

# A Dialogue on OD and Corporate Values: Where Do They Converge and How Do They Differ?

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# Key Questions

- How do classic OD values and corporate values compare?
- What can OD learn from the business world and what can we best contribute?
- How are the challenges different for internal and external consultants?
- How do we as practitioners reconcile our values with those of the organizations with which we work?

# Provocative Problematics

- Can OD and business values be combined given the current framings of those values?
- Can OD values be “added to” business values? As in “humanistic” business.
  - Can business values be “added to” OD values? As in “bottom-line” OD.
  - Do we need a new conception of values that draws from both OD and business, but is not based in one or the other?

# OD and Business Values

Source: Marshak, R. J. (2005). Contemporary Challenges to the Philosophy and Practice of Organization Development. In D. L. Bradford & W. W. Burke, *Reinventing Organization Development*, pp. 19-42, San Francisco: Jossey-Bass.

Dimension	Social Psych. & Humanism	Economics & Business
Highest Value	Human Development	Financial Return
Instrumental Agent	Awareness	Money & Resources
Image	Self-Actualization	The Bottom Line
Location of Values	Inner Self	The Marketplace
Icon	Enlightened Self	Entrepreneur
Theme	The Individual: <ul style="list-style-type: none"> <li>• Freedom</li> <li>• Dignity</li> <li>• Empowerment</li> <li>• Emotions</li> <li>• Spirit</li> <li>• Holistic Integration</li> </ul>	Business & Markets: <ul style="list-style-type: none"> <li>• Competitive strategy</li> <li>• Profit &amp; Loss</li> <li>• Productivity</li> <li>• ROI</li> <li>• Efficiency</li> <li>• Economic Wealth</li> </ul>

# Touchy-Feely v. Bottom Line Orientations

- Is OD too “touchy-feely” and not enough “bottom-line” oriented?
- Does the underlying liberal ideology of OD, developed in the 1960s, need to be modified in some way?
- Are Corporations too “bottom-line” oriented and not enough people-oriented?

# Economics and Business Frame

Adapted by R. J. Marshak from Ghoshal, S. (2005). Bad management theories are destroying good management, *Academy of Management Learning & Education*, 4(1), 75-91.

<b>Behavioral Framing</b>	<b>Example Source</b>
Compete with suppliers, customers, employees, regulators, and competitors	Corporate Strategy
Gloomy or pessimistic vision of human nature	Economics Paradigm
Emphasis on shareholder value over all other interests	Agency Theory
Need for hierarchical controls to prevent “opportunistic behavior”	Transaction Cost Economics

# Moral Frames

Adapted by R. J. Marshak from Lakoff, G. (2004) *Don't think of an elephant!* White River Junction, VT: Chelsea Green Publishing.

Strict Father Frame	Nurturant Parent Frame
The world is a dangerous place	The world can be made a better place
The world is competitive; there will always be winners and losers	The world can be dangerous; people need to be protected from those dangers
People can be bad; you have to be disciplined to do what is right	People are born good and can become better
Disciplined people who pursue their own self-interest become prosperous and self-reliant; they are the responsible people	People become responsible, self-disciplined and self-reliant through being cared for and respected, and through caring for others
By pursuing your own interest you help everyone	Show responsibility and empathy towards everyone

# Notes