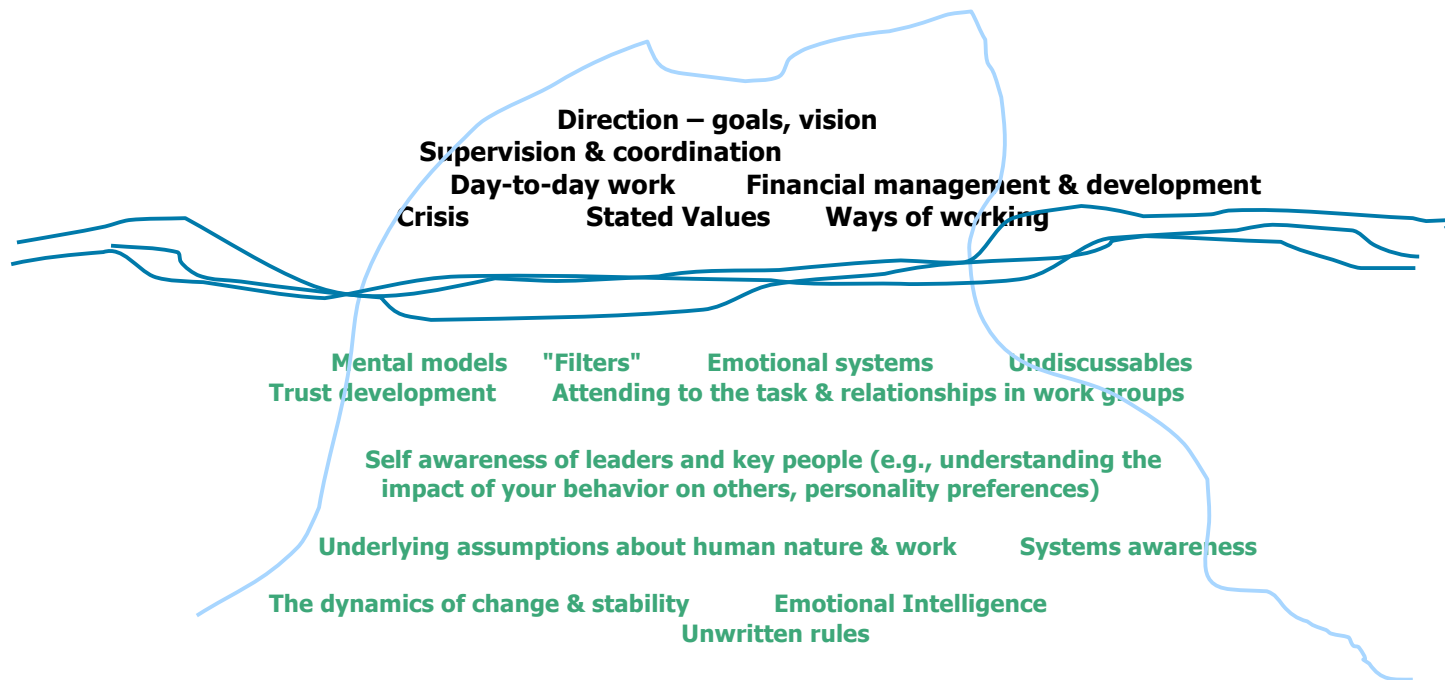


OD Looks Under the Tip of the Iceberg

Organization Development is concerned with the total system: those aspects of an organization's life & work that are easily seen (the tip of the iceberg) and those that are often hidden (below the tip of the iceberg). The assumption is that all these elements of an organization's life are interrelated. So, if there is a problem in financial management it may just be that there is a need for more computers. It may also be that the people working in that area are having problems with trust or job satisfaction. OD helps an organization better understand itself, learn from its own experience, and improve its ability to solve problems and act on opportunities.

Here are some examples of what may be in the tip of the iceberg and what may be below the surface.



© Robert A. Gallagher, 2000

Organization Development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures and processes for improving organizational effectiveness. (Cummings & Worley, *Organization Development & Change*, 6th ed., South-Western Publ., 1997, p.2) Organization Development is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structures of organizations so they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself. (Warren Bennis, 1969)