



Organization Development 101

Two-Hour Presentation From
Minnesota Organization
Development Network (MNODN)



Introduction – Goals of Seminar

- Provide brief, basic overview of organization development (“OD”) as profession
- Discuss brief, basic overview of general organizational change process
- Mention major established models and movements for change
- Present numerous additional resources to learn more



Introduction – Nature of Session

- Challenge to combine info about OD profession and organizational change in 2-hour seminar
- Do upfront, 1-hour quick lecture/presentation to breeze through “foundation” info to establish “territory” of OD
- Then enhance learning through discussion, questions and answers among attendees
- Later enhance learning by reviewing – and applying – additionally suggested resources
- Info is in OD Library at www.mnodn.org



Defining OD – Ways to Talk About OD

- 3 levels can talk about OD
 - Philosophy/paradigm/values
 - Theories/models
 - Tools and techniques
- This presentation includes all levels and also OD as a profession



Defining OD – Traditional Definition of Process

- *“Organization Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.”*
 - Beckhard, “Organization development: Strategies and Models”, Reading, MA: Addison-Wesley, 1969, p. 9.
- New definitions are evolving



Defining OD – A New Definition

- *“Organization Development ... attempt to influence the members of an organization to expand their candidness ... and to take greater responsibility for their own actions ... The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organizational) goals ...”*
- -- Neilsen, “Becoming an OD Practitioner”, Englewood Cliffs, CA: Prentice-Hall, 1984, pp. 2-3.



Defining OD – Glance at Typical Process

- Following steps not really linear – is cyclical
- Following models a well-done consulting process
 - Startup/entry/contracting
 - Assessments/diagnosis
 - Feedback to clients
 - Action planning
 - Interventions/implementation/evaluations
 - Separation



Defining OD – OD and Medicine

- Health of organizations compared to health of human body
 - Anatomy and physiology ~ organizational theory
 - Psychology ~ organizational behavior
 - Physicians ~ organization development practitioners
- “Holistic OD” ???
 - Holistic/integrated org. development
 - Don't “fix”, instead “support, nurture”
 - Ongoing, small moves – not “one-shot fix”



OD Profession – Very Brief History

- Started largely in social laboratories (NTL, T-groups, etc.) in 1940s
- Then focus on survey research/feedback
- Then action research (research to action)
- Then Quality of Work Life (socio-technical, work design, efficiency studies, motivation, quality circles, etc.)
- Then strategic change (planned change at org'l level, open-systems planning)
- Some Pioneers: Lewin, Likert, Beckkard, Bennis, Levy, Argyris, Schein, Burke, etc.



OD Profession – Today

- Organizations experiencing rapid change, so more need for OD
- Much growth in profession
- Some current OD primary values:
 - humanistic/human potential
 - authenticity
 - performance/effectiveness




OD Profession – Current Major Topics

- appreciative inquiry, coaching, continuous learning, emotional intelligence, large-scale interventions, learning organization, on-line learning, self-managed and self-directed and self-organizing teams, systems thinking



Planned Change – Reasons for Rapid Change

- Telecommunications
- Globalization (expanded markets, etc.)
- Increased competition
- Increased diversity
- Increased public consciousness



Planned Change – Typical Phases

- Following steps not really linear – is cyclical
- Following steps model well-done consulting process
 - Startup/entry/contracting
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Planned Change – Types of Interventions

- Human process, eg:
 - T-groups
 - Process consultation
 - Team building
 - Search conference (a large-scale intervention)



Planned Change – Types of Interventions (Cont.)

- Technostructural, eg:
 - Work/job design
 - Quality circles
 - TQM
 - Restructuring



Planned Change – Types of Interventions (Cont.)

- Human resource management, eg:
 - Performance management (employee)
 - Employee wellness
 - Reward systems
 - Diversity management



Planned Change – Types of Interventions (Cont.)

- Strategic, eg:
 - Organizational transformation
 - Cultural change
 - Self-designing organizations
 - Strategic management



Planned Change – Basic Principles

- (A definition – “organizational change”: organization-/group-wide change)
- (A definition – “organizational transformation”: radical, fundamental organizational change)
- Work from a plan with vision, milestones, measures and celebration
- Must involve top management
- Usually has a champion
- Best if planned and implemented via teams



Planned Change – Basic Principles (Cont.)

- Best if involves changes to organizational structures and processes
- Frequent and sustained communications about:
 - Need for change
 - New vision
 - Progress toward vision
 - Milestones
- Usually not an “aha!” experience



Planned Change – Some Established Models

- Balanced scorecard
- Benchmarking (really change model?)
- Business process re-engineering
- Cultural change



Planned Change – Some Established Models (Cont.)

- Management by objectives
- Quality management (TQM, ISO, Baldrige, continuous improvement, etc.)
- Strategic management
- Others?



Planned Change – Some “Movements”

- Organizational learning
- Knowledge management
- Appreciative inquiry?
- Others?



Planned Change – Many Specific Interventions

- The many types of interventions can include a variety of specific practices
- Various specific practices are usually highly integrated into action plans
- Practices include, eg, team building, conflict management, training, coaching, facilitating, organizational analysis, organizational restructuring, etc.



OD Profession – Major Issues

- Defining, scoping profession
- Establishing core competencies
- Getting OD into business training (MBA programs often don't include OD courses)
- Getting more business into OD training (OD programs often don't include business courses)
- “Most change efforts fail.” Really? Why?



OD Profession – Future

- More access for leaders and managers
 - OD training tends to focus on support staff, external consultants, researchers, writers, teachers
- More complete business training
 - “Those with hammers always see nails”
- More focus on 20% that makes 80%
 - Focus more on spreading OD tools, rather than deepening?



OD Profession – Future (Cont.)

- More focus on small organizations
 - Vast majority of research and activity is in Fortune 1000
- More focus on community development
 - Roots of OD are in social change – lost that?
- More integration with other professions
 - Training, coaching, HR, facilitation, etc.



OD Profession – Future (Cont.)

- More on-line diagnosis and intervention
 - Eg, medicine includes CD-ROM kits about diagnosis and treatment – OD do, too?
- More practical systems tools
 - To identify and address archetypes
- Less myths, eg, “Credible if:”
 - Novel
 - Complex
 - From gurus
 - High priced



Learning More – Free, On-line Resources

- Following are listed at www.mnodn.org/resorces.htm
- MN OD Library – one of world's largest, free, on-line libraries
- ODNET on-line discussion group
- TRDEV on-line discussion group
- HRNET on-line discussion group
- Free Micro-eMBA to help OD practitioners learn basics of business (at www.managementhelp.org)



Learning More – Local Organizations in Twin Cities

- Following listed and further accessible at www.mnodn.org/resorces.htm
- MN Organization Development Network
- American Society for Training and Development (651-917-6248)
- MN Facilitator's Network (www.mnfacilitators.org)
- ISPI International Society for Performance Improvement
- TCHRA Twin Cities Human Resources Association



Learning More – Some Key Books/Texts

- “Organizational Change and Development” by Cummins and Worley
- “Organization Development : A Process of Learning and Changing” by W. Warner Burke
- “Practicing OD: A Consultant’s Guide” by Roland Sullivan
- “Fifth Discipline” by Peter Senge
- “Flawless Consulting” by Peter Block



Learning More – Some Schools

- Some Local in Twin Cities
 - University of Minnesota
 - University of St. Thomas
- Some National (long-distance-based)
 - Pepperdine
 - Fielding Institute
 - Union Institute
- Best schooling: parenting, leading and managing!



Learning More – Questions and Answers

- ???



Learning More – Other “Basics” MNODN Seminars?

- Interested in having other MNODN seminars?
 - “Issues in OD”?
 - “Future in OD”?
 - Particular phases of change
 - Entry/Startup
 - Contracting, etc.
 - Etc, etc.
 - If so, send us your feedback at www.mnodn.org
- MNODN can conduct this “OD 101” session for your other professional organizations, etc. (Call Carter.)



OD 101

Join MNODN – go to
www.mnodn.org
Thank you!