

THE WHO, THE HOW, AND THE WHAT OF OD CONSULTING

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ABSTRACT

Practicing the who, the how, and the what of planned change differs across situations in various organizations. According to Cummings and Worley (2015), organization development is based on improving organizational effectiveness. Organization development involves the consulting process of pre-entering, entering, contracting, diagnosing, intervening, evaluating, and terminating of change by external consultants and internal consultants. I share my research journey from the first-person perspective because it reflects my thoughts. I hope to unify the significance and vision from my experience in the organization development field with the diverse theoretical dialogues; to assist in influencing consultation literature's importance and relevance to organization development scholar-practitioners (Golden-Biddle & Locke, 2007).

Keywords: organization development, planned change consulting process, consulting

THE WHO, THE HOW, AND THE WHAT OF OD CONSULTING: MY LIFE AS AN INTERNAL CONSULTANT AND MY LIFE AS AN EXTERNAL CONSULTANT

I initially found interest in the topic of consulting because I was an internal consultant who wanted to pursue an external consultant career and thought it would be great for me to theoretically prepare for that transition while waiting for the practical opportunity to manifest itself.

A job interview for an external consulting position led me to really think about how to expand my future research on the topic of consulting, focusing on external consultant and internal consultant collaborations when practicing the planned change consulting process. In fact, the interviewer asked me about my research topic during the interview because it was on my resume as a previous Midwest Academy of Management (MAM) conference panel presentation, and he found it interesting being an external consultant himself. I was surprised at his interest in my research thus far, but I was happy to discuss it with him even past the interview ending time; this gave me a chance to bounce my ideas off of him at the same time.

I knew I was very passionate about consulting but had no idea others would find my research so interesting, especially an external consultant in a large professional service consulting firm, a place where I really wanted to restart my consulting career. I could tell by our extended conversation about the collaborations between external consultants and internal consultants during the planned change consulting process that practically, this was a problem in the organization development field and that it was significant in any industry because of constant change. This problem indicated a need for research in consultation because the collaborative partnership foundation, is not nurtured during the planned change consulting process. I know teaching and learning take place when external consultants and internal consultants collaborate on a problem that is shared with other organization development practitioners, especially when researched in various industries where change management is practiced (Bloomberg & Volpe, 2012).

While in my job interview, we were able to chat about his experience as an external consultant working closely with an internal consultant on change projects and how the collaborative partnership affected the change effort's success.

Wageman (2011) stated, typically, the first reaction when an organization development consultant faces a problem in practice is to ask another organization development consultant if they have faced that problem and already have a methodology for tackling it. Their second instinct is to invent something based on their own ideas and experience, asking himself or herself, has anyone ever studied this problem; what does research have to say about it?

A few months later while working on my research, I just kept reflecting on what I learned in my job interview and what I read in Wageman's chapter entitled, "Academic-consultant collaboration: Doing research across the divide," (2011) and how I could prepare to move forward on my research journey. In my research, I learned that there is a gap in the collaboration between external consultants and internal consultants when practicing the planned change consulting process resulting in a 70% change effort failure rate (Beer & Norhia (2000), this leads to significant problems in consulting and organization development (OD). Based on what I learned from the dialogue with the external consultant and what I read about consulting, I knew I had to explore the consulting field by understanding how external consultants and internal consultants collaborate to practice the planned change consulting process in their daily work.

The interpersonal quality of the external consultant and the internal consultants' interactions occurring in a "real life" organization development setting provides an ideal context for the integration of the pre-entry, entry, contract, diagnose, intervene, evaluate, and terminate stages of the planned change consulting process (Lewis, 1970).

"The conceptual framework which underlies my thesis rests on three areas of interaction theory: teaching-learning, helping, and instrumental relationships." I am studying the interaction between two OD consultants. "How they become operationally integrated into a single context" (Lewis 1970, p. 12).

Teaching and learning; helping; and instrumental relationships are linked to the dimensions of the organization development consultants' development. The collaboration is viewed as being a three-tier process in which

conceptual development; OD skills development; and personal growth are possible outcomes of the partnership's interaction. The three dimensions are seen as an integrated growth process (Lewis, 1970).

Conceptual development involves the process of acquiring knowledge about the human behavior in systems, about the strategies of organization development, and about the practice of planned change: Diagnosis, intervention, and evaluation. It also involves developing the organization to relate these stages of change to contexts with which the external consultant and the internal consultant are involved (Lewis, 1970).

The collaborative partnership of the external consultant and the internal consultant is intentionally related to the context and occurrence in which he or she is intimately involved. The external consultant and the internal consultants' learning become experience-based; understanding follows testing new ways of thinking and applying change. A culture of trust, openness, freedom, and inquiry emerges, promoting learning on many levels. The balanced nature of this collaborative partnership not only supports strategic organization development learning, but also increases the OD pairs ability to accomplish the organization development change in which the external consultant and the internal consultant are joined (Lewis, 1970).

OD skills development, involves gaining the ability to apply the conceptual knowledge in a "real life" organizational setting and to the specifics of the change problems; building the OD skills to apply strategies of change and selectively executing organization development interventions; teaming with organization members in change methods; and cultivating the ability to be a participant-observer in groups (Lewis, 1970). The OD skill development dimension of the collaborative partnership is enabled mainly by the external consultant and the internal consultant interacting through directly implementing stages of the organization development change effort. The value of the instrumental relationship and how the OD pair decide to work together to accomplish the task during the entering and contracting stages, influences the organization development consultants' OD skill development (Lewis, 1970).

With both OD pairs interacting on the change initiative and engaging in on-site communication, the collaboration leads to more effective changes and the sharpening of organization development skills in an action setting (Lewis, 1970).

Personal growth is a sense of being engaged in the process of continuous learning. It involves acquiring an awareness of self, one's personal needs, goals, and values using self-assessment as an instrument of change through the pre-entry and termination stage of the planned change consulting process (Lewis, 1970). In the collaborative partnership whatever personal growth occurs is in direct connection with the accomplishment of the change initiative and both the conceptual and OD skill development and can be viewed as the result of the integration of the two (Lewis, 1970).

KEY TERMS

As I interviewed with the external consultant, I asked him his definition of an external consultant, an internal consultant, the planned change consulting process, and consulting. I was interested in hearing his description of these key terms and how his narrative of these key terms guide his daily work. To better

understand the external consultant and the internal consultant's collaborative partnership, I believe the topics organization development; the planned change consulting process; and consulting combined helps to define the who, the how, and the what of practicing planned change.

Organization Development

Organization development is both a professional field of social action and an area of scientific inquiry. It brings the scholar-practitioner together in practice. Although there are various definitions of organization development in existence with marginally different emphasis, the following definition includes and supports most of the views. "Organization development is a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness" (Cummings & Worley, 2015, p.2).

According to Cummings and Worley (2015), organization development is based on improving organizational effectiveness. This involves the design, implementation, evaluation, and institutionalization of change. It moves beyond the initial efforts to implement planned change to a longer-term concern for making sure the new interventions are sustained within the organization.

As stated by Woodman (1993), organization development was aimed to be a way of managing complex social systems faced with the reality of constant change. The focus of organization development efforts was never intended to be short-term problem solving or incremental change. Nor was changing individual and group behavior considered a means to an end. Rather, organizational development meant and still means creating adaptive organizations capable of regularly transforming and reinventing themselves as needed to remain effective.

External consultants and internal consultants reinforce how organization development is applied to changes in the strategy, structure, and processes of a total system. Because organization development is based on the application and transfer of behavioral science knowledge and practice, it is critical that the who, the how, and the what of OD consulting is clearly supported during planned change, so that the organization is better able to manage and maintain change in the future (Cummings & Worley, 2015).

Planned Change Consulting Process

The general model of planned change is a framework of stages that consultants, leaders, and organization members jointly carry out in organization development: pre-entering, entering, contracting, diagnosing, intervening, evaluating, and terminating. The organization development consultant is the primary instrument of diagnosis and of change, so external consultants and internal consultants must process complex, uncertain information, and make informed judgments about its relevance to organizational issues (Cummings & Worley, 2015).

The change activities are not a straightforward process but involve considerable overlap and feedback among the stages (Cummings & Worley, 2015). Beer and Walton (1987) conclude, that since change does not occur in the linear, the external consultants and the internal consultants are able to identify and take advantage of opportunities to cultivate change. This gives the organization development consultant a chance to utilize various skills and knowledge throughout the planned change consulting process.

When practicing the planned change consulting process, the "who" is a very active component in the pre-entering, entering, contracting, evaluating, and the terminating stages because it involves working directly with the leader building relationships and assessing the effects of the change initiatives. The organization development consultant is working with many variables that require direct attention because pre-entering and terminating requires building relationships; the needs for change tend to surface and resource constraints are exposed and encountered in the stages of entering and contracting. Evaluation is constant throughout the process because institutionalizing a successful change involves reinforcement through feedback, rewards, and training. To select the appropriate organization development consultant as the change agent, the external consultant and the internal consultant's skills are their selling points (Cummings & Worley, 2015).

The "how" of the planned change consulting process is evident in the knowledge of the organization development consultant during the diagnosis stage because he or she focuses on understanding organizational problems and root causes. It is one of the most critical activities in organization development's planned change consulting process because it includes carefully studying the client's system. The external consultant and the internal consultant's knowledge help he or she choose an appropriate model for understanding the organization. It is crucial that the organization development consultant then gather, analyze, and provide feedback information to leaders and organization members about the problems or opportunities that exist (Cummings & Worley, 2015).

Intervening is the "what" of the planned change consulting process. The organization development consultant uses his or her experience to plan and design interventions to achieve the organization's goals and create action plans to implement them. Choosing an intervention requires the external consultant and the internal consultant to determine the organization's readiness for change, its current change capability, and its culture and power distributions (Cummings & Worley, 2015).

Consulting

Organization development is meaningful to those who plan a professional career in the field, either as an external consultant, firm-based organization development consultant practicing in many organizations; or as an internal consultant, an organization development consultant that performs organization transformation/change management activities full-time for one organization (Cummings & Worley, 2015).

The term organization development consultant applies to those specializing in fields related to organization development, such as business strategy. This content-oriented field is increasingly becoming integrated with organization development's process orientation, particularly as organization development projects have become more comprehensive, involving multiple features and varying business areas of the organization (Cummings & Worley, 2015).

These business areas of the organization consist of people with complementary skills in strategy formulation, process analysis, and organization design (Warren, Ruddle, & Moore, 1999). Integration and alignment between strategic, social, and technical features require collaboration between people possessing skills in different functional areas. Such collaboration is often

complex, and that is why the integration of the key elements during large-scale organizational change is necessary (Yeager & Sorensen, 2009).

A growing number of professionals in strategic management are gaining experience and competence in organization development, mainly through working with organization development professionals on large-scale projects. As management consultants, in most cases, professionals in strategic management do not subscribe entirely to traditional organization development skills, nor do they have extensive organization development knowledge and experience. Instead, they have formal training and experience in their respective specialties, such as corporate strategy. They are organization development external consultants in the sense that they apply their special competence within an organization development-like process, typically by collaborating with organization development professionals to design and implement change programs. They also practice organization development when they apply their organization development competence to their own specialties; this spreads an organization development perspective to an area such as strategic planning (Worley & Cummings, 2015).

The OD literature expresses that critics have suggested several problems with the way planned change is carried out. Their concern is not with the planned change model itself, but with “who” the skills, the knowledge, and the experience of the organization development consultant (Cummings & Worley, 2015).

Block (2000) defines, a consultant as “a person in a position to have some influence over an individual, group, or an organization, but who has no direct power to make changes or implement programs (p. 2). Bellman (1972) describes, a consultant as being able to assist those leaders who do have the power to make the change and those managers with the functional responsibility to make the change.

Early definitions introduced the consultant predominantly as a one-on-one content expert. To date, numerous definitions are ranging from the one-on-one content expert to system-wide consultants. Consultants define consultation by their work setting, educational backgrounds, goals, and conceptual models (Kurpius & Fuqua, 1993). Edgar Schein (1978) suggested, that the consultant also be a process helper; this supported the emergence of today's definitions of process helping and collaborative consultation.

The writings by Cummings and Worley (2015) convey the message that critics have suggested several problems with the way planned change is carried out. Their concern is not with the planned change consulting process itself, but with “how” the planned change takes place under the organization development consultants' leadership.

The way the external consultant and the internal consultant define organization development influences his or her practice of planned change. Cummings and Worley (2015) share multiple organization development definitions for the consultant to refer to in practice. As an external consultant or an internal consultant practicing planned change, Wendell French and Richard Beckhard's organization development definitions are the most supportive and comprehensive in guiding the planned change process. French's definition of organization development is concerned with its long-term focus and the use of

external consultants or internal consultants; while, Beckhard's definition of organization development addresses the process of organization development.

French's definition of organization development refers to:

A long-range effort to improve an organization's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external and internal behavioral-scientist consultants, or change agents, as they are sometimes called (French, 1969, p. 23).

Beckhard defines organization development as "an effort (1) planned, (2) organization-wide, and (3) managed from the top to (4) increase organization effectiveness and health through (5) planned interventions in the organization's 'processes,' using behavioral science knowledge" (Beckhard, 1969, p. 9).

In the 1970s, experienced external consultants began to talk about undertaking organization development as a project; rather than, as an experiment, and organization development interventions came to be defined as "a set of structured activities" to influence planned change (French & Bell, 1973; as cited in Mirvis, 1988; French & Bell, 1973, p. 156).

Implementing interventions is focused on leading and managing the planned change process. The ability to implement organization development interventions is highly dependent on the knowledge of the organization development consultant. The design intervention depends to some extent on the expertise of the external consultant or the internal consultant, the needs and dynamics of the change situation, and crafting a change program that will be consistent with the environment (Cummings & Worley, 2015).

According to Cummings and Worley (2015), critics have suggested several problems with the way planned change is carried out. Their concern is not with the planned change consulting model itself, but with "what" interventions the organization development consultant uses to implement the change.

This led me to believe, at each stage of the planned change consulting process, organization development consultants must be able to ask well-defined, reflective questions based on what they have noticed about the organization, its dynamics, and its leaders (Jamieson & Armstrong, 2018). These questions are both dialogic and diagnostic in nature because often an observation posed as an inquiry, helps the leader to see a dynamic differently or re-consider something generally taken for granted. It gets the leader to slow down and examine why they do what they do and often leads them to stop doing it or to consider a new direction for change (2010).

THEORIES

As the external consultant and I chatted during the interview, I told him about my experience with organization development theories, and he shared his experience. Although, theory is not at the forefront of his mind when consulting, his instincts follow the organization development theory and theories of planned change depending on the change engagements' team dynamics, audience, and decision-making process.

Organization Development Theory

Organization development theory is a fundamental tool, which external consultants and internal consultants should have as a general knowledge of organization development. Organization development consultants should have some appreciation for planned change, the action research model, and the positive approaches to managing change; they should be familiar with the range of available interventions; and the need for evaluating change programs. Most importantly, external consultants or internal consultants should understand their role in the emerging field of organization development (Cummings & Worley, 2015).

According to Burke (2006), at its beginning, organization development was revolutionary in developing and applying its theories of people and change to organizational life and functioning. Understanding the field of organization development today requires knowing something about this history. The theory, definition, and evolution of organization development guides who, how, and what is practiced during the planned change process.

Scholars and early practitioners in the field such as Kurt Lewin, Chris Argyris, Abraham Maslow, Douglas McGregor, Edgar Schein, and Renis Likert promoted the usefulness of learning from experience, modeled the importance of linking theory to practice, and gave organization development its distinctive dual focus on understanding how organizations could and should operate by working to improve them (Burke, 2006).

Burke (2006) elaborates that a group of mini theories has influenced the thinking and consultative practices of organization development practitioners. Each theory helps to explain only a portion of organizational behavior. Burke summarized the ten mini theories according to the theorist's perspectives, how the theory was emphasized, and how the theory was applied to practicing planned change.

Organization development theory from an individual perspective led theorists to the understanding of human motivation. The two major approaches were Need Theory and Expectancy Theory. Theorists Abraham Maslow, known for the Maslow Hierarchy of Needs Theory and Frederick Herzberg known for his Motivator-Hygiene Theory both emphasized individual needs and applied their theories to career development and job enrichment (Herzberg, Mausner & Snyderman, 1959, 1966; as cited in Burke, 2006; Herzberg, Mausner & Snyderman, 1959). Victor Vroom's Expectancy Theory and Edward Lawler's Expectancy Model emphasized individual expectations and values and applied their theories to a reward system design and performance appraisal (Lawler, 1973; Vroom, 1964; as cited in Burke, 2006; Lawler, 1973). Theorists Richard Hackman and Greg Oldman emphasized job satisfaction and applied their theories to job and work design, as well as job enrichment. They theorized that work effectiveness would be enhanced if employees had jobs that were not simple and repetitive, but complex, meaningful, and challenging (Hackman & Oldman, 1980; as cited in Burke, 2006; Hackman & Oldman, 1980). Theorist Burrhus Frederick Skinner emphasized individual performance and applied his theory to incentive systems and reward system design (Skinner 1953, 1971; as cited in Burke, 2006). These theorists all focused on individual aspects of organization development yet laid the foundation for groups to begin to practice planned change in an open system.

Group perspectives of organization development theory focused on change from a behavioral science approach, founded in either psychology, sociology, or anthropology. These theorists dealt with human action and sought to generalize about human behavior in society. Theorist Kurt Lewin emphasized norms and values and applied them to changing conformity patterns. He felt that the "crucial determinant of a group atmosphere lies in leadership" (Lewin 1948, 1951; as cited in Burke, 2006; Lewin 1948, p. xi). Theorist Chris Argyris emphasized interpersonal competence and values and applied this to training and education (Argyris, 1962, 1971; as cited in Burke, 2006). He believed "at the heart of organization development is the concern for the vitalizing, energizing, actualizing, activating, and renewing of organizations through technical and human resources" (Argyris, 1971, p. ix). Wilfred Bion emphasized group unconsciousness and applied psychoanalytical basis to group behavior diagnosis, which primarily comes from small groups that he conducted at the Tavistock Clinic (Bion, 1961; Rioch, 1970; as cited in Burke, 2006; Rioch, 1970).

The total system perspective of practicing planned change for the entire organization and its various departments working together is supported by theorists that looked at the organization. Renis Likert emphasized management style and approach and applied it to change in participative management. He believed that of all the responsibilities of management, that managing the human capital was the chief and most important task (Likert, 1967; as cited in Burke, 2006; Likert, 1967); that "organizational variables are in a complex interrelationship with one another and with conditions in the environment" (Lawrence & Lorsch 1967, p. 157). Theorists Paul Lawrence and Jay Lorsch emphasized organizational structure and applied it to change contingent on organization environments (Lawrence & Lorsch 1967, 1969; as cited in Burke, 2006). Harry Levinson emphasized organizations as a family and applied it to the diagnosis of organizations according to familial patterns; he states, "the consultant who enters into consultation with a family business must recognize that he or she is entering an old battleground" (Levinson, 1972a; as cited in Burke, 2006; Levinson, 2009, p. 189).

As stated by Burke (2006), historically, there is not one single theory to explain organization development to date. Still, these mini theories help external consultants and help internal consultants to understand certain aspects of organizational behavior and organization development. Taken together and comparatively, they become more useful to the organization development consultant who must work within an ever-changing, complex organization while practicing planned change with individuals, groups, or in a total system. These theories help to define organization development.

Theories of Planned Change

Organization development is more of an adaptive process for planning and implementing change than a blueprint for how things should be done. It involves planning to diagnose and solve organizational problems, but such plans are flexible and are often revised as new information is gathered as the planned change process advances (Cumming & Worley, 2015).

According to Cummings and Worley (2015), "theories of changing" are conceptions of how change can be implemented in organizations (p. 22). Bennis (1966) states, "planned change could be viewed as a crucial link between theory

and practice, between knowledge and action" (p. 81). These frameworks describe the activities that must take place to initiate and execute successful organizational change. Kurt Lewin's change model, the action research model, and the positive model serve as the primary basis for a general model of planned change. Depending on the "how," these models will allow the organization development consultant to work closely with all organization members while practicing planned change.

All three models describe the activities by which planned change happens in organizations. The models overlap in that their emphasis on action to implement organizational change is guided by a preliminary stage (unfreezing, diagnosing, or initiating the inquiry) and is followed by a closing stage (freezing or evaluating). All three approaches emphasize the application of behavioral science knowledge, involve organization members in the change process to varying degrees, and recognize that any interaction between an organization development consultant and an organization creates an intervention that may affect the organization (Cummings & Worley, 2015).

Lewin's change model differs from the other two in that it focuses on the "how," the general process of planned change, rather than on specific organization development activities. Lewin's model and the action research model differ from the positive model regarding the level of involvement of the organization's members and the focus of the change. Lewin's model and the traditional action research model emphasize the "who," the role of the organization development consultant in the change process. Contemporary applications of the action research model and the positive model treat external consultants, internal consultants, and leaders as co-learners who are heavily involved in the planned change process. Also, Lewin's model and the contemporary action research model are more interested in the "what," fixing the problem instead of what the organization does well and leveraging those strengths (Cummings & Worley, 2015).

There are numerous variations around these basic models of change, but they all share common traits, which make them a part of the organization development toolkit. The most fundamental attribute of these traits is the use of collaboration (Yaeger, Head, & Sorensen, 2006).

Warren, Ruddle, and Moore (1999) state, that organization development in terms of theory and analytical framework, has the potential to unite the different "thought worlds" of the external consultant and the internal consultant who practice planned change.

LITERATURE REVIEW

Being that the external consultant read about my MAM presentation I knew he was familiar with the Academy of Management and we chatted about OD articles in *The Academy of Management Journal*, *The Academy of Management Review*, and *The Academy of Management Perspectives*.

Organization development consulting is all about relationships; I figured that these relationships are built and cultivated in many industries suggesting that articles have been written in various scholarly materials and I wanted to read and find out more about those relationships (Bloomberg & Volpe, 2012).

My literature review explored the interconnectedness of the experiences of external consultants and internal consultants, two major bodies of literature were critically reviewed: Organization Development and Consultation. A review of the literature on organization development provided me an understanding of the context, structure, rules, and regulations under which consultants must work to implement the planned change consulting process. Consultation literature was reviewed to provide me with a context for understanding what skills, knowledge, and experiences were perceived as needed by the organization development consultants and how they attempted to use those criteria towards a change effort (Bloomberg & Volpe. 2019).

The scope for my literature review varied from books, dissertations, professional journals, and periodicals with research articles ranging from inductive to deductive. These resources were accessed through Education Resources Information Center (ERIC), InterLibrary Loan internet accessible database (ILLiad), I-Share, and ProQuest.

Throughout organization development consulting literature from the 1940s to 2020, I learned so much about the consulting topic. I was able to read, scan, and skim a combination of ~112 pieces of literature. I organized my literature review into five major sections: The evolution of organization development; the history of external consulting and internal consulting roles; the education and professional development of an organization development consultant; the organization development planned change consulting process collaborations; and the external consultant and internal consultant partnerships. No specific delimiting time frame was used around which to conduct this search, because of the nature of the literature reviewed: The historical development, for example, the evolution of organization development and the history of external consulting and of internal consulting roles was considered significant and therefore a subjective condition, such as a time frame, would have prevented the inclusion of substantial relevant material (Bloomberg & Volpe, 2019).

A primary objective of the planned change consulting process is the teaching of changeability in an organization. Since the external consultant and the internal consultant are pivotal to this process, the collaborative partnership between them is a crucial component for achieving this objective. Barnett and Weidenfeller (2016) concluded, that the organization development consultants' interpersonal effectiveness was rated more important than all other skills and attributes; and the second highest rated competency was the ability to collaborate.

In his dissertation *Growth of internal change agents in organization development*, Lewis (1970) identified conceptual development, OD skills, and personal growth as a major influence on the OD consultant's development and growth while practicing the planned change consulting process. The empirical study by Scott and Hascall, *Inside or outside: The partnership of internal and external consultants* dealt specifically with the contribution and value of collaborative partnerships to the planned change consulting process; the credibility and authority of the collaborative partnership; successful collaborative partnerships and poor collaborative partnerships; requirements for productive collaborative partnerships; and advice for leaders on introducing/orienting collaborative partnerships (Scott & Hascall, 2002). Author's Lacey and Kurpius, Fuqua, and Rozecki focused on pre-entering, entering, contracting, diagnosing,

intervening, evaluating, and terminating stages of the planned change consulting process. Anderson (2020) expanded the organization development consulting model and how it differs from other model approaches; as well as, the perspectives of external consultants and internal consultants which is rarely surfaced or discussed in OD consulting literature.

My synthesis of the literature reviewed is based on: My findings across studies; my comparing and contrasting different research outcomes, perspectives, and methods; and my noted gaps, debates, and shortcomings in the literature. This combination provided my rational that, the effectiveness of such a collaborative partnership depends on the organization development consultants developing strong, supportive, collegial relationships which help to build organizational capacity (Worley & Feyerherm, 2003).

According to Jamieson and Marshak (2018), in the 21st century, the field of organization development needs more integration of the tons of theories, methods, and approaches that encompass what organization development scholar-practitioners consider to be organization development consultation.

FINDINGS: DEBATES AND ISSUES

Although, I did not get an offer from this interview with this external consultant, upon his recommendation I was interviewed for another market offering in the same large professional service firm. About seven months later, I accepted an offer as an external consultant in the organization transformation offering. In that round of interviews, I was able to briefly share my research journey with a consulting leader (Managing Director) who was very interested in my recommendations for how external consultants and internal consultants could collaborate to practice the planned change consulting process and how that information would apply across market offerings in the firm.

In their article “Cracking the code of change” Beer and Norhia compare the Theories of Change, they outline the differences between Theory E and Theory O archetypes and illustrate what an integrated approach would look like when utilizing consultants in the dimensions of change. Theory E views consultants as analyzing problems and shaping solutions and Theory O perceive consultants as supporting management in shaping their own solutions; but when Theory E and Theory O are integrated, consultants are seen as “expert resources who empower employees” (2000, p. 137).

According to Kurpius and Fuqua (1993) organization development consultants help employees think of their immediate problem as part of the larger system, understand how those problems can be solved, understand how they developed and can be avoided. There are situations when the external consultants and internal consultants’ direct access to the organization is useful in pre-entering, entering, contracting, diagnosing, intervening, evaluating, and terminating the change.

Researching external consulting and internal consulting from a historical viewpoint was interesting to me because I do not have a Master’s in Business Administration, but I do have a Master’s in Science and four years of internal organization development consulting experience and now one year of external consulting experience. Within my practical external and internal

consulting experience, I was partnered with OD consultants where I often led the planned change consulting process and at times the other consultant led the planned change consulting process; we shared the responsibility, and I learned from each experience. My practical, hands-on sharing through discussing lessons learned supported my personal relationship and professional relationship with the OD consultants.

Scott and Hascall (2001) did bring to my attention that it is not always easy to transition between being an external consultant to an internal consultant role or vice versa, just because of common skills and expertise. But having experience as an external consultant and as an internal consultant is a way to learn personal awareness of the challenges and differences that may come about as the organization attempts to build a collaborative, successful, working partnership. Sturdy and Wright (2011) does warn, that sometimes employees may not see the internal consultant and external consultant as equal and tend to give expert identity and status to the external consultant; this stereotype of particular consulting roles can make the environment feel threatening. But at the same time I suppose, seeing is believing, so this gives each organization development consultant a chance to shine through their collaborative efforts. I found visibly bringing my external consultant partners to organization meetings and organization presentations reflected our mutual respect for each other's work on the project and on our collective voices.

I do think two OD consultants are better than one OD consultant, especially when two OD consultants are striving to accomplish the same goal. Varney (2018) states, that in reality organization development today is an unrestricted field in which consultants and change agents are not held accountable to any professional standards, and client organizations seldom see success in their change initiatives. I agree with Dr. Anthony Buono, in his personal communication on March 30, 2019 he states, "no certification nor checklist is needed, but experience because organization development consultants face novel experiences. Their reputation is the certification of a good consultant; it is by word of mouth." But I do believe that practical, hands-on experience between a seasoned organization development consultant and a new organization development consultant, along with immersion into the culture of an organization can bring in a dimension of learning that can't be absorbed only through professional standards and formal education; that is the strength of having an external consultant and an internal consultant collaborative partnership.

I think the pre-entry stage of the planned change consulting process is the perfect point for the organization development consultant to reflect on "self." I learned of the pre-entry stage and the termination stage after reading Kurpius, Fuqua, and Rozecki (1993), initially I was just focusing on the general model of the planned change consulting process as outlined by Cummings and Worley (1993) it includes the consulting stages of entering, contracting, diagnosing, intervening and evaluating change (as cited in Lacey, 1995). In my Strategic Organization Development class with guest lecturer Dr. Anthony Buono, he spoke about Andrew Sturdy's work on consulting, especially the fact that Sturdy writes about how consultancy is embedded, tacit knowledge for today's manager; so, the more the organization development consultant reflects, the more he or she learns and can share. Dr. Anthony Buono also stated that he felt that

“the best intervention for change is when internal consultants and external consultants pair/share” (A. Buono, Personal Communication, March 29, 2019). This information influenced me to research how to incorporate the pre-entry stage and the termination stage into the planned change consulting process. Specifically, how external consultants and internal consultants could partner in the pre-entry stage thru the termination stage when practicing the planned change consulting process.

External consultants and internal consultants need to take time to develop their consulting relationship, confronting individual differences, and establishing appropriate roles and relationships; pre-entry is just the right stage of the planned change consulting process to do this. I feel that organization development consultant partners need to provide each other with continuous feedback and also make a commitment to learn from each other. Cummings and Worley (2015) believe, that in the absence of these team-building and learning activities, organization development consultant relationships can be less effective than either external consultants or internal consultants working alone practicing the planned change consulting process.

The example below is a combination of a personal, first-person account of Kimberly McKenna’s organization development interactions (n.d.) based on her experiences as both an external consultant and an internal consultant (as cited in Cummings & Worley, 2015) and Kirkhart and Isgar (1986) share their personal, unspoken interpersonal external consulting and internal consulting experiences.

The External Consultant’s View

I am an agent of change. I spend most of my time helping internal consultants initiate and manage change - both planned and unplanned. When I’m hired by an executive or manager, sometimes the internal consultant may be resistant, feeling threatened by my presence. When this happens, I have to find ways to address his or her concern, partner with them, and still, do the important work of organizational change. Sometimes just creating space for the conversation by using simple probes - ‘You seem very concerned about this situation’ or ‘You must feel pretty unsupported right now’ - helps me uncover their discomfort so we can move forward. Sometimes these relationships are difficult throughout the engagement. However, I am frequently aware of an unspoken need on the part of the internal consultant - to have me support his or her project, position, or person. When the request is to support a project, it is usually clear. When the request is to support a position, it is less clear but typically surfaces during the course of our work together. However, when the request is to support the individual personally, the request is almost never overt. This is where my self-as-instrument work serves me best, helping me to understand the unspoken - the question behind the question (McKenna, n.d.; as cited in Cummings & Worley 2015, p. 56; Kinkhart & Isgar, 1986, pp. 6-7).

The Internal Consultant’s View

I am an agent of change. Occasionally I bring in an external consultant to work on a specific project or problem in my organization. This can be

both challenging and rewarding for me. It is time-consuming to bring an outsider up to speed on my organization's business, processes, and politics. I seek external consultants who will fit into our culture while helping us see our issues more clearly and realistically. I enjoy the process of partnering with people who have exposure to other organizations, who possess different skills and strengths from mine, and who understand the inherent discomfort of the change process. Still, this can be risky, because my reputation will be affected by this person's work and the outcomes we are able to achieve. When it works best, my partnership with the external consultant leads to improved effectiveness for my organization, while affording me a valued learning opportunity and professional support (McKenna, n.d.; as cited in Cummings & Worley, 2015, p. 55; Kinkhart & Isgar, 1986, p. 7).

CONCLUSION

Cummings and Worley (2015) suggest, that external consultants can combine their expertise and objectivity with the inside knowledge and acceptance of internal consultants. The internal consultant can then provide almost continuous contact with the leader, while his or her external consultant partner can provide specialized services. The external consultant can also help educate his or her internal consultant partner, transferring organization development skills and knowledge to the partner OD consultant and the organization.

Building organizational capability is emerging as a primary focus in organization development, organizational capability "represents the capacity of an organization to use resources, get things done, and behave in ways that accomplish goals" (Ulrich & Brockbank, 2005, p. 49). According to Worley and Feyerherm (2003), organization development is at an intersection in its evolution. Some organization development practitioners' view traditional organization development's position for focusing on group-level and interpersonal-level issues such as teambuilding and conflict management concerns as unrelated to the urgent pressure to add change value in organizations.

The subject of planning change and managing change is the main point of organization development, especially for the leaders' agendas. Worren, Ruddle, and Moore (1999) state, that large consulting firms are spending a significant percentage of their investment capital on, advertising funds to promote external consulting services; and practice management budgets to develop their consultant's capabilities, skills, and knowledge to plan and manage change for organizations.

I believe now is the time to combine the skills, knowledge, and experiences of organization development consultants in practicing the planned change consulting process to ensure change effectiveness and organizational capability.

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