was proposing didn’t make any sense, and no one spoke up. In my next on-on-one with him, he asked me if I had any feedback for him about how the project was going, so I told him. I said that his calculations could cause us a lot of problems. He immediately got defensive and told me that he was in charge and that if I didn’t like that I could find a job somewhere else. I learned that whatever Jared says is the right answer. It’s just not worth it to argue with him.”

“Our team meetings? I would say that they are like going to the principal’s office,” Nick said. “Initially we just acted like we did with Deion. Everyone spoke up, and we had free-flowing discussions. But then Jared started getting really serious. He brought charts showing how poorly we were performing as a team, and he started calling out certain people by name who he felt weren’t performing up to his expectations. A bunch of us think that is ironic considering how we are more productive as a team than we have ever been. It just got really negative, and we all feel like we’re a bunch of losers who can’t get anything done. Now we all just stare down at our papers and take notes.”

“I’ll tell you what happens when we try to be resourceful and innovative,” Olivia said. “I am on the initiative team that is redesigning our new product supplier process. Basically, this is how we start to work with new suppliers for our newest products. Our team had the idea to start participating in some of the marketing product meetings so that we would have advance notice of any new work coming to our group. If we had one person responsible for monitoring new products, we could get ahead of the curve and plan our work more accurately. We went to the head of marketing and got invited to the next meeting. At the meeting, everyone was really enthusiastic about this partnership and we all agreed it would be a huge time saver for everyone. Well, I was really proud of what we had done, and I made the mistake of telling Jared about this hugely successful meeting with marketing. His first statement to me was, ‘Who told you to do that?’ in a really angry tone. I said that it was part of our initiative, and he just cut me off and told me that any meetings outside our group needed to be authorized by him first.”

“I’ll show you an example of one of the ways that he is always slighting us or getting a dig in,” Nadia said as she pulled up an email on her computer. “Just a week ago I finished conducting a supplier review that was a real headache to pull off and somehow Jared found out about it. He sent this email on Monday and copied everyone on our team. It’s short, so I’ll read it to you. ‘Everyone, Nadia has finally completed a supplier review and did an excellent job in uncovering major errors. This is why I insist on accurate metrics.’ Who would send a message like that? First, what does he mean by ‘finally completed’? Is he saying it took me too long or something? And then he adds

his point about metrics, which is a clear insult to me because he mentioned one of my errors in a staff meeting last month. He didn't mention my name then, but I'm sure everyone knows. These kinds of comments are really demoralizing. You can't trust anything he says."

* * * *

Back in Tomas's Office

"So that's about it," Paul concluded.

"I had a feeling some of this was going on from my conversations with employees," Tomas admitted. "But you've found some surprising details. Now the question is, any ideas about what to do next?"

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