

Contents

List of Figures and Tables	viii
Contributor Biographies	x
Acknowledgements	xiv
Developing People and Organisations: An Overview	xv
Chapter 1 Organisational Design	1
<i>Gary Connor, Michael McFadden and Ian McLean</i>	
Introduction	1
What are organisations?	2
The evolution of organisation design theory	3
Common forms of organisational structure	6
Factors influencing organisation design	10
Organisational culture	14
Other internal organisational factors	17
Organisation design models and tools	21
The role of HR in organisation design	23
Summary	31
Further reading	33
References	33
Chapter 2 Organisational Development	37
<i>Sophie Mills, Amanda Lee, Krish Pinto and Kristen Stevens</i>	
Introduction	37
What is OD?	38
The historical basis of OD	39
The role of the OD practitioner	42
Understanding the OD process	44
Practices, models and approaches	49
The role and purpose of OD interventions	54
Summary	58
Further reading	61
References	62
Chapter 3 Developing Coaching and Mentoring	65
<i>Jill Ashley-Jones, Terrence Wendell Brathwaite and Rosalind Maxwell-Harrison</i>	
Introduction	65
Coaching and mentoring definitions	66
Coaching and mentoring in a global context	72
Coaching skills for managers	79
Coaching models, philosophies and practice	80
Some ethical considerations	85

	The manager as coach or mentor	88
	Evaluating return on investment	90
	Summary	91
	Further reading	93
	References	93
Chapter 4	Meeting Organisational Development Needs	97
	<i>Jim Stewart and Dalbir Sidhu</i>	
	Introduction	97
	Establishing learning needs and learning activities	98
	General approaches to meeting development needs	103
	Roles and responsibilities of learning	107
	Evaluating learning outcomes	111
	Summary	115
	Further reading	116
	References	116
Chapter 5	Contemporary Developments in Human Resource Development	121
	<i>Jim Stewart and Sharon McGuire</i>	
	Introduction	121
	What is HRD?	122
	Perspectives on HRD	123
	External trends influencing HRD	127
	Approaches to HRD	133
	Summary	138
	Further reading	141
	References	142
Chapter 6	Knowledge Management	145
	<i>Carol Woodhams and Graham Perkins</i>	
	Introduction	146
	What is knowledge?	146
	Tacit and explicit knowledge	147
	Perspectives on knowledge	149
	Single- and double-loop learning	150
	Defining organisational learning	152
	The learning organisation	154
	Approaches to knowledge management	155
	Barriers to knowledge management	161
	Summary	161
	References	163
Chapter 7	Improving Organisational Performance	165
	<i>Patricia Rogers, Michelle McLardy, Raymond Rogers and Susan Barnes</i>	
	Introduction	166

About performance management (PM)	166
The development of HRM and links with PM	169
High-performance working organisations (HPWOs)	171
The external environment	175
The involvement and commitment of line managers in improving performance	176
Reviewing performance	178
HRM practices supporting the performance appraisal process	181
Organisational culture	182
Creating a sustainable high-performance culture	186
Summary	188
Further reading	190
References	190
Conclusion: Future directions in developing people and organisations	195
Glossary	201
Index	205