**Dialogic Organization Development**

**Chapter 1**

Many organizations use Organizational Development (OD) for change and organizational consulting. Researchers and learners have also used OD as a scholarly discipline for the past six decades. Marshak and Bushe wrote the book 'Dialogic Organization Development' to introduce Dialogic OD in management language. The book contains extensive knowledge, and some might speculate that the information equals that of Kurt Lewin. Lewin merged new ways and old words to introduce vocabularies such as learning organization, change management, group dynamics, and action research. Lewin founded the theory that scholars could research action and that both action and research were intertwined and could only effectively function if used together. Marshal and Bushe's book provides insightful Dialogic OD and organizational consulting knowledge.

The authors intend to deepen, extend, and promote consciousness-raising in the academic field of OD theorizing and management. The book engages methods and techniques similar to Lewin's in Dialogic OD, such as creating generative images as a powerful metaphor that may potentially change minds. The textbook provides guidelines used in organizational consulting whereby the first step involves diagnosing the problem. The second step entails giving clients information-based advice to help them make good decisions and take informed action. Both authors dispute the notion of conventional wisdom and state that diagnosis, the first step, is action and vice versa.

Marshak and Bushe argue that Dialogic OD has three core processes of change that involve creating and applying different kinds of metaphors. The authors claim that the core processes are related, although they are unsure if all the processes are essential for organizational change (Marshak and Bushe, 2015). Bushe and Marshak argue that these processes interpenetrate each other and must apply at least one process in organizational change.

The first change process states a far more complex organization might arise from a disruption in the continuing social reality construction. The second change process entails alterations in a single or several core narratives. Creating core narratives entails intense talks with society, an organization, a team, or an individual. The talks are essential for changing the minds of the involved parties. The authors further comment that Kurt Lewin noticed that conversations are altered through narratives, sustained, and continuously created (Bushe and Marhak, 2015). Skillfully facilitated narratives are significant in conversations as they profoundly transform all participants. The third change process involves the surfacing or introducing of a generative image that gives compelling and new alternatives for acting and thinking. The authors continuously use metaphors such as surfacing and disruption to assist in learning.

The book has three sections, with the first section entailing an overview of the practice and theory of Dialogic OD. Chapter one of the book provides some basic premises for using Dialogic OD approaches successfully. The chapter identifies several methods currently used by OD practitioners to enhance organizational change. Instead of delving into those methods, the book presents practices and theories that ensure successful and thoughtful application of the methods alternatively referred to as Dialogic OD Mindset. The chapter pinpoints the difference between foundational and the mentioned Dialogic OD Mindset.

**Chapter 2**

The chapter two gives a summary of practice theories underlying various Dialogic OD tactics. The chapter identifies actions taken by OD practitioners to enable change design strategies, dialogic events, and dialogic interactions. The authors uncover the two ways OD practitioners exercise Dialogic OD. The first approach is more structured and involves OD practitioners facilitating and assisting in designing a dialogic process with an end, middle, and beginning, that engages the right stakeholders. The other approach, which is less structured, entails an OD practitioner getting into a client system and engaging in ongoing, multiple interactions to assist the development and increased effectiveness of the system. The book gives more detailed information about these practices in the third section.

Section two of the book provides Dialogic OD specialists with a concrete theoretical base related to the change processes in Chapter one.

**Chapter 3**

Chapter three gives a philosophical foundation for Dialogic and Diagnostic OD. Barrett, the chapter's author, lists modernist thinking pillars that arose from shows and Enlightenment and also pinpointed how some of the mentioned pillars helped create early OD theories and practices (Marshak and Bushe, 2015). The author demonstrates the radical implications of transforming knowledge from a representation to an activity when dealing with Gergen, Wittgenstein, Gadamer, and Heidegger.

**Chapter 4**

Floris, Grant, and Marshak, in Chapter 4, discuss narrative and discourse by reviewing existing studies on how discursive devices like conversations, metaphors, stories, and narratives influence behavior in an organization. They present insightful knowledge on why self-reflectiveness for Dialogic OD practitioners is necessary, political processes, and power dynamics (Marshak and Bushe, 2015).

**Chapter 5**

Chapter 5 is written by Storch and Bushe and discusses generative images in the second dialogic change process. It seeks to answer the question regarding where new ideas arise from. Bushe and Stortch offer several suggestions on how OD practitioners can assist leaders in using and creating generative images to encourage transformational change.

**Chapter 6**

Chapter six focuses on complex responsive relating processes theory, where the author points out the inadequacy of the intricate adaptive systems theory. Stacey, Chapter six's author, argues that due to the limitation of the theory, scholars should not directly apply it to human systems (Marshak and Bushe, 2015). The author explains that issues such as political processes, anxiety, and sense-making alter the fluctuating social structure of reality. The chapter challenges the existing managerial discourse stating that leaders can provide visions and plans for the organizations. The author states that the argument does not align with an individual's experience when dealing with surprises and uncertainties in the organization's life, creating a need to build Dialogic OD procedures.

**Chapter 8**

Barge, the author of chapter eight, concentrates on the typical organization development subject of collaboratively involving clients in co-inquiry. He offers a model with four unique conversations in co-action, co-reflection, co-design, and co-missioning between clients and consultants (Marshak and Bushe, 2015). The author addresses how OD practitioners shape communication patterns and tensions such as politics that may exist in consultations. The chapter also gives OD practitioners advice on co-creating conversations to enhance learning.

The final or third section of the book addresses the practice of Dialogic OD and offers examples of successful Dialogic OD specialists.

**Chapter 9**

Chapter nine discusses the essential skills needed by a consultant looking into complex perspectives and social constructions. The author, Storch, uses a model with three skills essential for creating conditions that individuals must fulfill to change their actions at work. Storch suggests that change arises from involving individuals in relationally open conversations that provide individuals with the freedom to respond to social reality, give generative images, and enrich the language.

**Chapter 10**

The tenth chapter by Averbuch concentrates on contracting and readiness and entry, delving into subjects related to clients' readiness to undertake Dialogic OD. The chapter gives the reasons for contracting Dialogic OD and how to go about it. The author identifies key topics that consultants must manage while providing vital questions for transitioning into the different entry stages.

**Chapter 11**

Chapter eleven by Yabome reviews a model with resourceful advice and tools when engaging sponsors in transformational change. The author also gives guidelines for working with individuals using the Dialogic OD process, having engaged in transformational change. The chapter presents Mezirow's transformative learning model and maps it to a Dialogic OD three-stage model.

**Chapter 12**

In the twelfth chapter, Nancy presents her model comprising of different types of inquiry. The author also guides Dialogic OD practitioners on the kind of inquiry to engage in when faced with different situations.

**Chapter 13**

Corrigan's chapter thirteen focuses on describing the practice theory for guaranteeing productive events developed by him and his colleagues and hosting containers.

**Chapter 14**

Chapter fourteen by Gordezky portrays a splendid mixture of previous chapters while addressing topics presented when using Dialogic OD in multiple entity systems.

**Chapter 15**

Chapter fifteen by Bushe, Roehrig, and Schwedenwein showcases a model that ensures ideas and energy introduced in dialogic events transform into sustainable change. The authors explain the significant leadership roles applied when developing processes and structures that allow improvisational change and experiments.

**Chapter 16**

Chapter sixteen, "Dialogic Coaching," addresses the simplification of dialogic processes. Swart's author pinpoints issues for practitioners who seek to co-create transformational space and coaching relationships. The issues arise from how OD practitioners work with clients, ask questions, invite, express curiosity, and listen.

**Chapter 17**

Chapter 17 by Ray and Goppelt gives readers a provocative view on OD consulting. The authors discuss a consultation form where OD practitioners fully engage in the ever-flowing conversations, stating that one conversation is a section of conversation series and will continually occur. In conclusion, the book provides extensive knowledge on Dialogic OD and provides room for more research to answer several questions on the topic.

**Reference**

Bushe, G. R., & Marshak, R. J. (Eds.). (2015). *Dialogic organization development: The theory and practice of transformational change*. Berrett-Koehler Publishers. https://books.google.com/books?hl=en&lr=&id=1do\_BgAAQBAJ&oi=fnd&pg=PP1&dq=Dialogic+Organization+Development:+The+theory+and+practice+of+transformational+change&ots=L8HELuKjZS&sig=iQYgHdwMzAnSMc2qpVnH2ScvnrQ