



Diagnostic Process-

Chapter 5

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Objectives



- Identify system parameters and recognize the symptoms, problems, and cause of the organizational ineffectiveness
- Recognize the various techniques for gathering information from the client systems
- Describe the major various techniques used in OD programs
- Apply a systematic diagnosis to organizational situation



Diagnosing Problem Areas

- The identification of areas for improvement and problems is an important element in developing a high performance organization.
- Before implementing an OD program, it is important to assess the organization's current quality or performance and define the level of performance or quality it desires.
- Diagnosis provides information that allows a faster-reacting organization to emerge.
- Diagnosis rigorously analyses the data on the structure, administration, interaction, procedures, interfaces, and other essential elements of the client system.
- Effective change must be based on a specific diagnosis of the problem.



What is a Diagnosis

- Diagnosis is a systematic approach to understanding and describing the present state of the organization.
 - The purpose is to specify the nature of the problem requiring solution to identify the underlying forces, and to provide a basis for selective effective change strategies techniques.
 - Diagnosis involves the systematic analysis of data regarding the organization structure and culture with the intention of discovering problems and areas for improvement.



What is Diagnosis

- **Critical Issues in Diagnosis**
 - Simplicity
 - Visibility
 - Involvement
 - Primary Factors
 - Measure What's Important
 - Sense of Urgency



The Process

- Diagnosis is a cyclical process involving gathering interpretation, identification of problem areas, and potential action program,
- **Steps**
 - Step 1- Tentative problems and identified
 - Step 2 – Collect data
 - Step 3 – Analyze data
 - Step 4 – Feedback data
 - Step 5 – Is more data needed
 - Step 6 – Problems areas are identified
 - Step 7- Is the client motivated to work on the problem
 - Step 8 – Diagnosis and work on the problem
 - Step 9 – Monitor and assess result



The Performance Gap

- The difference between what the organization could do and what the organization is actually doing.
- Self-assessment gaps of actually four key areas:
 - Organization's strengths
 - What can be done to take advantage of strengths
 - Organizational weaknesses
 - What can be done to alleviate weaknesses.



The Data Collection Process

- OD is a data-based change activity
 - Data is an aggregation of all signs, signals, clues, facts, statistics, opinions, assumptions, and speculations, including items that are accurate and inaccurate, relevant and irrelevant.
 - Information is data that have form and structure.



The Data Collection Process

- **Definition of Objectives**
 - Selection of Factors
 - Selection of data-gathering method.
- **The Selection of Key Factors**
 - Identify the central variable involved in the situation.
 - May be necessary to increase the range of depth of data beyond what is readily available.



The Data –Collection Process

- The Selection of data-gathering method
- Because there is no one best method, a variety of methods may be used.
- The nature of the problem helps to determine the method.



The Data –Collection Process

- **Types of methods**
 - **Secondary sources**
 - Organizational and industry data already available
 - **Employee surveys or questionnaires** (e.g. useful when large number of people are involved but the data may lack richness.
 - **Other types of instrument**
 - Sociogram is a visual method of recording and analyzing the choice of preferences within a group.
 - Thematic apperception test (TAT), and collages
 - **Direct Observation**
 - **Interviews**



The Data Collection Process

Sociogram

- Each member of group presented in a circle.
- Communication between individuals is represented by arrows indicating the direction of choice.
- Stars- the highly chosen individuals
- Isolates – those with few or no choices
- Mutual choice- certain individuals who choose one another.
- One-way choice – when three or more persons within a large group select one another (mutual choices).



The Data Collection Process

- **Direct Observation**

- Observing how people go about their task, norms, behaviors
- May use a sociogram to record observation.

- **Interviews**

- Is one of the most widely use methods of gathering data
- It is direct, personal and flexible

- **Directed interview**

- Open-ended questions
- Nondirected interview



The Implementation Process

- Decide from who the data will be obtained
- Select an appropriate techniques to gather data
- Implement data collection program.
- The analysis of the data
- **Guidelines for evaluating the effectiveness of data collection**
 - Validity of the data
 - The time to collect the data
 - The cost of data collection
 - The organization culture and norms
 - The Hawthorne effect of data collecting



Diagnostic Models

- In a study of OD practitioners, 70 % reported using a model to assist identifying problems.
- Diagnostic models may used to analyze the structure, culture, and behavior of the organization.



The Analytical Model

- Used for interdepartmental issues
- Examines four characteristics of departments
 - Degree of department structure
 - Time orientation of members toward others
 - Interpersonal member's orientation toward goals
- The model's objective is to help departments achieve integration.



The Emergent-Group Behavior Model

- Used to analyze interdependence of groups
- Collects data on activities, interactions, sentiments, and norms of groups in order to diagnosis problems.



The Management Practice Model

- **Six Basic Factors**

- Basic planning
- General Business practices
- Finance
- Advertising and promotion
- Market research
- Personal
- Asking a few basic questions in each area, it is possible to get an indication of where the client's problems may be located.



The Sociotechnical System Model

- Two systems contained in each organization:
 - Social system, which consists of interpersonal relationships.
 - Technical system, which consists of task, tools, and activities of organization.
 - The systems are interrelated. The diagnosis determines how the systems are interrelated and what types of feedback is required between the subsystems.



The Cause of Maps and Social Network Analysis Model

- Cause maps- mathematical representations of relationships among variables.
- Social network analysis – mathematical representation of relations, both individual and group.
- Analysis reveals important interdependencies.



The Force Field- Analysis Model

- Organizational behavioral is a balance between forces working in opposite directions.
- Restraining forces act to keep organization stable.
- Driving forces act to change organization.
- When two forces are equal, the organization is in quasi-stationary state of equilibrium.
- Analysis of forces determines which force to increase or decrease to bring about change.



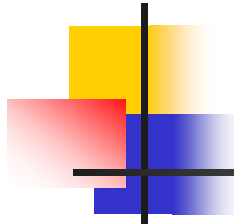
Red Flags in Diagnosis

- **Confidentiality of the data in paramount**
- **The overdiagnosis**
 - The diagnosis drags on and many problems are identified that the diagnosis becomes a ritual of continual analysis.
- **The crisis diagnosis**
 - Attending only to the immediate, short term crisis.
 - Important but less visible problems are misses.



Red Flags in Diagnosis

- **The threatening or overwhelming diagnosis**
 - The client is confronted by problems to the extent that the relationship with the practitioner is damaged.
 - It is difficult for the client to accept so much information and deal with it in any meaningful way.
- **The practitioner's favorite diagnosis**
 - The practitioner imposes a special diagnosis regardless of the problem.
 - The diagnosis may be made to fit the practitioner's own special skill areas.
- **The diagnosis of symptom**
 - Focuses on symptoms of the problems rather than on the underlying problems.



Questions

