MOVING THE OD FIELD FORWARD

DEVELOPED BY THE OD GATHERING

May 2021

Our ask of you . . .

We hope to receive your support for the frameworks we have created so we all can stand on common ground as we teach and practice Organization Development (OD). Our request is that you read through what follows, consider how it might impact you and the work you do in the world, and respond to us with your feedback as follows:

Responses

1 I agree with the spirit of the definitions, and am willing to use the content and share them with organizations I am a part of and/or consulting with and have them begin to use these frameworks too.

2 I support the frameworks in principle and will share with you/ the OD Gathering any modifications I might have.

3 I cannot support the frameworks, not even in principle.

4 I cannot support the frameworks and will share with you/the OD Gathering some of my thoughts.

Of course, we hope you will find a way to endorse and support what has been created and/or in the spirit of consensus agree that you can live with the frameworks. Please note that we see the frameworks that the OD Gathering created as a foundation on which practitioners and academics will build and modify, that is, create your own variation on the themes. Our hope is that, as hundreds and hundreds of us who are practicing or teaching OD adopt and adapt these frameworks, the effort of the OD Gathering will create common ground.

We welcome your messages of agreement and/or comments at **founderstothefuture@gmail.com**.

📢 IN THEIR OWN WORDS . . .

When Fred [Miller] and Matt [Minahan] and a gang of both dear and unknown OD types invited my participation in this process, I thought, "Oh, great . . . Another navel-gazing group of OD people wandering around and wondering What is OD?" Since my very first 'OD project' in 1978, I have had the good fortune to be engaged in many large and small OD initiatives in many countries, which, I hope gives me the right to render judgment on a venture like this. Here it is: OMG! What an extraordinary piece of work! Simply stunning. . . In my opinion, this report, which integrates the delicate polarities existing between rigorous research methodology and hands-in-the-dirt praxis, is one of the most useful, provocative and yet surprisingly grounding things I have ever read in our field. At the end they say "This is our 95% solution." In my estimation, it's a lot closer to 100% of what we need to guide our field and our own practices for years to come . . .

—**JOHN J. SCHERER**, LHD, FOUNDING DIRECTOR, SCHERER LEADERSHIP CENTER, POLAND

🔊 IN THEIR OWN WORDS . . .

A diverse group of almost 300 people over 3 years, addressing questions about the future of organizations, work, and OD. That's The Gathering. Bringing together voices from across race and culture, engaging new and aspiring practitioners in conversation with authors, academics, and long-experienced consultants. Integrating the perspectives of coaches, diversity practitioners, team builders, strat planners, graphic facilitators, org designers, internals with externals, across the generations. Starting with the truths from our Founders and turning toward the Future, building common ground around who we are, what we do, and what the world needs from the unique gifts that OD is. And maybe most importantly, turning the leadership of these themes over to a new generation, readied for a world that none of us can predict. That's The Gathering for me . . . the privilege and experience of a lifetime.

—**MATT MINAHAN,** PRESIDENT, THE MINAHAN GROUP, DISTRICT OF COLUMBIA, UNITED STATES OF AMERICA

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INTRODUCTION

Where it all began — an account from Frederick A. Miller[1]

As I was sitting in a plenary session at an OD meeting in 2016, I became aware that the change example being presented was much more of an HR process implementation than an OD intervention. It was well presented and the audience enjoyed the presentation. The organization where it was being deployed was going to be different, but in my way of thinking, the change strategy was not an OD intervention. I thought maybe OD had moved, or HR and OD had merged, or what I thought was OD was too narrow, or perhaps the field of OD as I understood it was no more, and possibly what I was experiencing was the *new* OD.

If OD was to have a future, it needed greater clarity. I did know that the window for that clarity was closing and if greater clarity was not achieved in the next few years, the possibility of it emerging became more and more difficult.

What was clear as I left that room was that it was getting close to the time for the next generation to take over. I began a quest to ask some people to discuss the state of OD today and how it needed to be going forward. I hoped its future would be grounded in the facets of OD that made it have such an impact on so many individuals, pairings, groups, and systems. I wondered if there were people willing to spend time thinking about this with me, knowing that any group convened would be just one of many having the conversation around the world.

I asked Matt Minahan to join me because I was clear that his thinking and network were critical for success. Then I invited Bob Marshak, Judith Katz, Ilene Wasserman, Bridget O'Brien, and Norm Jones into the conversation. We joined hands and started down a path to raise questions, gather people, and see if 100 or more of us could develop something that we as a field could review and discuss as it relates to what OD is and what is core to the practice and teaching. They said, "yes!"

WOW!!! Something was going to happen!!! And we would all learn!

[1]**Frederick A. Miller** is CEO and Lead Strategist of The Kaleel Jamison Consulting Group, Inc. A pioneering change agent and thought leader in the field of organization development, he has led transformative change interventions in Fortune 50 corporations, large not-for-profit organizations, and government agencies throughout the United States, Europe, Australia, and Asia. Fred has been working in the field since the 1970's.

Joining us as the years went on were Karen Parker Thompson, Yasmeen Burns, Keith Earley, Sandra Janoff, and Alicia Simmons.

We, the Planning Group, started having calls to think about first steps. We decided to invite people to attend one meeting a year for three years. Judith suggested that we call the event the OD Gathering.

We wanted to ensure that we had many communities represented, including:

- **a range of ages, social identity groups, and experiences,**
- **attendees from around the world,**
- **internal and external consultants,**
- **corporate, community, and societal change agents,**
- **the academic community,**

- **people new to the field and old timers,**
- **people from many of the OD-related organizations,**
- **senior leaders of organizations, and**
- **others thinking about the world that is and the world that might be.**

The Planning Group met frequently, thinking about how to create the OD Gathering.

The plan was to invite a group of no more than 125 people to come together to think about and create a 95% answer to *"What world do we want to create together and what is the future of OD in that world?"* with the hope that others (the world) would find it helpful and join us in using it as some of the grounding for each of us to grow our OD practice, teaching, and theory creation.

I am very grateful to the above practitioners, scholars, and ODN Lifetime Achievement and other award recipients for giving their time, love, thinking, and friendship to this journey we have been on for the last four years.

⟳ Our process

Over three years, "From the Founders to the Future — A Gathering to Build OD for Tomorrow's World" was held at the Kimpton Hotel Monaco in downtown Baltimore during the first week of December. The purpose was to come together in a community to discuss, learn about, and share current thinking and reflections about OD theory, values, practice, learning, accomplishments, challenges, and joys and to think forward to imagine what the world and work might be in the future, and what that will require of OD.

The full story, history, and list of participants can be found in the Appendix on Page 33.

How we see this effort: establishing some shared understanding about OD

The image that many of us carry is an open field without a fence around it. People wander into and out of the field without constraint or requirement, which creates challenges for us and others to know who we are in this field, what we do, why we do it, and how. The three-year Gathering effort was and is an attempt to put a small, flexible fence around that field with gates that allow for easy entry and exit and some signposts for those currently inside the fence in the field and those who would like to join. What follows are the signposts at all of the entrance gates so that all who enter have clarity about what and who is in the field ahead and all who want to remain inside can be clear about the core commitments we all are making to the world, the field, and to each other.

We hope those inside the field will recognize what follows and will find enough in common to agree. We also hope those who desire to enter the field will find these frameworks allow for some clarity about the field they are entering and the fluidity to find their own footing in the field. We hope that all find the following a way to connect with our OD roots and to offer new thinking, providing a grounded connection to the founders of the field and the creativity and innovation needed for the future.
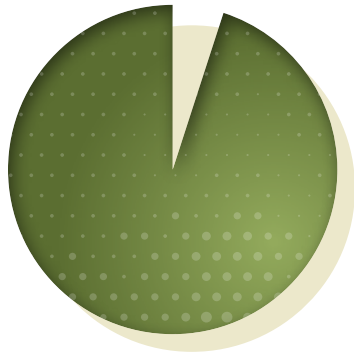
95% answers

What follows is the result of input from almost 300 people and our attempts to represent the central beliefs and practices of the field of Organization Development, with grounding in the work of the Founders while also looking toward the future.

Our proposals for definition, capabilities, values, and vision represent the "95% answers" from the work of the OD Gathering and Circles of Work. We call this 95% since we know we will need to continue to build on these frameworks as we gather additional perspectives from around the world.

📢 IN THEIR OWN WORDS . . .

What an inspiring piece of work! The report clearly expresses the essence of the OD field. Imagine an active OD community built around these central tenets. Imagine what we could do together linked to these tenets and answering questions like these . . .

- How by joining together might we influence the world of work?

- How could we better shape organization systems toward an enlightened use of human talent?

- What could our concerted effort yield in individual fulfillment and workplace achievement?

- How might we step into the unique opportunities of this moment?

Our work world is crying out for answers to these questions. In OD, we have been pursuing answers more individually than collectively, and our aspirations are far from met. This report could provide the fulcrum for moving the OD community forward together.

—**GEOFF BELLMAN,** CONSULTANT AND AUTHOR OF *THE CONSULTANT'S CALLING: BRINGING WHO YOU ARE TO WHAT YOU DO, GETTING THINGS DONE WHEN YOU ARE NOT IN CHARGE,* AND *EXTRAORDINARY GROUPS: HOW ORDINARY TEAMS ACHIEVE AMAZING RESULTS,* WASHINGTON, UNITED STATES OF AMERICA

OD'S VISION

In an ever-changing, increasingly complex and diverse world, all organizations, communities, and individuals are adaptable, resilient, and thriving. People create and lead healthy, meaningful lives through effective, sustainable human and organizational systems. Effective leaders boldly and intentionally foster inclusive environments in which people connect with one another, see themselves and their organizations in new ways, and co-create their shared future.

Our thinking

In this context, we take "Vision" as a desired future state which an individual or a group aspires to achieve[2]. The vision here is focused primarily on OD's potential impact on individuals, organizations, and human systems.

Our process

Our Vision Circle of Work was tasked with defining the Vision, Essence, and Critical Needs for the future of the field of OD. The work was focused on (1) the vision for OD's potential impact on individuals, organizations, and human systems, (2) the essence of organization development, and (3) the critical needs and opportunities in the world which OD is well-placed to address.

This Circle included 21 OD scholars and practitioners who used the outputs from the 2018 OD Gathering as its starting point to leverage the wisdom of the broader community. The Circle defined each concept for the purpose of its work, and then developed its outputs through iterative cycles of brainstorming, discussion, and synthesis.

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[2]Henry, Anthony E. (2011). *Understanding Strategic Management* (Second Edition). New York, NY: Oxford University Press.

IN THEIR OWN WORDS . . .

Garnering support throughout an organization for transformational OD work can be challenging: there is often quite a bit of skepticism about the process and significant budget constraints to boot. The widespread embrace of these definitions offers clarity and consistency around what OD actually is and what it can actually accomplish. They represent a significant milestone in the growth of the field.

— **DANIEL M LEVINE, PHD,** CHIEF TECHNOLOGY OFFICER, LARGE NON-PROFIT, TEXAS, UNITED STATES OF AMERICA

DEFINITION OF OD

Organization Development (OD) refers to the disciplinary field of scholars and practitioners who work collaboratively with organizations and communities to develop their system-wide capacity for effectiveness and vitality. OD is grounded in the organizational and social sciences.

The Vision in the previous section created a wide and inviting field for the work of OD practitioners. However, there is an equally important need to have some boundaries to the field and what it does. The 17 members of the Definitions Circle of Work began their work in 2018 with a literature review, collecting 38 definitions from the literature. The Circle members had written another dozen themselves. Considering all, the Definitions Circle of Work agreed on the definition above.

🧠 Our thinking

The above definition of OD was the result of months of research, thinking, and consideration. We were quite intentional in deciding that "OD is a field" and not simply an approach or a discipline, nor does it meet the criteria to be a profession. The second question revolved around the roots of the field. The natural default language has been "applied behavioral science," but the group agreed that phrase was well worn, still opaque, and lacks currency in the real world.

The next challenge was the verb. What exactly does OD do in and with organizations and communities? The Circle tried "lead, design, facilitate, support, engage" and several other verbs. At the final Gathering meeting, after considerable additional input and deliberation, Circle members adopted "work collaboratively with" to reflect the interactive nature of OD work.

The next question was, with whom does OD work? The Circle considered humans, people, groups, organizations, and communities. The final agreement was that OD works with both organizations and communities, especially since many OD practitioners are now involved with global movements and communities on issues such as diversity, inclusion, equity, and climate change. Whether organizations or communities, the Circle agreed that OD practitioners focus on the system as a whole and on the individuals or members in the system.

Our process

The Definitions Circle of Work was comprised of 17 members, including OD practitioners, scholars, and students who were tasked with developing/updating a definition of OD. We identified and studied 38 unique definitions from a number of sources, including both published and non-published sources. Definitions were collected from those participating in the 2018 Gathering. Some definitions had been crafted and published by members of the Circle doing this work, others were submitted by scholars and practitioners who heard about this effort. Those who had published definitions were able to agree through dialogue on elements to include and elements to leave out, including in some cases, their own ideas. Editions of the definition were tested with clients and colleagues of those in the Circle, and additional ideas were contributed during a town hall meeting with invitees from the larger Gathering community.

ESSENCE OF OD

The definition of OD is inextricably linked with the essence of OD. "Essence" is the intrinsic nature or indispensable quality of something, especially something abstract, which determines its character.[3] Essence is something's timeless core–its soul. The Vision and Essence Circle determined that the essence of OD exists at the intersection of three equally important lines of thinking: the *Why*, the *What*, and the *How*.

Why: **people who practice and study OD aim to elevate humanity.**

What: **through OD, we provide a presence to human systems. As a result, those systems are better able to:**

- function effectively and optimally,
- grow and adapt intentionally to shifting circumstances,
- live and thrive through all types of change (e.g., planned, emergent),
- collaborate and make decisions,
- foster contact, understanding, and shared perspective across differences,

- cultivate and benefit from effective, aware and intentional leaders,
- unlock creativity and innovation,
- overcome challenges which, to the people in the system, might seem impossible, and
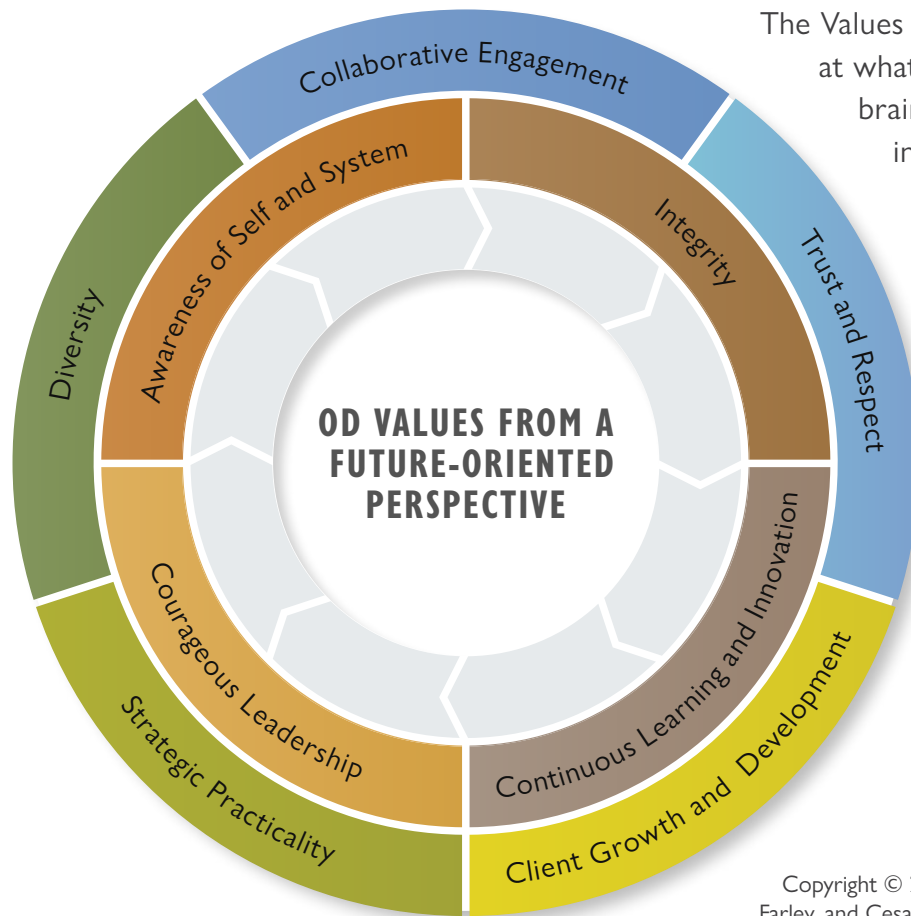- work in ways that are sustainable and healthy for the system, its people and society.

[3] https://www.lexico.com/definition/essence

How: In our OD-related work, we recognize that *How* we go about our work is just as important as *What* we do. We pursue the *Why* and the *What* by:

- being and acting in service of the systems we support, even in challenging moments,

- supporting and elevating the human element in everything we do,

- bringing intentionality, discernment, and patience to whether, when, and how we engage,

- navigating the complexity of being both in the system and maintaining boundaries,

- consciously using our full selves and our presence and showing up as whole humans (e.g., with emotion, feeling, values),

- building equal partnerships with the people and systems we support,

- co-creating and discovering with people in the system,

- advocating for both diversity and inclusion and justice and fairness,

- bringing the courage to hold up the mirror and help people in the system see the whole system and themselves in new ways to better move forward,

- mutually learning and developing with the people in the system, and

- developing and enhancing capabilities within the system so we leave it better than when we arrived.

OD scholars and practitioners also must consistently align with the values and ethics of the field and continually develop, grow, and model the capabilities required in the field.

OD VALUES

Values circle: Collaborative Engagement · Integrity · Trust and Respect · Client Growth and Development · Continuous Learning and Innovation · Strategic Practicality · Courageous Leadership · Diversity · Awareness of Self and System

OD VALUES FROM A FUTURE-ORIENTED PERSPECTIVE

The Values Circle of Work conducted a Delphi process in order to arrive at what follows. They began their work at the 2018 Gathering with a brainstormed, unfiltered list of OD values needed for the future outlined in the vision, definition, and essence of OD. They organized and shared the results in three successive Delphi rounds, using statistical measures and qualitative analysis to reorganize, refine, reword, and relabel. The result is a set of 9 values needed for OD to be effective in a future oriented perspective as represented below.

The 9 values are further explained and defined here:

Courageous Leadership

To exemplify bold and effective conduct when necessary. It involves voicing truth directly to power and challenging the status quo.

Awareness of Self and System

To be conscious of all levels of a system. It involves recognizing the self and the client from a systems perspective while treating each human system as a whole.

Integrity

To align actions with ethical codes, relevant cultures, and guiding principles and theories. It involves managing conflicts of interest and encouraging justice.

Continuous Learning and Innovation

To seek knowledge; acquire new skills; and use new approaches, methods, and techniques. It involves taking a data-driven approach.

Diversity

To accept and promote the unique presence and contributions of everyone. It involves emphasizing the importance of marginalized perspectives and identities.

Collaborative Engagement

To champion the inclusion and empowerment of all stakeholders, both internal and external. It involves encouraging and fostering open participation across the system(s).

Trust and Respect

To create a psychologically safe environment through demonstrating empathy. It involves exhibiting deep admiration for all humans and understanding their emotions and situations.

Client Growth and Development

To develop the capacity of our clients to maintain and continue the work on their own. It involves recognizing stages of development and fostering the ability of a human system to continually progress.

Strategic Practicality

To enable clients to identify and achieve the desired outcomes. It involves recognizing that identified solutions need to support the needs of the organization as well as the individuals. It also involves adapting to changing situations, identifying alternatives, and thinking strategically.

Our thinking

As our participants were asked for their perspectives in the Delphi survey, the following guided our own perspectives on the work:

- We are identifying values for the future.
- OD values should guide how we practice OD. We are identifying professional values for the OD field, not personal values of OD practitioners.
- OD values should encompass instrumental (how we function) and terminal values (what we pursue).
- OD values can distinguish OD from other practices.
- OD value labels should be clear and easily understood by OD professionals as well as the clients.

🔄 Our process

The Circle of Work committee working on OD values collected and analyzed data from OD participants across 58 countries, on 5 continents, who varied by gender, age, ethnicity, and educational background. They recorded the above values along with the behavioral indicators they represent.

This work was performed by the Circle of Work leaders. It has been published in *The Journal of Applied Behavioral Science*:

Yoon, H. J., Farley, S. B., & Padilla, C. (2020). Organization development values from a future oriented perspective: An international Delphi study. *The Journal of Applied Behavioral Science*. Advance online publication. https://doi.org/10.1177/0021886320957351

📢 IN THEIR OWN WORDS . . .

You have done very amazing work for society and individuals. I agree with the spirit of the definitions and will share them with organizations.

— **CHENGXIN "HANS" HUANG,** XTALENT CONSULTING CO., LTD, CHINA

IN THEIR OWN WORDS . . .

This work honors the development of OD, while also establishing a well-informed common ground for the advancement of OD practice, scholarship, and education. The framework is a constructive bricolage that reflects the durable and multifaceted-dimensions of OD — and will inspire actions that transform individuals, organizations, and systems.

— **MONIQUE L. SNOWDEN, PHD,** PROVOST & SENIOR VICE PRESIDENT, FIELDING GRADUATE UNIVERSITY, CALIFORNIA, UNITED STATES OF AMERICA

"Moving the OD Field Forward" should be viewed as the penultimate source towards defining the characteristics and 'Essence' of OD. The answers revealed through the work of the OD Gathering and Circles of Work are essential in developing the framework surrounding the OD field.

— **MAYA HU-CHAN,** AUTHOR OF *SAVING FACE: HOW TO PRESERVE DIGNITY AND BUILD TRUST,* PRESIDENT OF GLOBAL LEADERSHIP ASSOCIATES, CALIFORNIA, UNITED STATES OF AMERICA

SIX OD CAPABILITIES

The Capabilities Circle of Work team was comprised of Circle Leaders, plus 8 working members, representing academia, scholar practitioners (internal and external), activists, writers, and researchers from the corporate, non-profit, global, and local communities. They were primarily based in North America.

The Circle took capabilities to mean topics that OD practitioners need to know and be able to act on. The 6 are represented in the following graphic and further defined on pages 22 through 23.

1 SELF-AWARENESS
Develops and maintains an enhanced and reflective sense of self

2 INCLUSION AND EQUITY
Practices and supports inclusivity and equity across all settings and levels of system at all times

3 SYSTEMS THINKING
Utilizes systems thinking and flexibility to support execution of successful practice

4 SKILLFUL INTERVENTION
Engages, intervenes, and facilitates within and across organizations and communities

5 THEORY BASED
Understands, applies, and develops relevant theories, concepts, and methods

6 FUTURE FOCUSED
Stays current in anticipation of the utilization and impact of new and emerging mega trends

1 SELF-AWARENESS

"The conscious use of one's whole being is in the intentional execution of one's role for effectiveness . . ."[4]

Behavioral indicator example: able to identify own emotions and use them as a source of information and motivation.

2 INCLUSION AND EQUITY

Engages in the creation of opportunities and the overcoming of systems of bias and inequality to support the development of all individuals and social groups.

Behavioral indicator example: understands and intervenes on challenges and opportunities rooted in and related to diverse identities and perspectives.

3 SYSTEMS THINKING

Supports organizational efforts to maximize competitive advantage and value creation while fostering a climate of continuous assessment and adaptation to change.

Behavioral indicator example: ability to assess and intervene strategically regarding the relationships among the whole, its parts, and their interactions to effect change.

[4]*Managing Use of Self for Masterful Professional Practice.* Jamieson, Auron and Schectman, 2010, p. 5

4 SKILLFUL INTERVENTION

Capacity to strategically design, support, facilitate, influence, and lead efforts focused on system transformation, change, and development.

Behavioral indicator example: makes appropriate use of the system's context and content to enhance interactions and support change.

5 THEORY BASED

Has the knowledge and ability to apply existing and emergent theories, concepts, and methods from relevant disciplines and fields.

Behavioral indicator example: knows the difference between sound and pseudo research practices and can appropriately implement them.

6 FUTURE FOCUSED

Stays current on and understands the impact of external trends. Continuously adopts and integrates new tools and technologies to increase the effectiveness of one's practice.

Behavioral indicator example: attends to, understands, and integrates changing demographics, communication processes, climate impacts, and advanced technologies such as AI, robotics, blockchain, IoT, Big Data.

IN THEIR OWN WORDS . . .

This is one of the bravest attempts to define OD, values, and the competencies. It will bring some order in the chaos that exists at present. It's very futuristic.

—**SUSHMA SHARMA,** FOUNDER AND CEO, RESONATE CONSULTING AND PAST PRESIDENT OF ISABS, INDIA

🔄 Our process

The team based the capabilities on current research and identification of mega trends including emerging technologies, power shifts, sustainability of organizations, social and natural systems, individual and organizational risk, and security. We held a townhall to provide input to the Circle team. The draft capabilities, authored by the Circle Team, were presented at the 2019 OD Gathering.

🧠 Our thinking

In addition to capabilities, we thought it was important to identify the critical needs of OD (as generated by the Essence, Vision, and Critical Needs Circle). As an OD community, we exist in a cycle of continuous learning and growth based on research, practice, and experience. Below are needs and opportunities that OD can help address to have a positive impact:

- **Navigate the increasing rapidity of change,**
- **Explore, identify, and enact principles, purpose, and values,**
- **Foster learning and development,**
- **Connect with and adapt to advances in technology,**
- **Maintain individual and/or group identity amid change,**
- **Support and promote sustainability,**
- **Adapt to and influence shifting power dynamics, and**
- **Align mission, vision, and strategy.**

IN THEIR OWN WORDS . . .

This definition and work provides a great foundation to guide the much-needed transformation of work. Day & Zimmermann, just like many others, has been profoundly impacted by the seismic shifts of 2020. We now have an opportunity to rethink our future and organizational development will play a critical role in that work.

— **HAL YOH,** CEO, DAY & ZIMMERMANN, PENNSYLVANIA, UNITED STATES OF AMERICA

OUR OD IMPERATIVE

The world, organizations, and the individuals who inhabit them are all evolving rapidly, creating a diverse range of critical needs and opportunities for OD scholars and practitioners to have a positive impact. A "critical need" is generally described as an extremely important motivating force that compels action for its satisfaction. These needs and opportunities are our imperative in OD; they are the call to which we as people who practice and study OD must respond.

- Maintaining or increasing health and agility at all levels of system,
- Navigating the increasing rapidity of change
- Exploring, identifying, and living into principles, values, and culture,
- Maintaining individual and/or group identity amid change,

- Fostering knowledge management and learning and development,
- Supporting and promoting sustainability,
- Connecting with and adapting to advances in technology,
- Adapting to and influencing shifting power dynamics,
- Evolving and aligning operating model(s), and
- Maintaining legal and regulatory compliance.

This list is by no means exhaustive, but it does have implications at all levels of system, from society (at a global or national level) through organization and group to two-person systems and the individual. For example, "adapting to and influencing shifting power dynamics" could emerge at the societal level by addressing inequality, genderism, and racism in pursuit of social justice. At the organization level, mergers and acquisitions or rapid growth or decline in an organization might amplify and alter existing power dynamics. At a group or a two-person level, a critical need could manifest during restructuring or consolidation or in changing roles and responsibilities. Finally, at the individual level, the need could occur during any transition with perceived status implications.

A beginning, not an ending

The different sections throughout this document have provided the threads which, when woven together, yield the tapestry which is the field of OD. The Vision outlines the desired future which we aspire to make a reality for ourselves and those we serve. The Definition and the Essence help shape what we do and how we go about doing it. The Values offer a framework which serves as a series of guideposts for all scholars and practitioners. The Capabilities describe the most critical elements to which we need to attend to carry out our work in alignment with our values. And the Critical Needs provide our imperative; they are the call to which we as people who practice and study OD must respond.

This is our 95% solution. We believe it is well grounded in an open and participative process by a widely diverse group of over 300 OD practitioners, scholars, academics, coaches, and students.

Responses

1 I agree with the spirit of the definitions, and am willing to use the content and share them with organizations I am a part of and/or consulting with and have them begin to use these frameworks too.

2 I support the frameworks in principle and will share with you/ the OD Gathering any modifications I might have.

3 I cannot support the frameworks, not even in principle.

4 I cannot support the frameworks and will share with you/the OD Gathering some of my thoughts.

We welcome your messages of agreement and/or comments at **founderstothefuture@gmail.com**.

APPRECIATIONS

Finally, many thanks to the hundreds of participants in the OD Gatherings, the several hundred who answered surveys and participated in focus groups, the dozen leaders of the Circles of Work, and finally to the organizers and planners who helped bring to life "From the Founders to the Future: A Gathering to Build OD for Tomorrow's World."

It takes a village . . .

Thank you!

The preceding work could not have been accomplished without many people working diligently for three years. The list below is not complete — there were many more people who touched this process some for a moment and others for months or years. Every thought made a difference. We thank all who shared an idea, held this process in their thoughts, answered a question, or asked a question. We thank you and we thank the following people:

Founders and Planning Partners

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Karen Parker Thompson, MSOD, Founder, Engaging by Design

Keith Earley, PhD, JD, President, Earley Interventions, LLC

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Sandra Janoff, PhD, Director, Future Search Network

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Mona Pandeya (Definitions), Manager, Diversity and Inclusion, Children's Hospital of Philadelphia

Olga J. Blouch (Vision, Essence, & Critical Needs), Ph.D. Candidate, Pennsylvania State University

Peter Norlin, PhD (Definitions), Principal, ChangeGuides

Sasha B. Farley, MSOD (Values), Human Capital and Organization Development Consultant, REI Systems

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📣 IN THEIR OWN WORDS . . .

The outcome of The Gathering is a well-balanced integration and description of what the field of Organization Development is and aspires to be. I hope it gets widely disseminated and used.

— **GERVASE BUSHE, PHD,** PROFESSOR OF LEADERSHIP AND ORGANIZATION DEVELOPMENT, BEEDIE SCHOOL OF BUSINESS, SIMON FRASER UNIVERSITY, CANADA