



Biography | Regina Troxell

Regina Troxell has three decades of experience in large-scale change management, process engineering, and organization design in both the private sector and military. Regina is currently a director for organization development at a healthcare system in the Midwest and has worked with senior management teams and key leaders through times of transformational change including mergers, acquisitions, strategic alliances, and executive transitions. Her extensive work with not-for-profit hospital systems, clinical laboratories, and Fortune 50 pharmaceutical and biotechnology companies has earned Regina a reputation as a strategic organization development professional and trusted advisor. Regina is currently a PhD Candidate in Organization Development at Benedictine University, USA and her research interests include mergers, acquisitions, integration and strategy. Troxell can be reached at troxelrx@gmail.com.



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Title: Consulting for Organizational Effectiveness: An Opportunity and Dilemma

Consulting for organizational effectiveness principally involves helping a client address a business problem or opportunity and realize where they need to go (Jamieson, 1988; Cummings & Worley, 2009; Jamieson & Armstrong, 2010), while building an appreciative and ethical relationship (Buono, 2014). The literature about Organization Development offers multiple definitions of the term consultant. Block (2011) posits that a consultant is a person who is positioned to apply influence over an individual, a group, or an organization, but has no genuine power to actually enact changes or institute programs. A change agent who helps a client organization attain greater effectiveness constitutes a consultant (Cummings & Worley, 2009). OD consulting is a process or approach by which either an internal consultant or external consultant helps a client achieve or maintain organizational effectiveness. In the presentation and unpublished manuscript, the author describes consulting, discusses some of its attributes, the role and responsibilities of a consultant, and a few of the seminal scholarly contributions to OD consulting. Additionally, a hypothetical case is presented to illustrate potential opportunities for Organization Development as well as some of the challenges involved in consultation.

KEY WORDS: consulting, organization development, ethical, effectiveness, case