Session 4 - Managing OD Process

Three basic components of OD programs:

- **Diagnosis** = continuous collection of data about total system, its subunits, its processes, and its culture.
- **Action** = all activities and interventions designed to improve the organization's functioning.
- **Program management** = all activities designed to ensure success of the program.

**DIAGNOSIS – THE SIX-BOX MODEL**

Marvin Weisbord

Weisbord identifies six critical areas where things must go right if the organization is to be successful. According to him, the consultant must attend to both formal and informal aspects of each box.

This model is still widely used by OD practitioners.

**THIRD-WAVE CONSULTING**

- Weisbord wrote an article in which he mentioned the third wave.
- 1st wave = agricultural revolution
- 2nd wave = industrial revolution
- 3rd wave = technological revolution
- He no longer looks at the “sickness” model of OD but concentrates on the “wellness” model which talks about creating a workplace that has meaning.

4 “Useful practices”

1. Assess the potential for action
2. Get the whole system in the room
3. Focus on the future
4. Structure tasks that people can do for themselves.

**ACTION COMPONENT**

Act Interventions are the actions taken to produce desired changes.
Four conditions that give rise to the need for OD interventions:

1. The organization has a problem
   (corrective action – to fix it)
2. Organization sees an unrealized opportunity
   (enabling action – to seize the opportunity)
3. Features of organization are out of alignment
   (alignment action – to get things back ‘in sync’) 
4. Yesterday’s vision is no longer good enough
   (action for new vision – actions to build necessary structures, processes and culture to make new vision a reality)

**NATURE OF OD INTERVENTIONS**

- All the OD interventions have a dual purpose i.e. educational and accomplishing-a-task
- They focus on real problems central to each organization’s needs rather than hypothetical.
- They use several learning models e.g. “learning how to do” may precedes the “doing” part and it also be the other way round.

**ANALYZING DISCREPANCIES**

- It is examining the discrepancies or gaps between what is happening and what should be happening, and the discrepancies between where one is and where one wants to be.
- Problem=gap
- Problem solving=discovering the cause of the gap
- Decision making= discovering a solution-a set of actions- to close the gap.

**PROGRAM MANAGEMENT COMPONENT**

- All OD programs follow a logical progression of events:
- Warner Burke describes the following phases of OD:-
  1. Entry
  2. Contracting
  3. Diagnosis
  4. Planning change
5. Intervention

6. Evaluation

Entry
- It represents the initial contact between consultant and client.
- Determine whether the problem or opportunity, the client and consultant constitute a good match.

Contacting
- It involves establishing mutual expectations, reaching agreement on expenditures of time, money, resources, and energy.
- Generally clarifying what each party expects to get from the other and give to the other.

Diagnosis
- It is a fact-finding phase.
- It has two steps:
  1. Gathering information
  2. Analyzing it.

Feedback
- It represents returning the analyzed information to the client system.
- The client explores the information for understanding, clarification, and accuracy.

Planning change
- It involves the clients deciding what actions steps to take based on the information they have just learned.
- Alternative possibilities are explored and plans for action are selected and developed.

Intervention
- It calls for implementing sets of actions designed to correct the problems or seize the opportunities.

Evaluation
- It represents assessing the effects of the program:
  - What is successful?
  - What changes occurred?
  - What were the causal mechanisms?
  - Are we satisfied with the results?
A MODEL FOR MANAGING CHANGE

Motivating change
• Creating readiness for change
• Overcoming resistance to change

Creating a vision
• Valued outcomes
• Valued conditions

Developing Political Support
• Assessing change agent power
• Identifying key stakeholders
• Influencing stakeholders

Managing the Transition
• Activity planning
• Commitment planning
• Managing structures

Sustaining Momentum
• Providing resources for change
• Building support system
• Reinforcing new behaviors

Effective Change Management

CREATING PARALLEL LEARNING STRUCTURES

Establishing a sense of urgency
• Examining market and competitive realities
• Identifying and discussing crises, potential crises,
  • or major opportunities

Forming a powerful guiding coalition
• Assembling a group with enough power to lead the change effort
• Encouraging the group to work together as a team.

Creating a vision
• Creating a vision to help direct the change effort
• Developing strategies for achieving that vision
Phases 1 and 2 focus on establishing the need for change, building readiness and commitment, and creating infrastructure that has sufficient political support.

Phase 3 communicates openly what is happening and why.

Phase 4 solicits widespread involvement from organization members.

Phase 5, 6 & 7 represent extensive study, data collection, targeting high-priority problems and experimenting to find solutions to problems.