



# Role and Style of the OD Practitioner-Chapter 4

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# Objectives

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- Define the role on OD Practitioner.
- Identify your strength and areas of improvement as a potential practitioner.
- Experience and practice your own style of intervention and influence in a group.



# Haphazard Versus Planned Change

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- Change programs do not happen accidentally.
- There are two types of change:
  - Random or haphazard change is force on the organization by the external environment.
  - Planned change results from deliberate attempts to modify organization operations in order to promote improvement.

# External and Internal Practitioners

- The OD Practitioners are specialists, whether from within or outside of the organization.
  - Often referred to as Consultants.





# External Practitioner

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- They are not associated with the client system.
- They are less in awe of the power wielded by various organization members
- They do not depend on the organization for raises, approval or promotions.
- They are generally unfamiliar with the organization system and may not have particular knowledge of its technology etc.



# Internal Practitioner

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- They are already a member of the organization
- Top executive who initiates change in his or her work group, or member of the human resources or organization development department.
- These practitioners often operate out of the human resources area and may report directly to the president of the organization.
- They are familiar with the organization's culture and norms.



# Internal Practitioner

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- Disadvantages
  - Lack of the specialized skills needed for the organization development.
  - They often lack objectivity.
  - They often may be more likely to accept the organizational system as a given and accommodate their change tactics to the need of the organization.
  - They may not have the necessary power and authority



# The External-Internal Practitioner Team

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- Team formed with working with External Practitioner working directly with an Internal practitioner to initiate and facilitate change program



# OD Practitioner Styles

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- Change begins with the intervention of the practitioner in the system to be changed.
- Intervention refers to the practitioner's entry into the client system and includes several different roles and activities.



# Five Different Types of Practitioner Styles or Roles

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- The Stabilizer Style
- The Cheerleader Style
- The Analyzer Style
- The Persuader Style
- The Pathfinder Style



# The Stabilizer Style

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- The goal of the stabilizer is neither effectiveness nor participant satisfaction.
- The practitioner is trying to keep from rocking the boat and to maintain a low profile.
- This style is usually forced upon the practitioner by organizational pressure.
  - So the practitioner usually have to learn to conform and suppress any other motivation.



# The Cheerleader Style

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- The cheerleader style places emphasis on the satisfaction of the organization members and is chiefly concerned with motivation and morale.
- The cheerleader style strongly minimizes differences and maintains harmony.



# The Analyzer Style

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- The analyzer places great emphasis on efficiency, and gives little emphasis to member satisfaction.
- The analyzer feel most comfortable with a rational assessment of problems and assumes that the facts will lead to a solution.
- The practitioner may be more confrontational, relying on the authority to resolve conflicts and on rational problem-solving process.



# The Persuader Style

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- The persuader style focuses on both dimensions, effectiveness and morale, yet optimizes neither.
- Such a style provides a relatively low-risk strategy, avoids direct confrontation with others.



# The Pathfinder Style

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- The pathfinder style seeks a high degree and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork.
- The pathfinder focuses on 6 processes essential to organizational performance:
  - Communication
  - Member roles and functions in groups
  - Group problem-solving and decision-making.
  - Groups norms and growth
  - Leadership and authority
  - Intergroup cooperation and competition.



# The Intervention Process

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- The OD process involves a collaborative relationship between a practitioner and a client system.
- OD practitioners may have a variety of style, philosophies, and approaches:
- Functions performed:
  - Helping the client determine its current level or state (data gathering)
  - Assisting in a collaborative analysis or problem and planning strategies of change (diagnosis)
  - Intervening and facilitating change from the current level to some ideal or desired level.



# The Readiness of the Organization for OD

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- Upon first contacting the client system, the OD practitioner begins evaluating its receptiveness for and OD program.
- To gauge preparedness of an organization for an OD program, there are four questions the practitioner needs to answer before venturing further.
  - 1. Are the learning goals appropriate?
  - 2. Is the culture state of the client system ready for organizational development?
  - 3. Are the key people involved?
  - 4. Are members of the client system prepared and oriented to organizational development?



# Intervention

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- Intervention refers to an array of planned activities participated by both the practitioner and the client, including shared observations of the processes occurring between members of a group or an organization for the purpose of improving the effectiveness of the processes.



# OD Practitioner Skills and Activities

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- Team Development ■ 2.97
- Corporate change ■ 2.91
- Strategy development ■ 2.60
- Management development ■ 2.45
- Employee (career) development ■ 2.04
- Technology integration ■ 1.97

# Practitioner Skills Profile

- Leadership
- Project Management
- Communication
- Problem-Solving
- Interpersonal
- Personal





# Forming the Practitioner-Client Relationship

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- Initial Perception
- Practitioner Style Model
- Creating a Client for Change
- Practitioner-Client Relationship Modes



# The Formulation of Operating Rules

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- 1. The point of contact.
- 2. The role of the practitioner.
- 3. The fees.
- 4. The schedule.
- 5. The anticipated results.
- 6. The operating ground rules.



# Red Flags in the Practitioner-Client Relationship

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- The level of Commitment to Change
- The Degree of Leverage or Power to Influence Change
- The Client's Manipulative Use of Practitioner

# Questions

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