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take place in increasingly complex  
environments with growing numbers of  
people in need. Resources are not  
sufficient to meet the needs and donors  
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“Organization Development is an effort  
(1) planned, (2) organization-wide, and  
(3) managed from the top, to (4)  
increase organization effectiveness and



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health through (5) planned interventions in the organization's "processes," using behavioral-science knowledge"

(Beckhard, "Organization development: Strategies and Models", Reading, MA ...

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Organizational change efforts often

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overlook the need for another kind of alignment as well — that among the work we do, the reasons we do it, and the meaning it has for us. This more comprehensive, “holistic” form of alignment extends from an organization’s market and business strategies right down to the individual level.

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Organizational culture and climate research would be an appropriate avenue of investigation for this aspect of the theory and could be validated by measuring the influence of holistic leadership practices (i.e., through

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application of the Holistic Leadership Competency Model) on performance outcomes.

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Traditional Organizational Development.  
Traditional Organizational Development has been grounded in the behavioral sciences, and while this is still an important factor – we need to understand this in the context of the functions and systems in which people operate. A holistic approach.

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important trends in marketing practices  
Know what are the keys to effective  
internal marketing Know how companies



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can be responsible social marketers  
Know how a company can improve its  
marketing skills Know what tools are  
available to help companies monitor ...

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Doty, H., W.H. Glick, and G.P. Huber  
1993 Fit, equifinality and organizational

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effectiveness: A test of two configurational theories. Academy of Management Journal 36:1196-1250..  
Drazin, R., and A.H. Van de Ven 1985  
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