

SECOND GENERATION OD.

- Serious question has emerged about the relevance of OD ~~was~~ to managing change in modern orgs.

- The need for 're-inventing' the field has become a topic that even some of its "founding fathers" are discussing critically.

- Since the environment is becoming turbulent, the content of OD has dramatically changed.

- Practitioners & researchers are giving ^{giving} considerable attention to emerging concepts, interventions, and areas of application that might be called second-generation OD.

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Second generation OD has focus on organisational transformation, Organisation culture, learning org, TQM, Quality of work life etc.

Smith and Wilemon differentiated betw "incremental change" strategies and "fundamental" change strategies

Org transformation is seen as requiring more demands on top leadership, more visioning, more experimenting, more time and the simultaneous management of many additional variables

OT can occur in response to or in anticipation of major changes in the organisation's environment or technology and these are often associated with significant alterations in the firm's business strategies