



The Challenge and the Future of Organizations

Chapter 16



Learning Objectives

- Understand the basic issues in using organization development as an approach to planned change.
- Recognized ways of maintaining internalizing and stabilizing a change program.
- Identify some of the future trends and problems facing the OD practitioner.
- Understand the process of terminating the practitioner relationship.



The Organization of the Future

- Leading companies envision an endless changing organization.
- Reconfiguration is a term describes an organization that is flexible and able to change on an annual, month, weekly, daily, or even an hourly time frame.
- People are achieving higher educational levels, with a resulting increase in the level of motivation.
- When an OD is used in an organization, its results have to be measured



Criteria of effectiveness for the OD practitioner

- Stability of the OD effort after implementation
- Ability of client system to maintain innovation or the development of a self-renewal capacity.
- Because change is never ending, the completion of change cycle leads to another.



Monitor and Stability Action Programs

- Involves 3 factors:
 - 1. Feedback
 - 2. Stabilize the change
 - 3. Evaluate the OD program results.



The Feedback of Information

- Information is returned to participants.
- Commitment to change is reinforced by feedback and support.
- Program effectiveness is measured by the degree to which problems have been corrected.
- The information is fed back may be ready available data such as production and accounting figures.
- Data may be obtained from interviews, questionnaires, "organization mirror," and benchmarks to measure change overtime.



The Stabilization of Change

- There is acceptance and adoption of the change program.
- It is important to guard against deterioration and “fade out.”
- Reinforcement of change is necessary and can occur with the following:
 - Participating employees and divisions see themselves as an elite group and sell the benefits; they become disciplines of change.
 - If the OD is initiated as one division, the results will be used to effectiveness of another unit.
 - Practice and familiarity of change efforts during later periods helps guard against degradation.



The Evaluation of OD Program

- Evaluation are important for three groups.
 - 1. Key decision makers
 - 2. OD participants
 - 3. OD specialists



Three Factors Determine the Evaluation Process

- Training of the OD Specialist
- Cooperation of organization members
- Willingness of decision makers to pay for evaluation.



Termination of the Practitioner-Client Relationship

- Termination of the relationship is the final stage of the OD process.
- Termination may occur when the basic change objectives accomplished.
- Either the practitioner or the client believes the little more can be accomplished or there is a diminishing rate of return for efforts expended.
- Disengagement will likely call for a gradual reduction of the practitioner's help.



Developing a Self-Renewal Capacity

- Self-renewal means building innovation and commitment to change into the organization's values.
- The OD program should have developed within the organization an ability to constantly innovate.
- The self-renewing organization is constantly able to initiate new strategies leading to continue innovation.



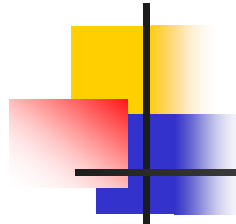
Termination and Disengagement from the client System

- Characteristics of disengagement
- Both client and consultant mutually agree on reduced involvement
- Involvement does not drop to zero, but may continue at a lower level.
- The door is always open for future work.

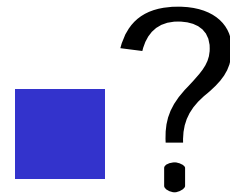


OD Efforts

- OD efforts will more likely be successful when the following continue exist:
 - Change begins at the top of the organization, which forces orientation, and reassessment of practices and problems.
 - Top management actively participate.
 - New ideas are developed at several levels of the organization resulting in commitment to change.
 - Innovation and experimentation are used to develop solutions.
 - Positive results reinforce the OD change program



Questions





Reference

- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7th ed.). Upper Saddle River, NJ: Prentice Hall.

