

taking addressed itself to a number of substantive questions of organizational behavior and change research within a framework containing the following features:

1. *Continuity of site* (over a period of one or more years);
2. *Use of a common survey instrument* (as a benchmark measure of the functioning of the human organization);
3. *Organizational development as a beneficial tool* (to increase payoff to participating firms and to ensure the presence of constructive movement for research purposes);
4. *Research on organizational change techniques* (to permit the acquisition of systematic knowledge about the comparative effect of a number of possible interventions).

After an initial year of instrument development, staff acquisition, and pilot projects, the main phase of the study began. The hopes and aims sketched in the four precepts listed above were in varying degrees brought to fulfillment. Continuity of site proved to be greater than has been the case in the great majority of previous studies: Most organizations remained committed to and involved in an ICLS project for at least two years. They did not, however, endure for the full five years (although some may well ultimately do so).

A common instrument, the Survey of Organizations questionnaire, was developed and refined. It has been used, in one of its editions, in each site and data collection wave. Most participating organizations underwent at least two measurement waves using that instrument, with some form of change, development, or intervention occurring in the interval between the two; some had as many as five successive measurements. Relevant portions of this instrument generated the substance of the data examined in this article.

All organizations, with the exception of a very few in which no action plan was intended and in which none evolved, undertook some program of organizational development; as we shall see, the specific nature of the activity varied from one site to another.

Organizational change research is an uncharted territory in many aspects, and the research staff has had, of necessity, to feel its way along quite gradually. Many of the findings are only now slowly entering into the professional purview. As the reader can imagine, content analysis of five years of documents and multivariate analysis of a mountain of quantitative data is a lengthy, difficult task. I wish to forewarn the reader