Organizational Assessment: A Step-by-Step Guide to Effective Consulting

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Description:

Organizational Assessment is a comprehensive, step-by-step quide to assessing the health of an organization. Drawing on over 40 years' experience, Harry Levinson shows consultants and business owners what symptoms of the ailing organization to look for and how to analyze the resulting data. Using an "opesystems"approach to diagnosis. Levinson teaches his readers how to apply this technique to the problems of any malfunctioning organization-be it a business, hospital, school or church. In the process, he manages to communicate not only the basics of his craft, but also the challenges, rewards, and subtleties of this important specialization. Both beginners and experienced consultants will find plenty of food for thought in this manual. This volume is a substantially updated and distilled version of the author's classic, Organizational Diagnosis, which was in print for 23 years. It covers getting started and drawing up an agreement with an organization, as well as data gathering, classification, interpretation, and presentation. A case summary provides a real-life example of the author's approach in practice. Most importantly, the book includes a complete outline of the assessment process, which consultants will find themselves referring to again and again. Appendixes also include a sample final report and other material that will help the reader use the outline more effectively. This book will become the "bibe"of organizational assessment both for consultants and for businesses interested in self-diagnosis.

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WJ Hussar

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Organizational Assessment Harry Levinson,2002-01-01 The guidelines presented are relevant not only to businesses but also to a wide range of other organizations such as hospitals schools and churches BOOK JACKET The California School of Organizational Studies Handbook of Organizational Consulting Psychology Rodney L. Lowman, California School of Organizational Studies at Alliant International University, 2015-06-10 Discover a wealth of issues in the field of consulting psychologywith this landmark book Explore key topics in assessment andevaluation building teams executive coaching career counseling interpersonal conflicts and relationships benefit design personality testing and much more Learn to delineate and betterunderstand the wide array of information you are faced with andbecome more adept and knowledgeable in the field of consultingpsychology This comprehensive volume has expert contributors recruited by the volume s editor himself an eminent educator and practitioner in the field You will get Special issues in consulting to specific types of organizations including industry schools government non profit and international Informative guidelines for professional practice procedures Organized sections on individual group and organizationalissues And much more

Essentials of Personnel Assessment and Selection Scott Highhouse, Dennis Doverspike, Robert M Guion, 2015-11-19 This second edition provides managers and students the nuts and bolts of assessment processes and selection techniques With this knowledge managers learn to make informed personnel decisions based on the results of tests and assessments The book emphasizes that employee performance predictions require well formed hypotheses about personal characteristics that may be related to valued behavior at work It also stresses the need for developing a theory of the attribute one hypothesizes as a predictor a thought process too often missing from work on selection procedures Topics such as team member selection situational judgment tests nontraditional tests individual assessment and testing for diversity are explored The book covers both basic and advanced concepts in personnel selection in a straightforward readable style intended to be used in both undergraduate and graduate courses in Personnel Selection and Assessment The Practice of Organizational **Diagnosis** Clayton Alderfer, 2011 The Practice of Organizational Diagnosis Theory Methods presents a new paradigm for examining the intergroup dynamics of organizations by combining the procedures of organizational diagnosis with the theory of embedded intergroup relations In this volume Alderfer explains the relevance of the paradigm concept for the present work shows the importance of intergroup relations in the formative organization studies reviews extant modes of organizational diagnosis and demonstrates the limitations of interpersonal and intra group theories He then presents the five laws of embedded intergroup relations as a response to the problems associated with the earlier work After comparing and contrasting alterative group level theories and explaining the several meanings of empirical support the author describes the empirical basis of the five laws Based on examining alternative codes of professional conduct and applying the five laws he provides his prescriptions for the ethical basis of sound diagnostic practice With the theory and ethical position in place he

then explains procedures for conducting each phase of organizational diagnosis entry data collection data analysis and feedback He follows that by reporting the empirical bases for the methods used in the four phases The volume concludes by describing the courses and educational processes essential for educating people to conduct organizational diagnoses A recurring theme from beginning to end is that the lawfulness of human behavior in relation to organizations is as applicable to diagnosticians whether working alone or in teams as it is to their clients By addressing theory method data and values the volume presents a complete paradigm for organizational diagnosis **Diagnosing Organizations** Michael I. Harrison, 2005 Professors of research methods across the social sciences will find Diagnosing Organizations Third Edition an invaluable text The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and for their courses Tacket Organizational Development H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, Jonathan Passmore, 2016-09-06 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of leadership change and OD Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee well being organizational creativity and innovation positive psychology and Appreciative Inquiry and leadership culture fit Contributors include David Cooperrider Manfred Kets de Vries Emma Donaldson Feilder Staale Einarsen David Day Beverley Alimo Metcalfe Michael Chaskalson and Bernard Burnes

Organizational Health Naomi Stanford, 2012-12-03 Organizational Health is an organization s ability to function effectively to cope adequately to change appropriately and to grow from within A healthy organization is just that in all its aspects people process structures systems behaviours and governance It is one where appropriate adaptive maintenance and development activities are integral to maintaining performance and alignment in the operating environment Organizational Health takes an informed look at the critical and interdependent elements of an organization that must be maintained in a healthy state for managers to meet their business goals Using a practical structured approach it covers understanding and assessing organizational health the impact of structures on organizational health such as hierarchies alliances and joint ventures control methods such as corporate governance ethics and compliance maintenance and development including OD change management learning and workplace environment sustainability including carbon footprint and business ecosystems indicators of health and dysfunction The HRD Almanac Dr Vidhya Srinivasan, 2016-12-26 The thinking on Human Resource Development HRD practices has been evidenced for the last one and a half decades However the pace and volume of change has forced HR managers to meet complex challenges like globalization a diverse workforce and informed expectations for training learning and development Both organizations and employees benefit from HRD interventions because an organization s success critically depends on the levels of employee skills and motivation The HRD Almanac looks at 4 broad focus areas of HR practices that are Strategy centric Organizational alignment related Employee Empowerment

focused and the Learning Training and Development angle The author weaves together 25 detailed chapters spanning the gamut of the HRD function The writing is aligned on a uniform pattern providing answers to the What consisting of Definitions and Descriptions of the theme Why Consisting of Concept Clarifications Where the role of the Human Resources department and How an authentication of data obtained through a pilot study on HR practitioners across industry sectors The HRD Almanac is a factual compendium of literature concepts organizational experiences and perceptions on some of the most important HRD efforts and will serve as an appropriate and excellent handbook for young and potential HR The Wiley-Blackwell Handbook of the Psychology of Coaching and Mentoring Jonathan functionaries Passmore, David Peterson, Teresa Freire, 2016-08-08 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of coaching and mentoring Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover theoretical models efficacy ethics training the influence of emerging fields such as neuroscience and mindfulness virtual coaching and mentoring and more Contributors include Anthony Grant David Clutterbuck Susan David Robert Garvey Stephen Palmer Reinhard Stelter Robert Lee David Lane Tatiana Bachkirova and Carol Kauffman With a Foreword by Sir John Whitmore **Executive Coaching** Len Sperry, 2004 First Published in 2005 Routledge is an imprint of Taylor Francis an informa company Consultation Skills for Mental Health Professionals Richard W. Sears, John Rudisill, Carrie Mason-Sears, 2012-06-26 Consultation interventions are an increasingly popular alternative to clinical practice allowing the practitioner to interact with and affect many different individuals and organizations This type of work challenges mental health professionals drawing on all the skills and resources they may possess yet also offers some of the greatest rewards and opportunities for service Filled with numerous case examples and checklists Consultation Skills for Mental Health Professionals contains a wealth of information on this important area of practice It provides a comprehensive source for working with a diverse clientele in a variety of settings discussing both traditional mental health consultation models and the fast growing field of organizational consulting The guide is divided into four parts Individual Level Consulting Issues takes up individual career assessment and counseling along with how organizational contexts affect individual jobs leadership management and supervision executive assessment selection interviewing and development and executive coaching Consulting to Small Systems discusses working with teams and groups planning and conducting training and teambuilding diversity in the workplace and in consultation Consulting to Large Systems covers how to work with large organizations including organizational structure terms culture and concepts as well as processes such as change and resistance how to assess organizations and the characteristics of healthy and dysfunctional workplaces and issues involved in organizational intervention Special Consulting Topics include issues such as the practical aspects of running a consulting practice the skills required for successful clinical consultation consultation

services for special populations and crisis consultation including critical incident stress management psychological first aid disaster recovery media communication and school crisis response **Consulting in Uncertainty** Ann Brooks, Kathy Edwards, 2013-11-07 The traditional model of consulting places an emphasis on diagnosing a problem and finding a cure But in today's business world of globalized organizations rapid knowledge proliferation and the intertwining of economies that approach is becoming less and less viable problems are quickly redefined new knowledge and ownership of that knowledge is constantly surfacing and being challenged and no solution is a permanent solution Consulting in Uncertainty articulates a model of consulting that addresses the uncertainty and interconnectedness of the world in a post industrial knowledge era Emphasizing outcomes and inquiry over diagnosis Brooks and Edwards outline this new consulting model as well as the skills consultants must bring to the table in any uncertain and dynamic environment Integrating practical knowledge with scholarship this book covers skills such as Relational skills and the consulting relationship Cultural awareness and related skills Contextual analysis Facilitating inquiry Collecting and efficiently analyzing data or information Consultants and students of consulting as well as managers teachers counselors and even parents will find this book enlightening and useful in navigating today s uncertain world Work, Organizational, and Business Psychology Hannes Zacher, Nale Lehmann-Willenbrock, 2022-11-30 Work organizational and business psychology is an applied empirical science and occupational field Written by 20 leading experts in this area the chapters in this book provide a comprehensive overview of classic and contemporary theories methods and findings Topics include individual differences and performance vocational choices and career development the work nonwork interface work stress and well being occupational safety positive and counterproductive work behavior work analysis and work design personnel selection and development work attitudes and motivation negotiation leadership teams entrepreneurship and organizational development. The book provides a thorough introduction to work organizational and business psychology for students in Bachelor and Master programs at universities and universities of applied sciences It also provides a useful resource for lecturers as well as practitioners in companies and Cases and Exercises in Organization Development & Change Donald L. Anderson, 2011-06-17 Original other organizations cases are written by experts in the field designed to focus very precisely on a specific topic in the OD process or intervention method Each case is accompanied by learning objectives discussion questions references suggested additional readings

Socioanalytic Methods Susan Long, 2018-05-01 Socioanalysis is the study of groups organisations and society using a systems psychoanalytic framework looking beneath the surface and the obvious to see the underlying dynamics and how these dynamics are interconnected This book examines several of the methodologies used in socioanalytic work Even though the beginnings of socioanalytic investigation lay in the mid twentieth century a broad look across several methodologies has not been done before despite separate publications dealing with particular methods In addition several new methods have been developed in recent years which the present work incorporates Connecting all these methods is their aim of tapping

into the dynamic operation of what the author calls the associative unconscious within and between social systems The associative unconscious is the unconscious at a systemic level Each of the methods discussed in this book accesses the associative unconscious in different ways **Emotions, Ethics and Decision-Making** Wilfred J. Zerbe, Charmine E. J. Härtel, Neal M. Ashkanasy, 2008-06-16 The rapidly growing recognition of the importance of emotion in understanding all aspects of organizational life is facilitating the development of focused areas of scholarship This volume includes articles which represent a selection of the papers presented at the sixth International Conference on Emotions and Organizational Adaptive Coaching Terry R. Bacon PhD, Laurie Voss PhD, 2011-01-11 The fully revised follow up to Training Media Life Review's BEST2BUY Winner If every person is unique why do coaches use the same worn out methods for everyone Employees seeking performance improvement require a coaching approach tailored to meet their specific needs and preferences In Adaptive Coaching Second Edition executive development experts Terry Bacon and Laurie Voss draw from over 2 000 case studies of Fortune 500 employees to show how people prefer to be coached and the powerful results coaches can achieve by being adaptable This essential handbook offers the key tools and techniques that coaches require to identify clients real needs negotiate expectations adapt to different working styles and help clients change Bacon and Voss also include numerous examples of coaching dialogues that illustrate how to initiate coaching sessions build rapport ask probing questions give feedback challenge clients and effectively close coaching sessions With four new chapters Adaptive Coaching Second Edition explores new coaching techniques for encouraging transformative change in your clients It is the perfect companion to your creative unique coaching sessions teaching you to master the on going and ever changing dialogue between coach and client Practicing Organization Development William J. Rothwell, Roland L. Sullivan, 2005-03-04 Since it was first published in 1995 Practicing Organization Development has become a classic in change management Now completely revised and updated editors Rothwell and Sullivan leaders in the field of OD and numerous expert practitioners walk you through each episode of change facilitation You ll find exhibits activities instruments and case studies You ll get help applying each phase of a popular emerging change making model And you ll find include applied research and insights from a wide variety of well known OD practitioners and academicians Included in this comprehensive resource are an instructor's guide ever expanding materials on the Web and a companion CD ROM with PowerPoint slides and supplemental materials Practicing Organization Development is packed with useful current proven direction on applying OD principles in the real world order your copy today **Destructive Leaders and Dysfunctional Organizations** Alan Goldman, 2009-12-10 Alan Goldman provides a behind closed doors account of troubled leaders and the effect they have on their organizations Featuring clinical case studies the text explores the damaging effects of destructive leadership on organizations and provides the tools necessary for early recognition assessment and treatment **Derailed Organizational** Interventions for Stress and Well-Being Maria Karanika-Murray, Caroline Biron, 2015-07-30 Providing an overview of

researchers and practitioners confessions on the fascinating phenomenon of failed or derailed organizational health and well being interventions and contextualizing these confessions is the aim of this innovative volume Organizational intervention failures paradoxes and unexpected consequences can offer a lot of rich and extremely useful practical lessons on intervention design and implementation and possibly on the design of future research on organizational interventions. This volume presents lessons learned from derailed interventions and provides possible solutions to those tasked with implementing interventions. It provides an open practical and solutions focused account of researchers and practitioners experiences in implementing organizational interventions for health and well being

Organizational Assessment A Stepbystep Guide To Effective Consulting Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has are more apparent than ever. Its ability to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Organizational Assessment A Stephystep Guide To Effective Consulting**," written by a very acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound impact on our existence. Throughout this critique, we will delve to the book is central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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