Introduction to Organization Development

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The work of David Jamieson, 2009 was used throughout this presentation
A definition of Organization Development

- Organization Development (OD) concerns system wide planned change, uses behavioral science knowledge, targets human and social process of organizations, and intends to build the capacity to adapt and renew organizations

(Cummings & Worley, 2001)
What is OD? (Organization Development)

- The “O” is about organizations (systems) of all kinds; the units throughout society that are human organizations existing to accomplish some purpose.

- The “D” is about change & improvement; growing towards something, getting better at one’s mission, improving how work gets done & people live their lives.
OD is...

- A *mindset* (way of seeing the organization world)
- A set of *value-based perspectives*
- A *philosophy* of organizing, managing and changing organizations that include the human element.
- An *integration*, across disciplines, of theories, concepts and methods, for understanding & changing human systems (anthropology, psychology, sociology, behavioral science)
- A *field* of study & practice
The Main Conceptual Framework of OD

- Action Research
  - Data based
  - Action derived from data

“No Action without Research, No research without Action”

Kurt Lewin
Other Important Conceptual Frameworks in OD

- **Individual Perspective**
  - Motivation / need theories
  - Job satisfaction
  - Positive Reinforcement

- **Group Perspective**
  - Group norms and values
  - Interpersonal competence
  - Changing Values
  - Organizational Learning
  - Group Process

- **Total System perspective**
  - Participative, consensus management
  - Contingency Theory
  - Strategy
  - Inter-unit relations
  - Employee-organization “contracts”
Levels of Human Systems

- Organization Network
- Whole Organization
- Group
- Interpersonal
- Individual
The Work of OD

- OD practitioners work in a manner to improve the effectiveness of people and organizations by:
  - 1) Establishing relationships with key personnel in the organization
  - 2) Researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization
  - 3) Identifying approaches (or "interventions") to improve effectiveness of the organization and its people;
  - 4) Applying approaches to improve effectiveness (methods of "planned change" in the organization),
  - 5) Evaluating the ongoing effectiveness of the approaches and their results.
What are OD Perspectives?

- An **open, socio-technical, human systems** perspective on organizing & organizations
- A **participative, action research** orientation to inquiry, diagnosis & change
- An **inclusive** perspective on planning, problem-solving & change
- A **humanistic** perspective on relationships, managing & ethics
- A **developmental** perspective on individual & collective improvements
A Short History of OD:

Intellectual Roots based on the early works of:

- **Human Relations** work that highlighted the primacy of social factors, attitudes, and feelings in organization behavior, influencing productivity and morale (Roethlisberger and Dickson, 1939; Mayo, 1945; Homans, 1950)

- **Leadership** that brought legitimacy to participative and democratic methods (Lewin and Lippitt, 1938; Follett, 1941; Likert, 1961; Tannenbaum and Schmidt, 1973)

- **Group Dynamics** and focus on group behavior, interpersonal relations, and self-awareness (Cartwright and Zander, 1954; Bennis and Shepard, 1956; Bradford, Gibb, and Benne, 1964; Schein and Bennis; 1965)
Intellectual Roots of OD based on the early works of:

- **The Person, Motivation, and Interpersonal Communication** (Maslow, 1954; Rogers, 1961; Argyris, 1965; McGregor, 1960)

- **Use of Data and Diagnosis** to guide change including survey research methods and action research (Mann, Lippitt, Lewin, Nadler)

- **Environments, structures, systems and socio-technical principles** helping to bring design and work process into the picture (Trist and Bamforth, 1951; Burns and Stalker, 1961; Lawrence and Lorsch, 1967; Katz and Kahn, 1966).

(Jamieson, NJOD, May, 2009)
Elements of Organization Development (60s – 90s)

- **Strategy and Strategic Management** (Raia, Lawler, Porter, Greiner, Beer, Worley, Hitchin & Ross)

- **Organization Design** (Hanna, Galbraith, Lawler, Cummings, Mohrman, Nadler, Lawrence & Lorsch, Pasmore, Trist, Emery, Cherns)

- **Power, Politics and Economics** (Greiner & Schein, Marguiles, Pfeffer, Walton, Block)

- **“Whole” Systems and Large Group Methods** (Beckhard, Dannemiller, Weisbord, Axelrod, Owen, Bunker & Alban)

- **Appreciative & positive science perspectives & methods** (Cooperider, Bushe, Watkins, Yeager, Sorenson)

(Jamieson, NJOD, May, 2009)
Mainstream OD Practices/Interventions:

- Participation / Involvement
- Team effectiveness / team building
- Process Consultation
- Goal setting and planning
- Job enrichment
- Change Management
- Training for personal and professional development
- Coaching leaders / Leadership Development
- Feedback processes / Performance Improvement
- Developing potential / Career development / Succession planning
- Collaborative planning, problem-solving & development
- Organizational structure / reporting systems
- Large-scale interventions
Application for OD approach

- **Workforce Development**
  - Leadership
  - Career Development
  - Training and Development
    - Coaching
  - Human Resources Planning
    - Talent Management
  - Performance Consulting
    - Job/Task Analysis
    - Job Design / Enrichment

- **Change Management**
  - Large Systems Change
  - Small System Change
  - Individual Change
  - Process Improvement

- **Social Construction**
  - Diversity
  - Appreciative Inquiry / Action Research
  - New Science
Who is the OD Professional?

- The OD professional’s effectiveness is dependent on how he/she *thinks & acts* … the conceptual ability and skill sets
- Ultimately, in service/helping roles, the *use of self* influences outcomes
- OD has long stressed the importance of use of self, leading to an emphasis on personal growth & development in the service of helping others
Use of Self is...

- Conscious, intentional use of our self-knowledge, capabilities and presence (who we are) to successfully execute our professional role in service to others or a situation

- Being an instrument for sensing (taking in data), meaning-making (understanding) and action-taking (doing something) in human system settings in service of helping
The Path to Masterful Practice

- Blend of:
  - Use of Self (self-awareness, authentic presence)
  - Consultative Relationship (e.g., influence-based, equal partners, collaboration, inquiry)
  - Knowledge in Behavioral & Organizational Sciences (content, process & sense-making)
  - Execution Skills (e.g., communication, diagnosis, design, facilitation, learning)