

The Future of Organization Development in a VUCA World

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“No man ever steps in the same river twice.”

Heraclitus

“Nothing is permanent but change.”

Heraclitus

These pronouncements by the great Greek philosopher make writing about the future of organizational development a challenging task. The fact of the matter is, **organizational development has been changing and evolving since its very introduction in the 1940s**. It is not the same river that it was, nor will it ever be so. Organizational development has evolved from its roots in the 1940s and 1950s, through a period of foundational development in the 1960s and 1970s, through the emergence of new branches in the 1980s and 1990s, to the creation of new OD approaches and practices in the 2000s.

While the field of OD has been experiencing this evolution, organizations of all kinds throughout society have been evolving as well. Management and organizational theory have undergone a significant transformation. Among the changes that have been developing since the mid-20th century in technology, the global economy, and social structures and patterns, **forward thinking leaders in the corporate world have begun to realize that they must change from established practice and embrace a new paradigm**. This new way includes management and operational structures that are flat, rather than hierarchical, and that are **more responsive to the external environment**, more flexible, and better prepared to give customers what they want. This is the environment in which organizational development must find its footing in order to remain

relevant, viable, and positioned to add value to what organizational leaders need today and in the future.

Bob Johansen, a sociologist with the Institute for the Future (ITF) writes in his book “Get There Early,” (Johansen, 2007) that “The external future forces ... require a sense of urgency,” and that organizations need to reflect, tune, and design flexible approaches to deal with the future. Johansen makes several statements that indicate “direction, not destination” for a future that we may never get to the end point to which we are moving. Among the statements he makes are these:

- **MOVING TOWARD** everyday awareness of vulnerability and risk in both the developed and developing worlds.
- **MOVING TOWARD** an hourglass population distribution where old age is the new frontier, but the kids will be heard. The young “digital natives” ... were born into and unconsciously bred for the emerging world of dilemmas and global connectivity.
- **MOVING TOWARD** deep diversity that is “beyond ethnicity,” in the workplace and in society. Diversity is a dilemma in itself, and it presents major challenges as well as exciting opportunities for innovation. Diversity is essential to creativity.
- **MOVING TOWARD** bottom-up everything, where people interact with the products and services they consume. New types of loosely connected teams will become the new basic organizational unit for innovation. Hierarchies will be important in some cases, but they will come and go in much more fluid ways.
- **MOVING TOWARD** continuous connectivity where network connections are always on. **Online identities will become increasingly important as people learn to express themselves ...** and leaders learn to exert leadership ... in new ways that are consistent with the new media while still linked to the old media.
- **MOVING TOWARD a booming health economy** in which health is an important filter for many purchasing decisions ... Health values will be central as consumers become more health-conscious
- **MOVING TOWARD** mainstream business strategy that includes environmental stewardship combined with profitability - doing good while doing well. **Environmental practices and sustainability strategies will become increasingly common** and increasingly urgent. (pgs. 25-27)

This is the emerging world into which OD practitioners and academicians must step in order to assist leaders and workers in organizations of all kinds learn to deal with a new reality. It is a world that is characterized by the acronym VUCA. The **volatility, uncertainty, complexity, and ambiguity (VUCA)** inherent in organizations today is the *new normal*. VUCA is changing not only how organizations of all kinds do business, but also how organizational leaders and employees now must operate. The knowledge skills and abilities once needed in organizations are no longer sufficient. What is needed today are organizations that are more strategic, and that are capable of operating in a complex environment where critical thinking skills are required in order to adapt to volatility and uncertainty. This is the river into which the field of organizational development must step in order to provide guidance to individuals in organizations of all kinds. The challenge faced by the field is to help organizations navigate the complexity of a VUCA world. Despite the fact that the future state is not ever going to be stable, organizations need to figure out how to be resilient and agile in the face of changing circumstances.

In 2012 the Institute for the Future (IFTF) reported on several conditions that describe the VUCA world, indicating that the economic disruptions seen in traditionally dynamic regions during the last decade reflect a pattern that is likely to continue, and may even spread. A combination of government fiscal constraints and technology driven market developments continues to reshape the underlying structure of economic systems. **Open source protest movements such as the Arab Spring in a number of North African nations and the emergence of the Occupy Wall Street protests are likely to become a more common feature of the political and social landscape.** The digital revolution in technology increasingly enables organizations to skip over inferior, inefficient legacy telecom infrastructures and move straight to mobile communications that facilitate organizational and banking services. This phenomenon will

enable alternative growth and development paths and necessitate new organizational and governmental approaches. In short the old rulebooks will no longer apply; new rules will have to be written.

While the environment around organizations of all kinds is changing rapidly, individuals in organizations are also faced with the need to adapt to such change. Increasingly, there has been a convergence of one's personal and professional lives. At this point for individuals in many organizations, it is very difficult to say, "I work a 9 to 5 job" anymore. There are days when one might start at 10:00 in the morning and there are days that one might start at 4:00 in the morning, depending on what might be needed and where. Just as organizations must become more comfortable living in a VUCA world, individuals, too, must become more comfortable with ambiguity around this kind of 24/7 model. It's not likely that anyone will be working 24 hours a day, but there is a lack of predictability about how work time is going to be distributed. As people moved from place to place they will need to build relationships quickly and work to understand the dynamics of the new environment in order to be successful. Being comfortable with being uncomfortable will become more important.

In his book *The World is Flat*, Thomas Friedman (2005) stated that the rate of change in the world today is much different than in the past. "Whenever civilization has gone through one of these disruptive, dislocating technical revolutions -- like Gutenberg's introduction of the printing press -- the whole world has changed in profound ways," he writes. "But there is something different about the flattening of the world that is going to be qualitatively different from other such profound changes: the speed and breadth with which it is taking hold.... This flattening process is happening at warp speed and directly or indirectly touching a lot more

people on the planet at once. The faster and broader this transition to a new era, the more likely is the potential of disruption.”

The flattening that is described by Friedman is creating an environment that strategic military and business leaders increasingly are recognizing as one of *volatility, uncertainty, complexity, and ambiguity*. The acronym VUCA was coined by the military in the late 1990s and accurately pegs what is happening in a rapidly changing and increasingly unstable world, one which requires organizations of all kinds to develop adaptability that will enable them to maintain and sustain a competitive advantage in their respective sectors.

Organizational development practitioners and academicians will need to recognize this phenomenon, and adapt their practices and their educational offerings in response to VUCA. What VUCA represents is a continuation and speeding up of the kind of developments that emphasize that our lives have been constantly undergoing transformation. Today, everywhere one looks, change is the dominant theme. In the United States and other wealthy countries, every week seems to bring another technological innovation; a continuous stream of new hardware and software makes communication faster, commercial trade easier, and information of all kinds more accessible. At the same time, significant changes are taking place in cultural, political, economic, scientific, and sociological structures and institutions. We are in the midst of a great shift from an industrial economy to an economy based on information. People, at least in the developed world, are living longer. National economies are becoming ever more interdependent, and increasing numbers of nations are active in a global market economy.

One might say that by all accounts, the *new normal* for organizations of all kinds is real. The financial crisis of 2008-2009, for example, shattered many business models and made them

obsolete. Financial organizations, manufacturing organizations, and service organizations throughout the world were plunged into turbulent environments similar to what is faced by the military. At the same time, rapid changes in technology moved forward. Social media has exploded in such a way that it now challenges, and has virtually supplanted, the main stream media in delivering “news” on a 24-hour cycle. The world population continued to grow and age and disasters such as hurricanes, tsunamis, tornadoes, and earthquakes disrupted lives, economies, businesses, and governmental organizations around the globe.

VUCA is taxing leaders of organizations who are finding their skills growing obsolete as quickly as their organizations change in this volatile, unpredictable landscape. Leadership agility and adaptability are the most needed skills if organizations are going to be able to succeed in this VUCA world. As Horney, Pasmore, and O’Shea, authors of “Leadership Agility: A Business Imperative for a VUCA World” note, to succeed, “leaders must make continuous shifts in people, process, technology, and structure. This requires flexibility and quickness in decision-making” (Horney, Pasmore, & O’Shea, 2010).

The challenge faced by organizations is to figure out a way to change the meaning of the acronym to one of *vision, understanding, clarity, and agility*. This flip in the meaning of VUCA was developed by Bob Johansen of the Institute for the Future. Johansen proposes that the best leaders are characterized by what he calls VUCA Prime. They are individuals who are able to use their leadership skills to help make sense of leading in a VUCA world.

In the VUCA Prime world, volatility can be countered with **vision** because vision is even more vital in turbulent times. Uncertainty can be countered with **understanding**, which is the ability of a leader to stop, look, and listen. Complexity can be countered with **clarity**, the

deliberative process to make sense of chaos. Organizations that can quickly and clearly tune into all of the minutiae associated with chaos can make better more informed decisions. Finally, ambiguity can be countered with **agility**, the ability to communicate across the organization and to move quickly to apply solutions (Kinsinger and Walch, 2012).

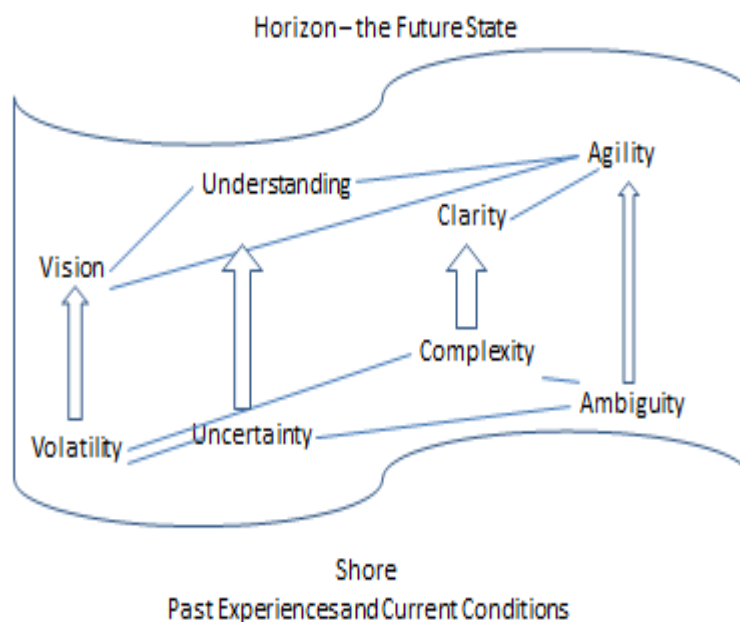


Figure 1- Moving from VUCA to VUCA Prime

Figure 1 represents the river that OD practitioners and academicians must navigate themselves, while assisting organizations and individuals make the crossing as well. As Figure 1. shows, there is no clear passage from VUCA to VUCA Prime. Crossing successfully will require partnering among practitioners and academicians in the field of OD, as well as with client

systems, in order to make sense of the intricacies of the new normal. The opportunity and the imperative for the field of OD is to **find one voice that brings together a common perspective on what OD is and what it can offer** to organizations facing VUCA. The disparate OD organizations in the United States and those that are emerging around the globe must find a way to speak clearly and convincingly, in terms that the many client systems can hear and understand. At the same time VUCA must be made known in the many OD programs that are offered at colleges and universities throughout the United States and across the globe. New entrants into the field of OD must be able to understand the history and values of organizational development, and they must begin to understand that the field is changing. In short, the field of organizational development must recognize that it too is facing a new normal.

One company that has responded to the *new normal* is Unilever. In 2010, Unilever pledged to double the size of its business in the next 10 years while reducing its environmental footprint and increasing its social impact (one of its companies is Ben & Jerry's ice cream, which is known for its socially responsible business practices). Sustainability has become a central component of Unilever's new business model, one that is based on VUCA principles. Keith Weed, chief marketing and communication officer for Unilever told Forbes magazine's Avi Dan:

"We look at the world through a lens, which we call VUCA So you can say that, 'It's a very tough world,' or you can say, 'it's a world that's changing fast, and we can help consumers navigate through it.... The digital revolution, the shift in consumer spending, all this suggests that companies have to reinvent the way they do business.'" (Dan, 2012)

This is also the world in which the field of organizational development must respond to help organizations like Unilever and so many others adapt to the changes that VUCA represents.

VUCA Defined

The “V” in the VUCA acronym stands for **volatility**, and describes the nature, speed, volume, and magnitude of a pattern of change that is non-predictable (Sullivan, 2012 January 16). Volatility is a phenomenon that is occurring more frequently than in the past. A study by the Boston consulting group (BCG) found that one half of the most turbulent financial quarters during the past 30 years have occurred since 2002. The study also concluded that financial turbulence has increased in intensity and persists longer than in the past (Sullivan, 2012 October 22). Among the drivers of turbulence in businesses today are digitization, connectivity, trade liberalization, global competition, and business model innovation (Reeves & Love, 2012).

The “U” in the VUCA acronym stands for **uncertainty**. Kinsinger and Walch (2012) called this the lack of predictability in issues and events. Such volatile times make it difficult, if not impossible, for leaders and others in organizations to use past issues and events as predictors of the future. Needless to say, this makes forecasting extremely difficult and decision-making challenging (Sullivan, 2012 January 16).

The “C” in VUCA stands for **complexity**. There are often numerous and difficult to understand causes and mitigating factors (both inside and outside the organization) involved in a problem. This layer of complexity, added to the turbulence of change and the absence of past predictors, adds to the difficulty of decision-making. It also leads to confusion which can cause ambiguity, the last letter in the acronym.

Ambiguity is the lack of clarity about the meaning of an event (Caron, 2009), or as Sullivan writes, the “causes and the ‘who, what, where, how, and why’ behind the things that are happening (that) are unclear and hard to ascertain” (2012 January 16). A symptom of organizational ambiguity, according to Col. Eric G. Kail (2010), is the frustration that results

when compartmentalized accomplishments fail to add up to a comprehensive or enduring success.

So, the VUCA model identifies the internal and external conditions affecting organizations today. With this being the reality faced by the clients and potential clients of practitioners and academicians in the field of organizational development, it seems evident that OD must respond in a way that helps entities of all kinds respond successfully to the VUCA reality.

In order to place the field of OD on a footing where it is able to see and respond to VUCA, it is helpful to look at where the field is and how it got there. The workplace itself, according to Crandell and Wallace (1995), underwent two major shifts in the second half of the 20th century. The Industrial Revolution gave birth to the bureaucratic system that was favored from the 1950s until the 1980s. In this system jobs were rigidly defined, rules and policies were strictly enforced, and a hierarchy of authority controlled all decisions. The bureaucratic design in organizations used many levels of managers, each of whom had dominion over a highly discrete division. Workers had strictly defined roles and assignments and performed tasks individually. This is the system in which OD had its birth.

In the first major shift, the bureaucratic system was replaced by another design for the workplace called the high-performance system. This approach, more and more common since the 1980s, emphasized workers on teams that individually had greater freedom, collectively were made responsible for a wide range of activities in business processes, and were also expected to initiate improvements to the processes.

The second shift, to a virtual workplace, is currently underway. Whereas the high-performance system pushed the boundaries of the bureaucratic approach, the virtual workplace design breaks through and dissolves the boundaries. In the virtual workplace, interdependent networks of people, teams, and organizations are expected to work in tandem on work projects. In a virtual workplace, people do not always work in the same place or at the same time as other workers do (Crandall & Wallace, 1995). This is made possible by the technological revolution that uses electronic modes of communication to connect people, who rarely come together in person, to perform various work tasks and projects. The inflexible boundaries of the traditional concept of a “job” have vanished; organizational systems are now designed to be in tune with the capabilities of individual workers. Full-time employees use core competencies on a continuous basis, while part-time employees are used to add needed core competencies on a just-in-time basis; and, often, the virtual workplace relies on specialists who are used on an ad hoc basis (Crandall & Wallace, 1995)

Whereas yesterday’s management structure was vertical in nature, the emerging organizational theory reveals a less hierarchical model. This change is due not only to the technological tsunami that washed over the world, but also to the corporate downsizing that occurred with the economic downturn in the 1980s. Organizations looked for ways to decrease layers of management, and to streamline structure. Even after the economy improved, the new structure remained; business leaders realized that the leaner, flatter design allowed for quicker reactions to the business environment.

This flatter arrangement, which Lawler (1992) called a “high-involvement structure” involves individuals throughout the organization in the information flow and decision-making capacities. This approach is consistent with Lewinian democratic principles and may be

especially appropriate in an increasingly democratic world. It is also in line with the shift to the new knowledge-based economy, in which knowledge has a greater value than capital, equipment, natural resources, or land (Helgesen, 1999). The technologies themselves also support a high involvement approach to management. Flexible, organic, and interactive, today's technology pushes information, and therefore power, to those on the front line and thereby facilitates the direct communication needed for decision making.

In some respects, the direct communication needed for decision making today is not different from what it was when the field of organizational development began. We are all aware of how the field of organizational development has developed over time, largely through the work of many practitioners. Among the early practitioners in the field were such individuals as Kurt Lewin, Richard Beckhard, David Bradford and many others. The values of the field articulated by Margullies and Raia (1972) and subscribed to by most academicians and practitioners are as follows:

1. Providing opportunities for people to function as human beings rather than as resources in the productive process.
2. Providing opportunities for each organization member, as well as for the organization itself, to develop to his or her full potential.
3. Seeking to increase the effectiveness of the organization in terms of all of its goals.
4. Attempting to create an environment in which it is possible to find exciting and challenging work.
5. Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.

6. Treating each human being as a person with a complex set of needs, all of which are important in work and in life.

Organizations that made use of organizational development in the early years were educational institutions and the US military. Academic programs to educate potential entrants into the field began in the mid-1980s. So where does that leave the field of organizational development in the mid-teens of the 21st century?

Organizational development has been defined by thought leaders in the field in a number of different ways since its origins in the 1940s. Organization development is a planned, long-range change effort that utilizes behavioral science theory and research to develop key interventions that facilitate personal and organizational change (Beckhard, 1969).

French and Bell (1973) states that organizational development refers to “a long-range effort to improve an organization problem-solving and renewal process, particularly in more effective and collaborative management or organizational culture - with special emphasis on culture of formal working - with the assistance of a change agent, or catalyst, and the use of the theory and technology of applied behavioral science, including action research (p.15).” Inherent in this definition are several assumptions (Beckhard, 1969) concerning managerial values and the organization’s environment:

- Among the more important organizational goals are individual growth and development. Therefore, the organization strives to locate decision-making responsibilities as close to the source of information as possible and to give organizational members the opportunity for self-direction and self-control.

- Organizational members frequently engage in dysfunctional win lose strategies. There is, however, the desire to establish more collaborative behaviors, characterized by trust, support, accurate communications, and joint problem-solving.
- Personal feelings are legitimate indications of overall job satisfaction and need to be shared. Unspoken, these feelings can adversely affect the organizational climate and can result in interpersonal conflicts.
- Organizational members seek reference groups, which if used properly can improve problem-solving effectiveness. Therefore, the organization wants to formalize these groups and to maximize their input.
- An organization is an open system, interdependent with a constantly changing environment. Thus, to maintain/improve organizational performance, the organization must develop mechanisms for introspection, adaptation, and self-renewal.
- And organizational structure appropriate in the past may not be suitable in meeting present challenges.

In short, organizational development impinges upon all aspects of organizational life - personal values, interpersonal and group relationships, management systems, and structures.

None of this will change for the field of organizational development in a VUCA world. What will change, in fact, must change, is the way the field of OD looks at and defines planned, long-range change. As the field is reminded by Heraclitus, “*Nothing is permanent but change.*” And as Peter Vaill reminds us, the reality of organizational life is “permanent white water.”

Vaill is known for his ideas on the turbulence of social and organizational conditions that managerial leaders face today. Peter wrote about this, in a very prescient way in *Managing as a*

Performing Art (1989, pg. 1), and *Learning as a Way of Being: Strategies for Survival in a World of Permanent White Water* (1996). Among the challenges that Vaill describes that are brought about by white water are many surprises, never-seen-before problems, and an unending and dizzying array of challenges and opportunities. “Permanent white water conditions raise the problem of recurrence,” along with the realization that “no number of anticipatory mechanisms can forestall the next surprising novel wave in the permanent white water.”

It would appear that the field of organizational development has been on notice for many years that the unpredictability of turbulent environments necessitates a cogent response. Now it is clear that organizational contexts have been destabilized to the point that hardly anyone can assume that the basic structure or context surrounding a situation will remain stable long enough to make a *long-term* planned course of action viable. At least that’s the way it feels, and that’s the river into which OD must step to help organizations create a sustainable future.

In an article titled “*Organizational Development in the Future*” Halal (1974) states that “**predictions of the future are insightful, entertaining, and often hopelessly wrong.** However, some extensions of present trends can be confidently made, especially if we restrict ourselves to the fairly near future (pg. 35).” The trends have been visible for some time, including larger organizations, flatter organization structures, more complex technology, and increased dispersion of organizations over wider geographic areas. **Because of the nature of these trends, it seems likely that organizational development will be no less needed in the future than it was for the past 70 years.** The increasing size, complexity, and formality of organizations seem to exacerbate human and social problems.

The future of organizational development is closely connected to its response to VUCA. The organizational clients served by the field need a modified approach to change that OD can

help them find and foster. It must be an approach that embraces the underlying values and philosophy of organization development to help organizations deal with the VUCA environment and to bring about a “culture of leadership.”

But first, OD practitioners must acknowledge and reconcile the different approaches to the many views of OD. The current thinking of practitioners who have been in the field for much of the 70 years that OD has been recognized tends to be based upon the foundational pillars that were there and formed the basic idea of OD. Among those ideas is the belief that scientific positivism reveals a single transcendent truth that can be analyzed, and changed using scientific methods. There is also the belief that small groups and organizations continue to set and reinforce norms and attitudes regarding behavior.

Looking at what is driving the change produces a picture of the future. Words we use today such as agile, customer driven, fast, flexible, global, networked, team and knowledge-based, will continue to be the drivers for the future workplace. New concepts along with business, career and cultural necessities will also have a dramatic impact on how and where we work. Consider the following highly probable scenarios:

Roger Ingbretson discusses the future workplace on his website. Ingbretsen says that organizations of the future will be niche oriented, the implications of which will be very lean organizations containing mainly or even exclusively only those individuals who have the knowledge skills and ability required specifically for the organizational niche. Other jobs not tied directly to the product or service will be outsourced. Traditional departments such as human resources, accounting, information technology, public relations, and logistics will no longer be part of a manufacturing company. Banks will only hire finance people; stores will only hire

salespeople, trucking companies, only drivers and airlines only pilots. Most if not all the support functions will be outsourced.

Small to midsize organizations will be formed to provide services being outsourced by the niche driven organizations. In many ways everyone benefits from this scenario. Economies of scale and expertise are leveraged by the new niche providers. Outsourcing eliminates the challenge of recruiting, hiring, training and retaining a large workforce not specifically dedicated to the product or service offered by the organization.

The new smaller, agile and focused organizations will be a more acceptable fit for the 65 million generation Y individuals as they assimilate into the workforce. The Y generation, the Millennials or Echo Boomers, those born between 1980 and 1995, see the world of work through a very different set of lenses than do the retiring Baby Boomers or generation X. Attempting to fit the new entrants into organizational boxes and then managing them will not work. Organizations must fundamentally rethink structure and provide coaching, learning, challenging, fast-paced, and meaningful experiences for this new generation of workers. This, too, is part of the new normal in a VUCA world that OD practitioners and academicians have to contend with.

Contrast that with the emergence of the beliefs that are underpinned by social constructionist thinking that there is more than one truth, and that multiple voices must be heard to discern what is or may be occurring within organizations. In this we find OD practitioners who adhere to the belief that “multiple truths” can be discerned through such practices as appreciative inquiry, large systems change events, and other processes that “get all of the right voices in the room,” in order to make a sense of what is going on that needs to be changed.

The good news is that though there may be differences in thinking about how to practice organizational development in today's complex environment, there continues to be a recognition of the basic humanistic values and philosophy promulgated by Abraham Maslow (hierarchy of needs), Douglas McGregor (theory X and theory Y), and Carl Rogers (the unconditional positive regard of each individual). The humanistic philosophy continues to be recognized in the Democratic principles of Kurt Lewin (1948), and the client centered process consulting action research approaches (Schein, 1969) of the 1960s and 1970s.

OD continues to be a powerful and institutionalized activity in many large and small companies, and it significantly influences how organizations are managed (Kleiner, 1996). On the other hand, OD as a field continues to struggle with its own identity. It is often confused with change management and other forms of organizational change, its professional associations are grappling with their image, and many potential clients question the value of OD. The critical question posited by Worley and McCloskey (2008) in the earlier edition of this book was "What does the future of OD look like, and how will it get there." The VUCA environment faced by organizations of all kinds today makes this question no less critical now than it was then.

The VUCA model identifies the internal and external conditions affecting organizations today. This presents a singular opportunity to engage organizations differently perhaps than has been done before. Since the need for adaptation is ever present in permanent white water, the opportunity that the field of OD has is to create an environment where not only leaders and other key decision-makers set the course for the future, but everyone within the organization is encouraged to participate in creating a culture of learners. VUCA demands that all of the bright minds in all organizations be engaged in creating the future.

Innovation and change processes often begin with a meeting. That meeting must take

place thousands of times each day across the globe. The leadership convenes a small group of people to help them determine the environment they need in order to become more innovative. The field of OD can be helpful in facilitating dialogue within and among the groups that carry this innovation charter in organizations. This is fertile ground for the OD practitioner who takes the perspective that this is an opportunity to bring many more people within the organization into such discussions.

The discussion in such groups often gravitates towards the transformative: What doors open for us as we make innovation a priority? What shape does our working life take on with our coworkers and our customers as we engage with one another in more innovative ways? At some point, though, the group touches on the more sober subject of accountability. Who do we expect to participate in innovating when the process becomes more open and accessible? Do I make innovation and change part of my day job? Does the organization penalize me if I don't participate? The sub-text here is always, "but, I already have a day job with its own allotment of many sticks and few carrots."

The volatility, uncertainty, complexity, and ambiguity inherent in today's organizational world is the "new normal," and it is profoundly changing only how organizations of all kinds do business. It will also have a significant impact on how organizational development practitioners and academicians interact with clients. The skills and abilities that were once needed to help organizations thrive are no longer sufficient. Today, more strategic, complex critical thinking skills are required in organizations, which means that OD practitioners must develop and display similar critical thinking skills in order to help client systems navigate in a VUCA world. Only by stepping into the river and engaging the current will we be able to counter volatility, uncertainty, complexity, and ambiguity with vision, understanding, clarity, and agility.

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