Bennis is an organization theorist who is concerned with the effects of bureaucracy on organization behavior and the introduction of planned change in an organization through organization develop.

Bennis argues that bureaucracy which has worked well in the past will not survive as the dominant form of human organization because the methods and social processes which bureaucracy uses to cope with its internal (reciprocity) and external (adaptability) relations are hopelessly out of joint with contemporary realities. He notes two problems of organizations which bureaucracy can't handle:

I. Linkage Problem: Reciprocity - internal human system where the individuals and the organization accomodate to one another.

A. Bureaucracy fails because it:

- does not allow for personal growth
- develops group think
- ignores the informal organization
- has an outdated control and authority system
- lacks a proper judicial process
- has a hierarchy which thwarts communications
- does not fully utilize human resources

B. Bennis suggests a structure which is more temporary in nature designed around problems to be solved using linking principles and organic work groups which permit individuals to achieve their goals while achieving those of the organization.

II. Adaptability - transacting and adapting to and shaping the external environment.
1962

WARREN G. BENNIS (cont.)

A. This has become more of a problem due to acceleration of change

B. And uncertain environment

Organization Development. 1969.

In this work Bennis describes the means of introducing planned change in an organization. The characteristics of O.D. are:

1. An educational strategy adopted to bring about planned change

2. The changes sought for are coupled directly with the exigency or demand the organization is trying to cope with

3. O.D. relies on an educational strategy which emphasizes experienced behavior

4. Change agents are usually external to client system

5. O.D. relies on a collaborative relationship between the change agent and client system

6. Change agents share a social philosophy which shapes their strategies and governs their responses to client system to develop a more efficient system

7. Change agents share normative goals based on their philosophy

The stages of an O.D. program involve:

1. Recognizing a need for change
2. Intervention by change agent
3. Creating climate for change through education
4. Diagnosis of problem
5. Search for alternative strategies
6. Implementation of change
7. Evaluation of performance

This process usually takes a couple of years to complete.