

RESEARCH IN ORGANIZATIONAL CHANGE AND
DEVELOPMENT VOLUME 30

**RESEARCH IN
ORGANIZATIONAL
CHANGE AND
DEVELOPMENT**

EDITED BY

DEBRA A. NOUMAIR

Teachers College, Columbia University, USA

ABRAHAM B. (RAMI) SHANI

California Polytechnic State University, USA

DANIELLE P. ZANDEE

Nyenrode Business University, The Netherlands



United Kingdom – North America – Japan
India – Malaysia – China

CONTENTS

<i>About the Contributors</i>	<i>vii</i>
<i>Preface</i>	<i>xi</i>
How Can ODC Help Accomplish a Sustainable Future? A Joint Reflection	1
<i>Susan Albers Mohrman and Jean M. Bartunek</i>	
Research in Organization Development and Change: A Personal Journey Through Positivist, Interpretivist, Postmodern, Critical, Appreciative, and Aesthetic Methods – and, Finally, Pragmatism	27
<i>Philip Mirvis</i>	
Creating and Building Shared Scholarship in Organization Development and Change: A Metalogue	73
<i>David Coghlan and Abraham B. (Rami) Shani</i>	
Developing a Sustainable High-Commitment, High-Performance System of Organizing, Managing, and Leading: An Actionable Systems Theory of Change and Development	95
<i>Michael Beer</i>	
Applying Management and Organization Theory to Organization Change: More Than Meets the Eye	129
<i>Thomas G. Cummings and Christopher G. Worley</i>	
The Role and Relevance of Discourse and Discursive Perspectives in Organizational Change and Development	155
<i>Cliff Oswick and Yuan Li</i>	
Exploring the Richness of Action Learning Research to Exploit Action Learning in Networks: A Journey in Shared Theorizing	183
<i>David Coghlan and Paul Coughlan</i>	