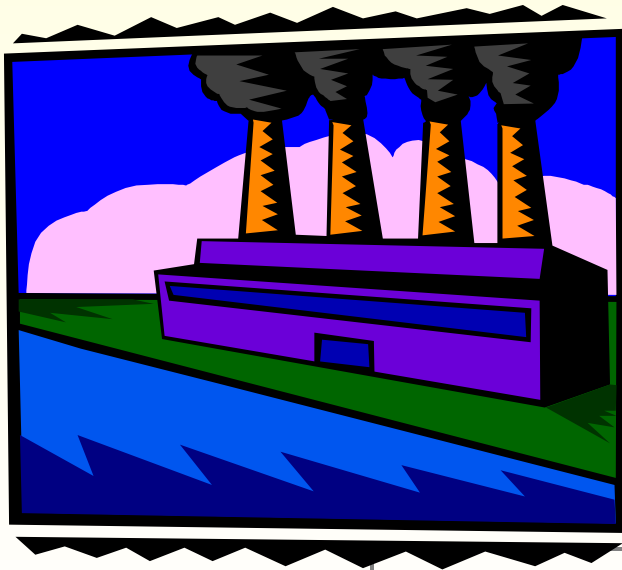


What in the World is “Organizational Development”?



Carlton F. “Perk” Clark
(520) 519-8475
Tucson, Arizona
perk@psychod.com

Definition

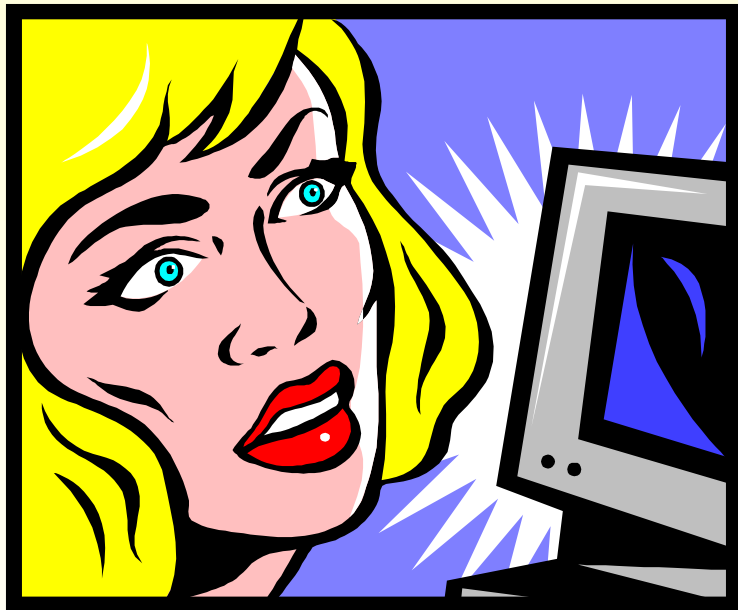
- methodological responses to.....
 - business systems
 - human systems
- promoting effectiveness and accountability
- studying and assisting change efforts of various actions among team members

How Do We Know If We Need OD?

- assess both group goals and processes
- priorities and objectives clear?
- key difficulties regarding objectives?
- key strengths regarding objectives?
- could we function more effectively?
- what does the problem cost us?



How Do We Know If We Need OD?



- do we get cooperation and support?
- what is our actual experience here?
- are we fully utilizing our members?
- interpersonal friction?
- profitable? efficient?

Settings Where OD is Not Suggested

- ownership struggles for power
- seeking justification for personnel termination
- ownership does not accept OD principles and values
- ownership cannot tolerate negative feedback about its processes

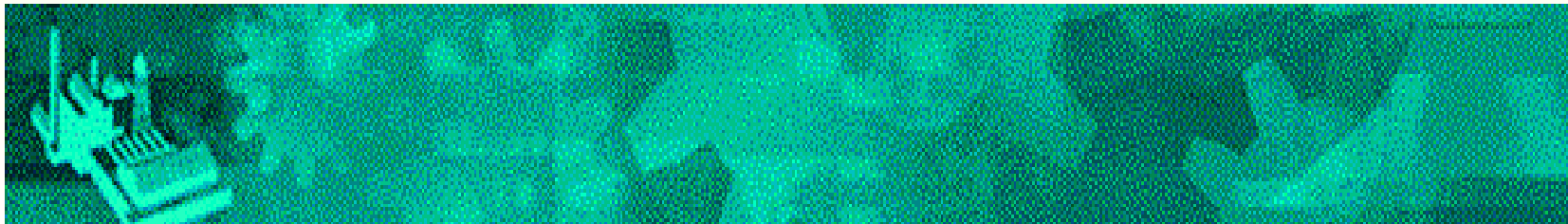
How Does OD Process Begin?

- vague problem identification
- contact with consultant
- CEO, Board discussion & agreement
- key members: verbal and numeric assessments



What Business Systems Are Assessed?

- planning methods
- job descriptions
- policies & procedures
- responsibility & accountability
- quality assurance
- management information



What HR/Cultural Needs Are Assessed?

- management methods
- decision making
- goal setting
- communications
- experience at the job
- meeting methods
- management structure
- accountability



Oral Interviews

- question-response examples:
 - what is the mission of this group?
 - what structure do you want from this group?
 - what are this group's strengths, weaknesses?
 - what do you want to achieve here?
 - what do you imagine the others think of your work in this group?

Numeric Questionnaires

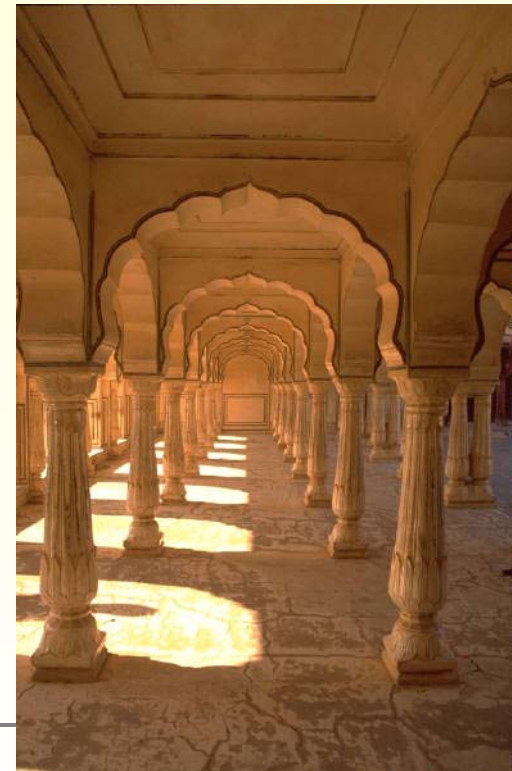
- question-response examples:
 - to what extent is there evidence of...
 - loss of production?
 - confusion about assignments?
 - ineffective meetings?
 - decisions made that people don't agree with
 - lack of clear goals?

Working with Verbal Data

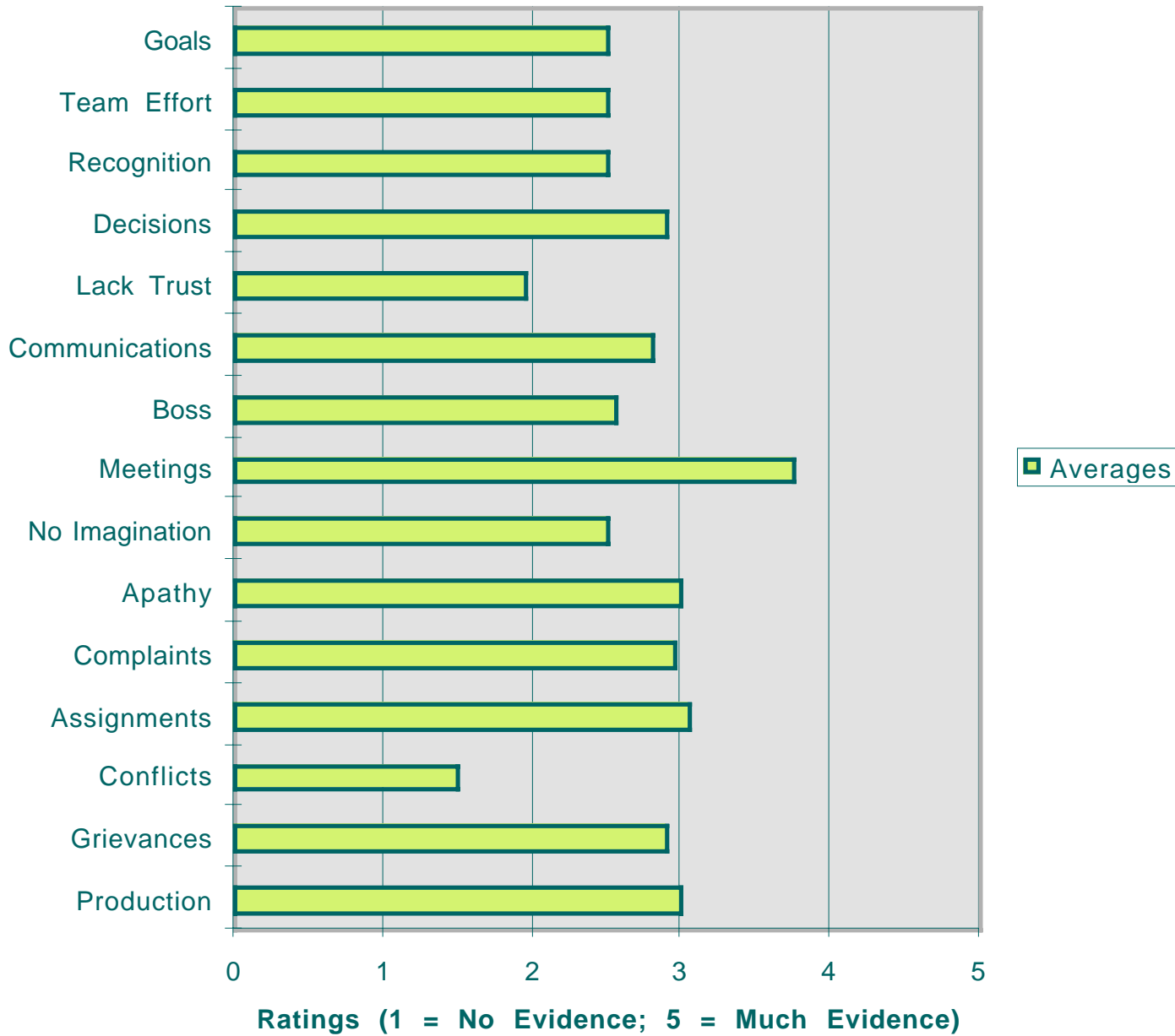
- analyze
- remove personnel references
- summarize
- categorize by themes of systemic functioning
- themes like: communications; decision-making; information flow; management; interpersonal; policies; etc.

Assessing & Summarizing Numeric Data

- graphic summaries
- support verbal data
- set base-line for later testing



Initial Survey Averages



Intent

- identifying strengths & weaknesses
- creating a shared version of the situation
- teaching a method of neutral exploration
- gathering data to direct creative development efforts
- building 'the will' to promote conscious evolution of the organization & members

Next: Data Feedback Sequence

- top management first
 - no surprises
 - some topics kicked upstairs
- then the concerned team: a retreat
- present data and propose a project to address the critical elements

Micro-teams: Research Specific Systems

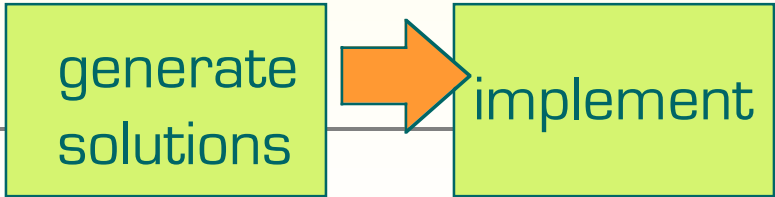
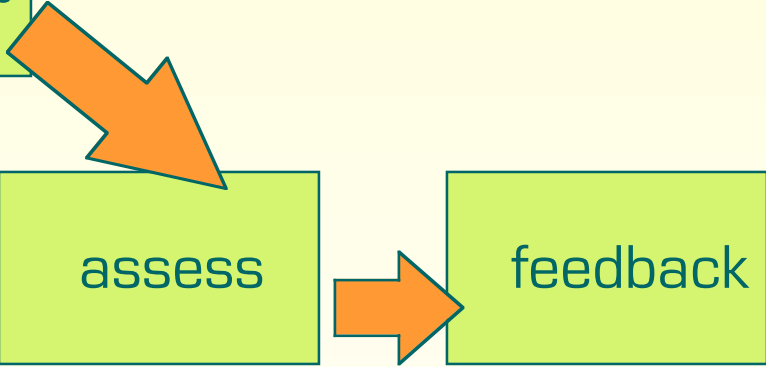
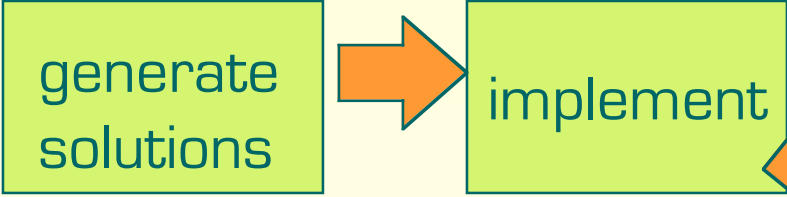
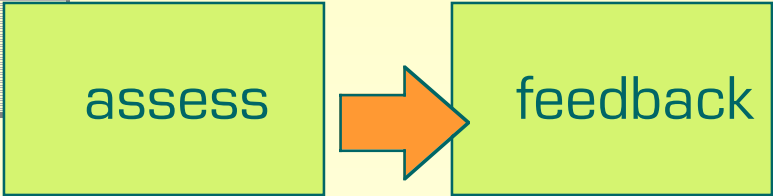
- create research teams
- construct project for teams
- team research
- solution generation



Micro-teams: Take Approved Actions

- management support
- implement solution
- assess solution, then finish or....
- generate solutions
- seek management support
- implement another solution, etc.

Action- Research Cycle



An Ethic of Research and Action

- legitimizing awareness of system functioning
- encouraging research, dialogue
- supporting setting-appropriate responses
- assessing responses
- taking directed action over time, measuring results

OD Consultant's Qualifications

- specialized training & experience
- observing group & organizational dynamics
- addressing organizational resistance
- managing conflict and conflicting cultures



OD Consultant's Specific Skills

- diagnose group functioning
- facilitating meetings & project management
- problem solving techniques
- knowledge of basic business systems
- knowledge of business excellence
- addressing company resistance to change
- responding to emotional events



OD Consultant's Responsibilities

- confidentiality
- support client independent functioning
- working within confines of competence
- openly admitting biases
- preventing 'trashing' of the organization
- having "a salty, acid eye" on the model being used

Outcomes of Projects

- failure: the dentist
- success that failed:
 - the corporate memory chip manufacturer
- successes:
 - the psychiatric hospital
 - the legal partnership
 - the retailer with four locations

REFERENCES

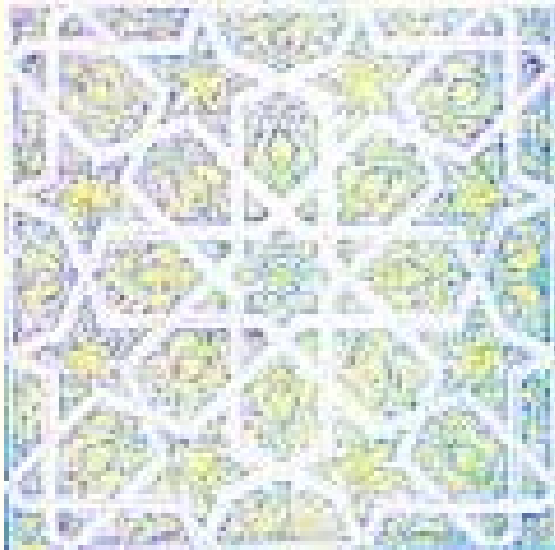
- Adams, J. D. (ed.) (1984). Transforming work: a collection of organizational transformation readings. Alexandria, VA: Miles River Press.
- Barks, C. (1991). RUMI: one-handed basket weaving (poems on the theme of work). Athens, GA: Maypop.
- DePree, M. (1989). Leadership is an art. New York, NY: Dell Publishing.
- Doyle, M. & Straus, D. (1976). How to make meetings work. Chicago, IL: Playboy Press.

- **Fitzgerald, D. & Berger, J. (2002). Executive coaching. Palo Alto, CA: Davis–Black Publishing.**
- **French, W. & Bell, C. (1978). Organization development (2nd ed.). Englewood Cliffs, NJ: Prentice–Hall, Inc.**
- **Harragan, B. L. (1977). Games mother never taught you (corporate gamesmanship for women). New York, NY: Warner Books.**
- **Heider, J. (1985). The tao of leadership. Atlanta, GA: Humanics, Ltd.**
- **Holtz, H. (1988). How to succeed as an independent consultant. New York, NY: John Wiley & Sons.**

- **Huse, E. F. (1980). Organizational development and change. St. Paul, MN: West Publishing.**
- **Johnson, R. S. & Kazense, L. E. (1993). TQM: the mechanics of quality processes. Milwaukee, WI: ASQC Quality Press.**
- **Juran, J. M. (1992). Quality by design. New York: The Free Press.**
- **Lippit, R., Watson, J., & Westley, B. (1958). The dynamics of planned change. New York, NY: Harcourt, Brace & World, Inc.**
- **Neilsen, E. H. (1984). Becoming an od practitioner. Englewood Cliffs, NJ: Prentiss Hall, Inc.**

- Peters, T. (1992). Liberation management. New York: Alfred A. Knopf.
- Plunkett, L. C. and Fournier, R. (1991). Participative management. New York, NY: John Wiley & Sons, Inc.
- Ray, M. & Rinzler, A. (eds.). (1993). The new paradigm in business. New York, NY: Jeremy P. Tarcher, Inc.
- Senge, P. M. (1990). The fifth discipline: the art and practice of the learning organization. New York, NY: Doubleday.
- Shah, I. (1978). Learning how to learn. Octagon Press: London, England.
- Wilber, K. (ed.). (1984). Economics, work, and human values: new philosophies of productivity [Special issue]. Revision, 7(2).

What in the World is “Organizational Development”?



Carlton F. “Perk” Clark
(520) 519-8475
Tucson, Arizona
perk@psychod.com