

## Chapter 53

# Concluding Reflections and Presentation of an EBOCD Conceptual Process Model

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### ABSTRACT

*This chapter begins by presenting a synopsis of insights on EBOCD practice gleaned from the Section 2 chapters, and a range of extant and emergent generalized (common) insights and lessons about evidence-based initiatives for OCD that have resulted from a multiple cross-case comparative analysis of the 33 reflective case histories presented in Section 3. It then offers a response to the skepticisms expressed by McLean and Kim, the authors of Chapter 52, about the reality of EBOCD ever existing beyond what they suggest could be outlier case history examples of OCD by drawing attention to the wide range of extant best evidence that informed them. The chapter concludes with an EBOCD Conceptual Process Model which offers a pathway forward for bridging the reputed research-practice gap in the field of OCD and HRD, and for generating new bodies of best evidence and practice-to-theory research opportunities.*

### INTRODUCTION

We have four aims in writing this concluding chapter. The first is to provide a synopsis of insights that we have gleaned from the nine Section 2 chapters. The second aim is to present the results of our *multiple cross-case comparative analysis* (MCCCA) of the 33 ‘reflective case histories’ described by the authors of the Section 3 chapters. This analysis validates 10 generalized (common) ‘insights’ and ‘lessons’ about OCD and EBOCD practice identified by Hamlin (2001) over 18 years ago. It also reveals 10

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other emergent common ‘insights’ and ‘lessons’ to be gained and learned from the various illustrations of ‘critically reflective’, ‘research-informed’ and ‘evidence-based’ OCD change agency practice discussed in the 33 Section 3 chapters. The third aim is to respond to the somewhat sceptical view expressed by Gary McLean and Sehoon Kim in Chapter 52 about the ‘reality’ of EBOCD ever emerging beyond the examples of EBOCD illustrated in this book, due to the current persistent focus on Mode 1 research in management and organization studies that lacks practical relevance and utility. We offer a more positive and optimistic perspective by drawing attention to the wide range of extant OCD-related ‘best evidence’ that informed the change agency of our Section 3 reflective case history authors. The fourth and final aim is to present an ‘*EBOCD Conceptual Process Model*’ which the first author of this chapter has derived from the ‘OCD Conceptual Framework’ he offered in a chapter he contributed to the Hamlin, Keep and Ash (2001) book on *Organizational Change and Development: A Reflective Guide for Managers, Trainers and Developers* (see Hamlin, 2001). It depicts the similarities and connections between the processes of relevant, robust, rigorous and ethical internal Mode 2 research (including action research, design science research, professional partnership research and other forms of collaborative management research irrespective of whether conducted by internal or external consultants acting as change agents), and the processes of change management consultancy. These connections can open up opportunities for the generation of the types of *instrumental knowledge* and ‘best evidence’ called for by Hamlin in Chapter 1 and by McLean and Kim in Chapter 52 respectively, and thereby contribute to a bridging of the reputed ‘research-practice’ gap in HRD in general (see Hughes & Gosney, 2016) and OCD in particular (see Hamlin, 2016). Such Mode 2 research can also open up opportunities for ‘*practice-to-theory*’ research and the eventual development of OCD-related *conceptual knowledge* through subsequent Mode 1 studies.

## **COMPARING THE SECTION 2 PRACTITIONER PERSPECTIVES**

The chapter contributions in Section 2 presented a variety of critical reflections on EBOCD practice from authors who are: academics writing and researching about OCD of whom some have been engaged in collaborative academic and industry partnerships; internal or external OCD-related consultants; and others who have amassed both insider and outsider knowledge of OCD through their various roles. Many of these authors presented perspectives on cases of OCD initiatives that represented diverse sectors such as education, finance, and transportation. The change interventions ranged from training and coaching programmes, to quality management, culture change, strategic direction, data-driven decision-making, acquisitions, and applied theatre. Moreover, these contributions comprised an array of perspectives on evidence-based practice (EBP) associated with OCD initiatives in a wide range of Anglo and non-Anglo countries including Australia, Brazil, Germany, Italy, Palestine, the United Kingdom (UK) and many other countries.

A synthesis based upon our readings of these contributions suggests that there are four important factors that influence effective organizational change (OC) which are consistent with existing literature. These factors include: ‘context’, ‘leadership’, ‘communication’, and ‘collaboration’. Furthermore, our review of their ‘critical reflections’ upon EBOCD practice suggest that these authors had demonstrated their commitment to EBP through: their use of literature to inform their practice; the use of models, frameworks, and theories to underpin their practice; the collection of data to inform their practice; and critical reflection and introspection to enhance their practice.

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