



# High Performing Systems and the Learning Environment

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## Chapter 14



# Objectives

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- Recognized how learning organization approaches are used in the organization.
- Identify several basic OD Intervention Techniques.
- Experience and practice these system.



# Statewide Interventions

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- Managers are facing constant innovation and they must be able to transform and renew the organization to meet these changing forces.
- Certain OD interventions are aimed at the successful implementation of change within the total system.
- OD is a system approach to group, functional, and interpersonal relations.



# System Wide Interventions

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- A system-level interventions are a structural design framework for viewing the organization that examines:
  - Organizational design
  - Organizational flow of pattern
  - Interactions of individuals and group.



# System –Wide Interventions

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- The system may be an organization or reasonably well isolated unit such as a large segment of subsystem within the organization.



# Survey Research and Feedback-

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- The key to successful survey is for management to clearly define the purpose of the survey and explain what will be done with the results.



# Steps in the Survey Feedback

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- Step 1-Top Management plan survey questionnaire.
- Step 2- Outside staff administers questionnaire to all organization members.
- Step 3- Outside staff summarizes data and give feedback to the organization.
- Step 4- Each work group diagnoses problems and develops action program based on survey feedback to understand the problem, to improve working relationships, and to identify opportunities for change and research areas.



# Survey Research Feedback

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- Results of Survey Research and Feedback indicate positive changes in employee attitude and perceptions.
- The greater the involvement to all members of the organization, the greater the change.
- When feedback is combined with other interventions the effects are usually more substantial and long ranged.



# The Learning Organization

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- The learning organization is a system-wide change program that emphasizes the reduction of organizational layers and the improvement of all employees in continuous self-directed learning that will lead toward positive change and growth in the individual, team, and organization.



## Cont:

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- A learning organization is an organization that has developed a continuing capacity to adapt and change.
- An approach frequently use to bring together key members in a collaboration process to discover the problems and then to develop a model of the system.
- Learning in organizations means to continuous testing of experience and the transformation of that experience into knowledge accessible to the whole organization.
- Members become conscious of how they think and interact, and begin developing capacities to think and interact differently.



# Core Valued of Learning Organization

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- Value difference kinds of knowledge and learning styles.
- Encourage communication between people who have difference perspectives.
- Develop creative thinking.
- Remain non-judgmental of others and their ideas.
- Break down traditional barriers within the organization.
- Develop leadership throughout the organization members (Management vs. Nonmanagement and Line vs. staff).



# Characteristics of a Learning Organization

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- Constant readiness
- Continuous planning
- Improvised implementation
- Action learning



# Reengineering: A Radical Design

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- Identify the key business process.
- Identify performance measures in terms of customer satisfaction, improvement in performance.
- Reengineer emphasizes the products, customer satisfaction, improvement in process, and creation value.



# Steps in Reengineering Processes

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- Identify the key business process.
- Identify performance measure terms of customer satisfaction.
- Reengineer the process, organizing work around the process, not functions or department.
- Implement the redesigned process and a continuing reevaluation.



# Reengineering Process

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- The process is criticized as top-down, or numbers approach, but in its use of employee involvement, and teams, reengineering is similar to the sociotechnical approaches to change.



# System 4 Management

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- System 4 management describe organizations on a continuum with traditional bureaucratic organization (in-effective) and one end and participative (effective) organization at the other.



# The Four Systems

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- System 1- Exploitive/Authoritative (autocratic, top down)
- System 2- Exploitive/Authoritative (top-down/less coercive-autocratic)
- System 3- Consultative
- System 4 - Participative



# The Four Systems

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- Likert found that system 1 organizations tend to be least effective, whereas system 4 organizations tend to be very effective.
- To improve organizations, the OD practitioner tries to move the pattern of functioning from System 1 organization toward System 4 Organization.



# System 4

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- System 4 have several common elements:
  - Action rather than further analysis
  - Decisions involving subordinates rather than by superiors.
  - Individual accountability rather than rigid policies.
  - Specific recognition of team and individual accomplishments rather than blanket expressions of thank.



# High-Performing System (HPS)

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- HPS calls for removal of excessive layers of structure within the organization and the creation of climate that encourages participation and communication.
- HSP is a term originated by Peter Vall.



# HPS criteria used to examine systems

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- Perform excellently against a known external standard.
- Perform excellently against their potential performance.
- Perform excellently in relation to where they were at some earlier point in time.
- Judged by observers to be doing substantially better than others systems.
- Perform with significantly fewer resources than assumed are needed.
- Perceived as a source of ideas and inspiration for others.
- Perceived to fulfill at a high level the ideas for the culture within which they exist.
- They are the only organizations that have been able to do what they do.



# HPS identified by 8 Characteristics:

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- An HPS is clear on its broad purpose and nearer-term objectives for fulfilling these purposes. It knows why it exists.
- Commitment to these purposes is always high.
- Teamwork is focused on the task.
- Leadership is strong and clear.
- A HPS is a fertile source of interventions and new methods.
- There is a strong consciousness that “we are different.”
- Other subsystems of the environment often see HPS as a problem because HPS avoids external control and produces its own standards
- HPS is a cohesive unit.



# The OD Program

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- Designed by Robert R. Blake and Jane S. Mouton and organizational development is a systematic approach aimed at achieving corporate excellence by changing the cultural of the systems.
- Grid OD starts with a focus on individual behavior, specifically on the managerial styles of executives.
- The program then moves through series of sequential phases involving work team, the relationships between work groups, and finally the overall culture of the organization.



# The Third Wave Organization

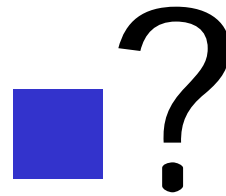
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- The third- wave organization is term originated by *business futurist Alvin Toffler*.
- The third wave organization describes companies that are evolving in the information age to meet changing times.
- The third wave organizations have the following characteristics:
  - Flexibility- structure has no permanence
  - Creativity – people are motivated by the commitment of a vision or cause
  - Innovation – support for risk taking and innovation



# Questions

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# Reference

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