

MOVING **THE OD FIELD** FORWARD

DEVELOPED BY THE OD GATHERING



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APPENDIX I: OUR STORY



2017 Group Photo

2017 Gathering

The first Gathering was held on 5, 6, and 7 December 2017, discussing the state of OD, along with theories of both the past and present.

The first day was designed to build community and lay the foundation for the work ahead. There was a focus on a panel that discussed the founders of OD and the roots of the field.

On the second day, futurists Gervase Bushe and Jens Hanson presented propositions about the future of work and the future of OD. After hearing their provocative ideas, the group started to think about new directions for OD and the implications for the role, identity, and impact it may have in the future.

This first Gathering concluded its final day discussing aspirations for the field. We took a group photo, as we have done every year. At the conclusion of the meeting, we asked for a one-word summary of the event and generated a word cloud of people's feelings.

Note: See a graphic recording from each Gathering in the appendices, beginning on page 57.

(Graphic recording is a well-known tool in Organization Development practice.)



2018 Group Photo

2018 Gathering

The 2018 Gathering was held on 4, 5, and 6 December 2018.

The event started with a rich group discussion about the reasons participants decided to practice OD and the challenges and opportunities people experience within the field. We also began to think about the field in the future.

The Generation X group formed in 2017 and worked over the year to find their voice together and began the 2018 Gathering with their own statement about the present situation and the future of the field.

The second day featured thinking from futurist Margaret Regan, who brought her own personal robot to fully demonstrate that the future is here now, with only more disruption ahead from automation, artificial intelligence, and virtual reality and their impact on the future of work and organizations. The 2018 Gathering concluded with people volunteering for four “Circles of Work” that would advance the thinking to be presented at the 2019 Gathering.

Circle of Work process

From the 2018 Gathering, 4 Circles of Work were formed to advance the thinking on their topic in preparation for the 2019 Gathering:

- **Vision, Essence, and Critical Needs of OD in the Future**
- **Definitions of OD for the Future**
- **Values for the Future of OD**
- **Capabilities of OD for the Future**

These groups volunteered their time. The Circles were led by practitioners and academics who facilitated the work of each Circle from January-December of 2019. Each group had its own process, described in sections prior. They met with their groups, included others who had not attended the Gatherings, used outside resources, researched, and gathered together to meet. These groups did tremendous work to move our thinking forward.

Each Circle presented their work in October and November to the OD Gathering community by Zoom to get feedback and thinking. They then incorporated that feedback and came to the 2019 Gathering with a presentation that represented the 90% answer.

For more specific information or further explanation of the work done to create the frameworks, please contact the Circle Leaders directly by email. Their contact information is listed in Appendix II, beginning on page 39 of this document.



2019 Group Photo

2019 Gathering

At the 2019 Gathering, the four Circles of Work shared their 90% solutions and tapped into the thinking of the attendees. During the Gathering, held 3, 4, and 5 December 2019, each Circle took several hours to share and get feedback. The entire Gathering community gave meaningful and constructive feedback which the Circles considered and integrated into their work.

After the 2019 Gathering, the Circles took everything they had heard and learned and incorporated it into the information you see in this document to create the 95% solutions.

Additional consultations

During 2020, the Circles of Work reviewed the feedback from the 2019 Gathering participants. They also presented their work at the 2020 Academy of Management and at several local OD Network meetings and received strong positive feedback.



IN THEIR OWN WORDS . . .

The definitions that are the outcome of this endeavor prove OD is a critical field of study and is critical to the times ahead.

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APPENDIX II: ATTENDEES

Legend

○ Founding Member

○ Planning Partner

OD Circle Leaders:

○ OD Competencies
for the Future Circle

○ Definitions of OD
for the Future Circle

○ Vision, Essence, and Critical
Needs of OD in the Future Circle

○ OD Values for the Future Circle



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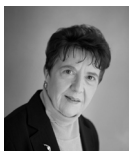
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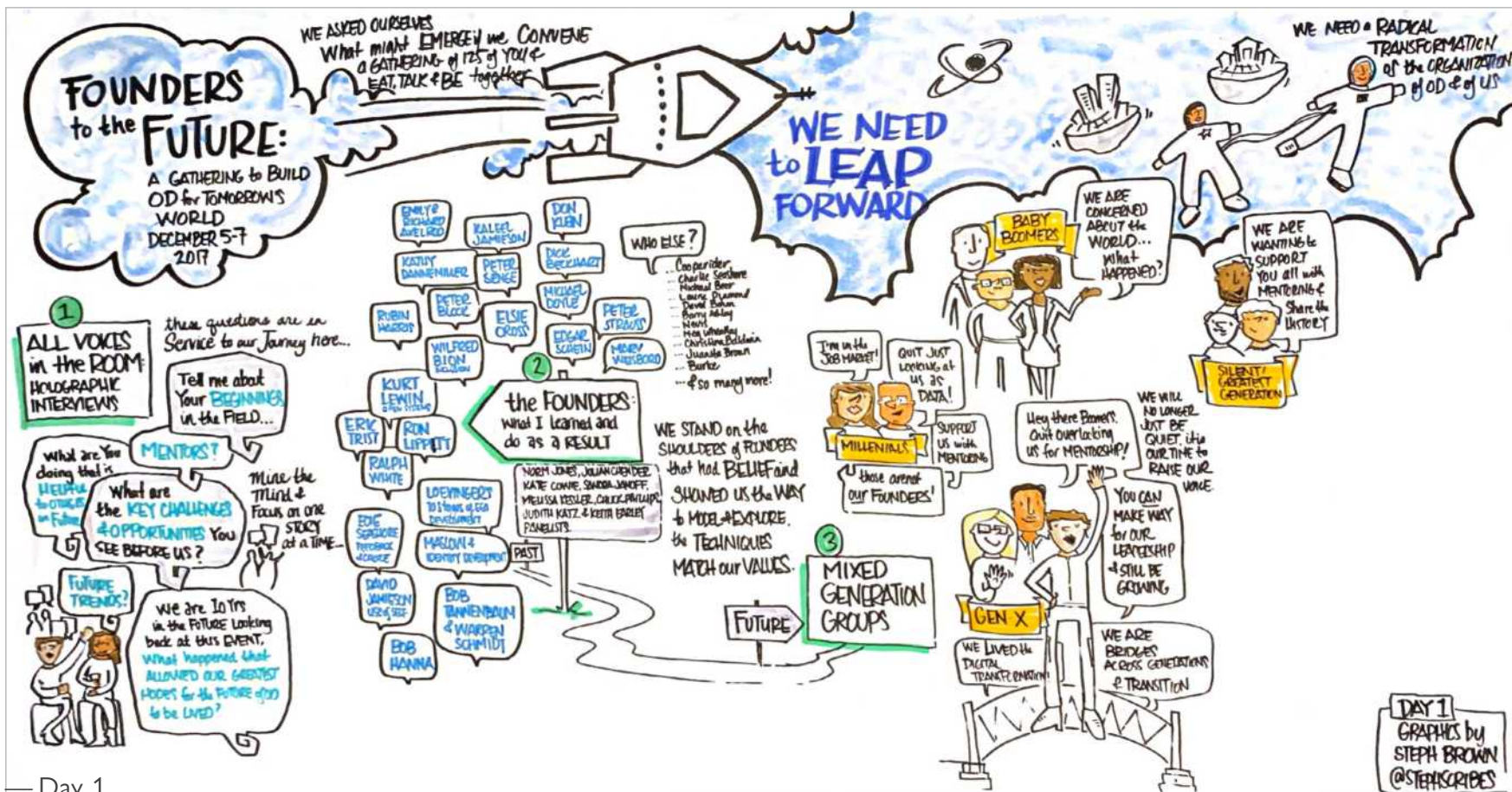
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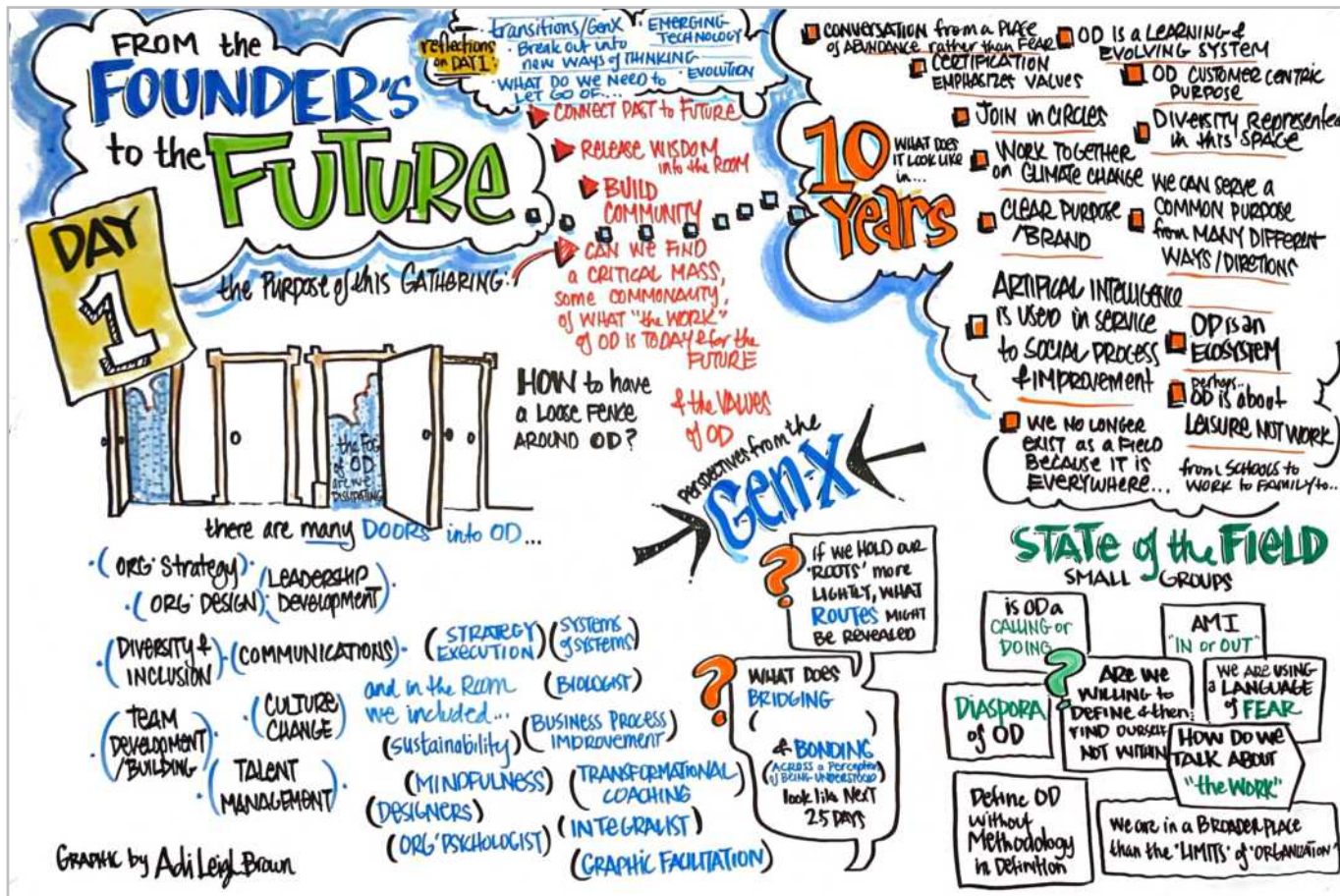
APPENDIX III: GRAPHIC RECORDINGS FROM GATHERINGS



2017 — Day 1



2017 — Day 3





2018 — Day 2 (am)

DAY 2 PM

FOUNDERS to the FUTURE
OD GATHERING
DEC. 2018

NEED TO INCLUDE COMMUNITY

CRITICAL Needs

- IDENTITY HELP OBI, COMM, PEOPLE INTERACT WITH RESEARCH
- SOCIAL, ECONOMIC, CULTURAL SUSTAINABILITY
- SHARE & APPLY KNOWLEDGE WITH GREATER AGILITY/MORE QUICKLY
- CONNECTIVITY
- EMPLOYEE NEED FOR MEANINGFUL WORK
- GLOBALIZATION & POWER SHIFTS

FOR SYSTEMS & PEOPLE TO CHANGE MORE QUICKLY AS THE WORLD CHANGES

WE AS PEOPLE NEED TO LEARN & APPLY MORE QUICKLY i.e. USE OF FOLLING

WHO & WHAT COMPOSES THE SYSTEMS ARE SHIFTING

RESEARCH & LEARNING CYCLE

- HOW IS RESEARCH A PART OF A THRIVING OD?
- HOW DO WE MAKE THE RESEARCH ACCESSIBLE/AVAILABLE TO ALL?
- CRITICAL THEORY AS A WAY WE MOVE FORWARD WITH UNITY
- IS THE TYPICAL DISSERTATION APPLICABLE?
- WHAT DOES IMPACT MEAN?
- VALUE OF ACTION RESEARCH
- WHAT MODELS DO WE NEED TO USE TO BE TAKEN SERIOUSLY?

HOW DO WE BRING IN DISTINCTION OF SCHOLARSHIP?

WHY CAN WE NOT FOLLOW MEDICAL MODEL?

VISION

Help individuals, organizations & forms of social systems to flourish & thrive



CAN WE HAVE A WORD?

FEELS LIKE A MISSION NOT A COMPELLING VISION

COMMUNITIES & ORGANIZED SYSTEMS ARE FLOURISHING & THRIVING WITH OUR SUPPORT

TENT BECAUSE WANT BOUNDARIES & PERMEABILITY

VALUES

HOW WE DO & WHAT WE PURSUE

OVERNIGHT REFLECTION QUESTION FOR DAY 3...

WHAT IS THE COMPELLING, GENERATIVE IMAGE that can result /invite us into a NEW WAY of BEING



ESSENCE

IF YOU BOILED DOWN WHAT WE DO, WHAT WOULD BE LEFT?

OUR PRESENCE MAY NOT CHANGE THE OUTCOME BUT IT CAN CHANGE THE QUALITY OF THE OUTCOME

- SEEING THE WHOLE SYSTEM & SUPPORTING THE SYSTEM IN SEEING ITSELF
- BUILD IN SYSTEM A CAPACITY, THAT THE SYSTEM MAY NOT HAVE FOR ITSELF
- PARTNERSHIP TO DISCOVER, TO BRING HUMANITY INTO SYSTEM, CONSCIOUSNESS
- IT'S A WAY OF BEING... PRESENCE INTENTIONALITY LOVE

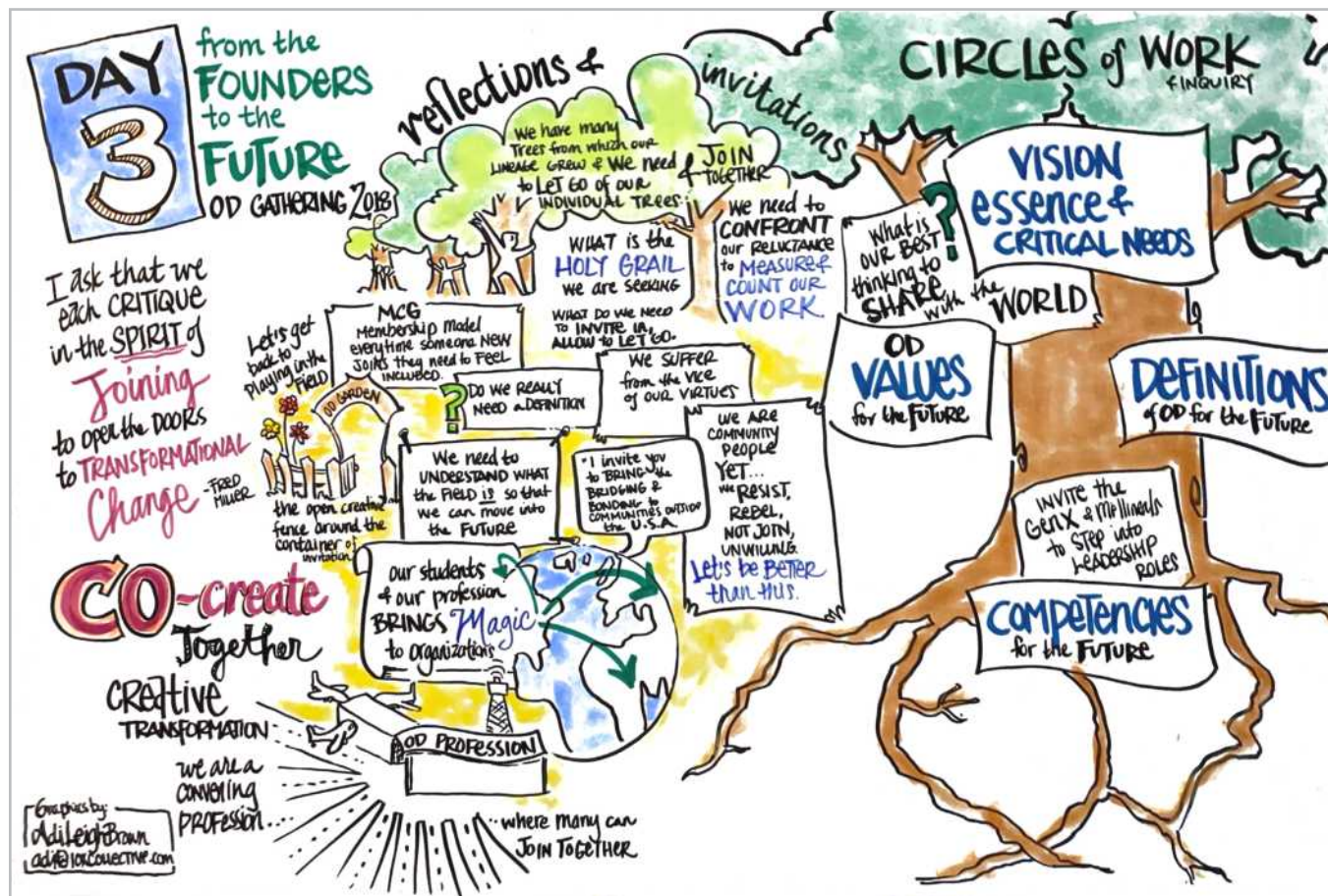
COMPETENCIES

KNOWLEDGE, SKILLS, ABILITIES
TECH SAVVY & ETHICS ACROSS ALL

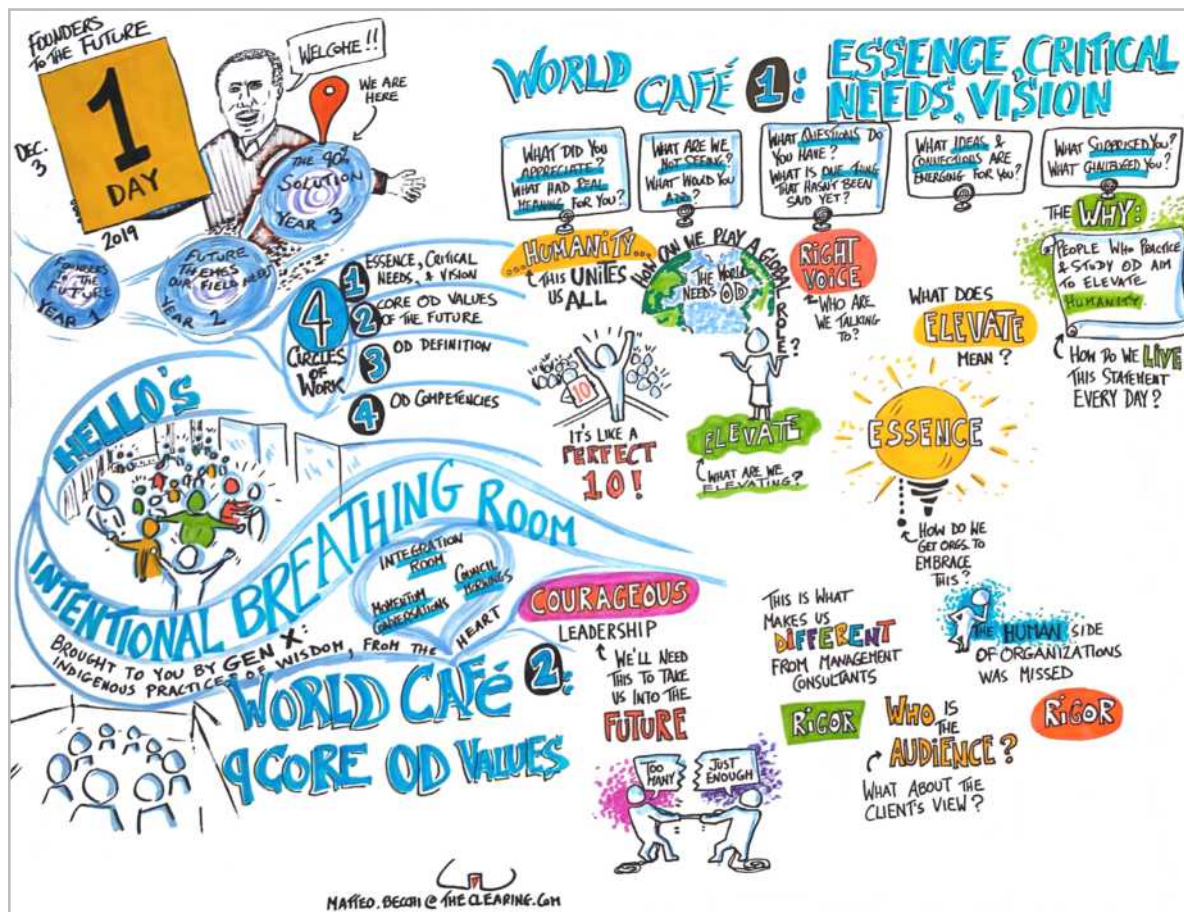
- STRATEGIC ACUMEN
- EMOTIONAL, SOCIAL & CULTURAL FLEUNCY
- SKILLED FACILITATION
- ENHANCED USE OF SELF
- INTEGRATED X-DISCIPLINARY APPROACH

GROUP SYSTEMS DEVELOPMENT
KNOWLEDGE OF THEORY
SYSTEMS PERSPECTIVE
TRUSTED ADVISOR

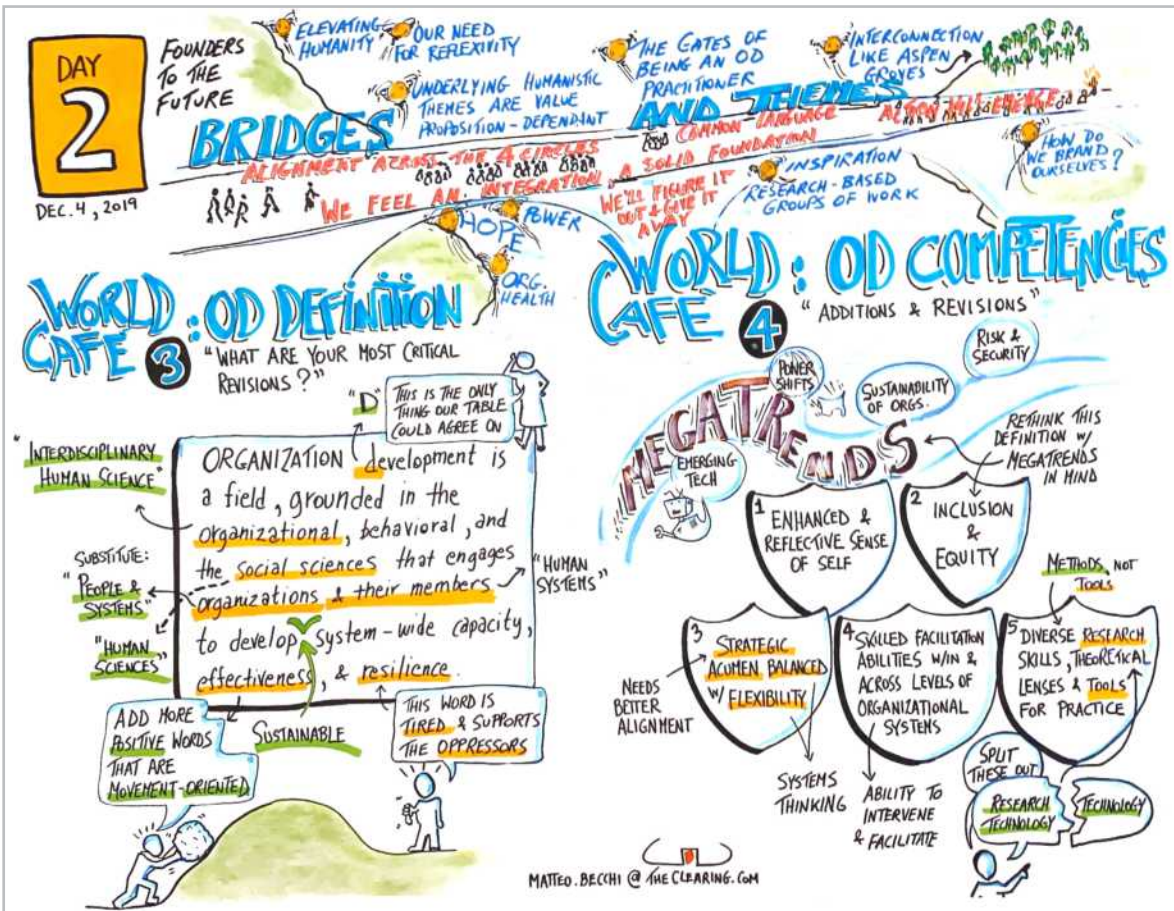
GRAPHICS BY
Adi Leigh Brown
adi@iokcollective.com



2018 — Day 3



2019 — Day 1



2019 — Day 2



2019 — Day 3

IN THEIR OWN WORDS . . .

The work performed over the course of the OD Gathering has provided a forward-looking path essential to the practice of OD in today’s hyper-dynamic environment. In a world of continual and discontinuous change, the work of the OD Gathering approximates a 95% grounding of vision, values, essence, and capabilities upon which we can agree while simultaneously building and celebrating our unique professional styles, innovations, and approaches in OD practice, research, and pedagogy.

— **ANTON SHUFUTINSKY, PHD**, DHSC, FACULTY OF OD AT CABRINI UNIVERSITY, CO-FOUNDER, INSTITUTE OF INTERDISCIPLINARY LEADERSHIP EDUCATION AND DEVELOPMENT (I-ILEAD), PENNSYLVANIA, UNITED STATES OF AMERICA

APPENDIX IV: IN THEIR OWN WORDS...



A behavioral sciences discipline that began more than three quarters of a century by challenging the status quo and promoting social justice is more important today than ever. The courage and creativity of early theorists of OD are still the benchmarks to emulate today to create organizations based on equity, diversity, and inclusion. “Moving the OD field forward” is full of uplifting ideas and an invitation to be bold and take ownership for facilitating change at organizational and societal levels.

— **Tojo Thatchenkery, PhD**, co-author of *Appreciative Intelligence: Seeing the Mighty Oak in the Acorn* and founding director of the organization development and knowledge management graduate program at George Mason University, Virginia, United States of America



Our field of OD has split and fragmented too much over our history, leaving the world wondering “What is OD?” much too often. The critical opportunity created by some of our greats, with the *OD Gathering*, brought a nice mix of generations, experience levels, and perspectives together in dialogue, debate and influence. The role played by many newer, younger members during these gatherings was outstanding.

As a result, this document (and the articles published in the *OD Review vol 53, 1 in 2021*) captures the integrated and consensual thinking of hundreds of people who care deeply about our field. It provides a kick-start for continuing conversation. You don’t have to like everything that came out, but we all need to consider how this respects our foundations and offers new thinking and priorities as we develop the field further into the different future we are experiencing.

— **David W. Jamieson, PhD**, Editor in Chief, *Organization Development Review*, President, Jamieson Consulting Group, Inc., Minnesota, United States of America



Everyone who has participated in attempts to define the field of OD and identify a set of values to guide the practice will appreciate this product produced by the OD Gathering to move the field forward. This grand experiment sets the ground for the next phase of OD attempting to answer the three fundamental questions we have struggled with for 50 years. Who Are We? What Do We Want? How Will We Get What We Want? Answering these three questions is not a problem to be solved, it is a dilemma to be managed. The output from the OD Gathering has the potential to support contact between professionals in the field and others to engage each other in ways that change our individual and collective frames of reference in the direction of being both self and whole serving at the same time. This shift in thinking and behavior will lead to OD professionals making a significant difference in the world with their presence. Organizations will become healthier places to live and work. Our contact with each other will be grounded in compassion, joy, and kindness.

—**John D. Carter, PhD**, CEO, and founder of Gestalt Organization & Systems Development Center, Author of *Making A Difference with Your Presence: Use of Self and Self Mastery*, Ohio, United States of America



I believe OD has never been more relevant than today. Elevating humanity, embracing the human experience, holding on to our essence and keep being connected to each other should become the central themes for humankind for the decades and centuries ahead of us. The outputs - and for those of us attending the memories — of the Baltimore OD Gatherings strengthen this noble mission. Reading, absorbing, and sharing this material will — I am sure — help us act in a globally aligned, healthy and meaningful way.

—**Peter Kalmar**, Founding and Managing Partner, FLOW International, Former President of IODA, The International OD Association, Hungary



This is a great and significant piece of collective work from those who have dedicated themselves all their lives to maintain and advance the field of OD as they know the criticalness the field of OD has in maintaining and building civil society and healthy organisation, not to mention facilitating those flourishing conditions that will led to human growth and connection in society, community, and organisation. I wholeheartedly will teach and disseminate the work from the OD Gathering.

— **L. Mee-Yan Cheung-Judge, PhD**, Quality-Equality, Ltd., United Kingdom



It was a wonderful time participating the OD gathering to reconnect with the global OD colleagues, reflect on our roots and rethink the future. I will surely share this with my OD community in China, and hopefully contribute to advancing OD with the Eastern perspectives in the journey to follow.

— **Jane Feng, PhD**, ISI Fellow, Fielding Graduate University, China



The OD Gathering community has created a valuable product. It serves as an artifact that establishes shared perspective across the landscape of audiences that may face the question, “What exactly is OD?” This piece enables a new baseline for dialogue. I look forward to expanding our dialogue and resources related to the ways OD can address the changing landscape of risk in our world. Consciously responding to risk and threat is essential to the future of our practice. Thank you for giving us a launch point from which we can advance and evolve our craft.

— **Tara Carcillo**, President and Chief Executive Officer, The Clearing, District of Columbia, United States of America



I have a great deal of respect for the people who participated in the creation of this point of view, which captures the essence of what it is we do and believe. I know them to be both intelligent and deeply committed to their beliefs. From my own experience over the years, the truly amazing thing is that through a series of gatherings and working groups, they were able to cut through different interests and beliefs to get to a few simple and powerful statements that reflect where we have been and point toward where we need to go. For new entrants to the field and experienced practitioners, there is now a reference point from which to begin the next step of the OD's journey.

— **Bill Pasmore, PhD**, Professor of Practice, Columbia University, New York, United States of America



This document is a wonderful summary of the OD Gathering — and of the latest, most up-to-date thinking in the field of Organization Development. Anyone who aspires to stay current in the OD field should read this! It is a masterful summary that builds excitement for a wonderful future.

— **William J. Rothwell, PhD**, SPHR, SHRM-SCP, CPLP Fellow, Professor, Penn State University, Co-editor of Practicing OD, Faculty Lead for the Penn State MPS in Organization Development and Change, Pennsylvania, United States of America



As an internal OD practitioner operating within traditional HR frameworks across numerous industries for many years, I'm delighted to have a clear set of guidelines and language to help distinguish and advocate for my approach to the work.

— **Holly Brittingham**, SVP/Global Lead, Organizational Learning & Development, FCB, New York, United States of America



I have to say, as I read through the booklet, it brought a great smile to my face. You and your colleagues really have done a great job of it. Very much the ‘simplicity on the far side of complexity’. No mean feat. Congratulations on this inspiring distillation of what OD is all about. By mapping the ground on which we stand with such clarity you have done all of us who work in the field a great service.

— **Martin Saville**, Director of Mayvin Ltd, United Kingdom



Through defining OD with a common foundation and vision for the future, it helps leaders, individuals and organizations intentionally grow and adapt to our ever-changing world.

— **Kate Manley**, President of Rensselaer County Regional Chamber of Commerce, New York, United States of America



This thoughtful and impressive document examines crucial questions such as: What can and should tomorrow look like? What roles can OD and its partners/colleagues play in achieving these visions?

— **Bruce Rosenstein**, Managing Editor, *Leader to Leader*; author, *Create Your Future the Peter Drucker Way*, Maryland, United States of America



The clarity of the vision, definition, values, and capabilities, that both scholars and practitioners can embrace, provides a vivid description of the work we do and how we walk through life to serve organizations of all kinds. It was powerful for Generation X to give voice to our leadership for today and in the future while continuing to offer an invitation for those that follow.

— **Christine J. Young**, Founder, Momentum Consulting, Founder and Managing Consultant, New York, United States of America



This document represents an enormous amount of deep, collaborative deliberation in service of elucidating the heart and soul of the field of OD. I applaud the efforts of the myriad folks who have given their time and talents to this important task of articulating the vision, values, definition, and capabilities of OD. I would also like to call out the “OD Imperative” that obliges all of us in the field to work toward the creation of more equitable, sustainable, and humane systems of organizing. As an OD educator and scholar-practitioner, I will gladly share this document in answer to the question of “Why OD”? You have provided a most compelling answer.

— **Deborah A. O’Neil, MSOD, PhD**, Professor and Director of the Executive Master of Organization Development (EMOD) Program, Bowling Green State University, Ohio, United States of America



To its credit, organization development (OD) has long encouraged challenges to its status quo, debates about its essential nature, and open discussions on sensitive issues and topics. Such transparency is a healthy tradition that keeps OD vibrant and moving forward. This report reflects that spirit and provides an important perspective on the field’s current status.

— **Chris Worley, PhD**, Research Professor of Management, Pepperdine Graziadio School of Business, California, United States of America



IN THEIR OWN WORDS . . .

I appreciate the clarity and yet broadband description expressed within the six OD capabilities which exemplify the baselines areas of expertise that supports operating is a helpful tool. Even at the highest level one can conduct a self assessment on depth and breadth of proficiency in any of the areas supporting the potential to develop and implement a development plan. It also can be used to corroborate one's ability, capability to take on specific work.

I will be adapting and applying the capabilities within my team initially as an assessment tool to gauge our individual and collective strengths and to identify/ address areas of growth opportunities. Am glad this framework was added to this work as it will help me to review my teams' current competencies vis a vis our transformation work for our organisation and the communities we serve.

— GRACE PADONOU ADDY, HEAD OF LEARNING & OD & CHARTERED MCIPD, UNITED KINGDOM

