

# **CHAPTER 24**

# **ORGANIZATIONAL**

# **DEVELOPMENT**

NOTE: This chapter should be read in conjunction with local activity instructions and with any negotiated agreements between your activity and an exclusively recognized labor organization. Contract language will take precedence over conflicting provisions in this manual. Areas of uncertainty should be discussed with the Human Resources Office.

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## ORGANIZATIONAL DEVELOPMENT

### 1. PURPOSE

This chapter outlines how to identify when an organization may not be working fully functional, and effective. This chapter also provides guidance in what to look for in an organization where improvements are needed and how to create change.

### 2. DEFINITIONS

**Mission** The general, non-measured areas upon which the organization has decided to focus its efforts. It is determined by the purpose and the top leadership's emphasis.

**Goals** Results oriented outcomes that must be accomplished and that contribute directly to the accomplishment of the mission.

**Objectives** Specific measured results required to achieve a goal. Objectives are assigned to a part of the organization for completion by a prescribed date and to a defined standard.

**System** An interrelation of the parts of an organization. Organizations are complex in their structure, but even more so in how they actually accomplish work. A model like the K&R Model shows the interaction of all of the factors affecting production.

**Enrollment** This term is used instead of "buy-in". If everyone has a part in developing a vision, strategic plan, etc. they are enrolled in the vision or the plan. It is theirs. No one has to sell it to them to get buy-in; they have enrolled themselves in the vision.

**Environment** The society in which we work; the higher and lateral organizations that affect us; the resource allocations, demands and constraints placed on us. In short, anything from outside the organization that has an affect on our operation.

**Culture** The normal behaviors (norms) of the group; the shared assumptions and beliefs about "How we do business around here." The set of "often unspoken" rules that just exist in an organization, because that is the way it is; that's the way it has always been done.

**Climate** The internal environment of an organization; a measure of whether people's expectations about what it should be like to work in the organization are being met.

**Managing Change** Working through the personal disruption and loss caused by organizational change. Coping with the feelings brought about by the losses inflicted by such change.

**Change Management** Planning and executing organizational changes, with special attention to the personal impact upon the employees affected by the change.

**Team** A group of individuals working together to attain a common goal.

### 3. BACKGROUND

- a. What do we do that creates problems for ourselves (and that impedes the efficiency of our organizations)?

- 1) Many of us like to **avoid conflict**. When we let indiscretions slide, we let them fester and before long they infect the whole organization. One employee comes in late. She has never been late before so you ignore the situation. As time goes on, she comes in late more often, once a week, twice a week. Her fellow employees don't miss this. They start to complain to one another. Some of them start to test the rules too. "If she can come in late, I can do it too." Finally she is late nearly every day and many of the other employees are also often late. The job isn't getting done and you are paying for quite a bit of time when no work is getting done. Wouldn't it have been easier to simply ask the late employee, "Are you all right? It isn't like you to come in late." Something that simple would have stopped the action up front. But now you have a major organizational development problem.
- 2) Another thing we have a tendency to do is **leave expectations unclear or unstated** at all. Supervisors are no longer just supervisors; they also have a ton of work they have to do; work that is technical, not supervisory. Like training or anything else that isn't directly mission-related, task-oriented, or part of the metrics that the boss is collecting, we never seem to get around or talking to our employees about goals, expectations or **a vision for the organization**, or at least not done very well. People will rise to the level expected of them and it is up to us to set the bar.

- b. Identify the environment.

We are creatures of our habits, our upbringing and our environment. We have some ideas built into us that we may not even recognize. Some of these things that are ingrained might tell us to track certain things. **Measuring the wrong things** or not measuring at all may cause employees to do the wrong things. **Remember: What you measure is what you get!** When you start to collect data, people will try to make that data look good so they look good. If you are measuring things that will move the organization toward its vision you are on the right track. If you are measuring other things, you are giving employees misdirection. Keep that vision in sight and measure those things that will move you toward the organization's future.

- c. Recognize work that is moving the organization forward.

One more thing that we need to address is rewarding useful work. Useful work is work that will move the organization toward the shared vision. We too often reward the wrong things or do not reward at all. If part of your vision is to develop a smooth running collaborative system of operation, you need to identify the behaviors that are useful in moving the organization toward effective teamwork, catch people doing those things and reinforce those behaviors. If instead you reward someone for the fine work that they did as an individual, you are sending the wrong message. You will be encouraging the "Lone Ranger" attitude.

## 4. ORGANIZATIONAL DEVELOPMENT

Organizational development is described as “a set of social science techniques designed to **plan change in organizational work** settings for purposes of **enhancing the personal development** of individuals and **improving the effectiveness of organizational** functioning.”

- a. In simple words, OD is planning change. If you think about it, that’s what leadership is about. If we weren’t making changes and trying to get people to work with the change, we wouldn’t have a job. The essence of organizational development is planning change and then executing it.
- b. Organizational Change has two parts. The physical changes that we plan and the psychological changes that the people must go through to adjust to the new situation. This transition is the longest, most difficult part and must be the focus of the leader during the process.
- c. We change organizations to **enhance the personal development** of individuals and **improve the effectiveness of the organization**.
- d. Two words we often use when we talk about organizations are *efficiency* and *effectiveness*. What is the difference?
- Efficiency looks at the bottom line, the money we use and the way we use it; what our productivity is, usually in terms of cost. It has to do with managing. It has to do with what we call “Content”.
  - Effectiveness looks at the result; the quality; how the people work together to accomplish the job. It is about the relationships in the workforce or the “Process”. After all, how do supervisors get their work done? Their people do it. If the people work well together then they are more effective; if they are more effective, they will be more efficient.
  - The end result is that an employee friendly environment or climate yields happy employees and commitment from them. Think about the conditions that make you give that 110%. When do you feel that way? When don’t you feel that way? Happy employees accomplish more. The leader’s job is to change the climate to make it easy and fun for employees to do the leaders’ work.
  - And, by the way, do you know why employees stay with a job? They come to work for a company because the company looks good; they stay or leave based on their relationship with their first-line supervisor. That relationship is the greatest determinant of employee morale, satisfaction and productivity.
- 1) Basic principles then are to:
- Establish a clear, shared vision; a picture of where the organization wants to be.
  - Establish the current reality: the current climate affecting the employees.
  - Determine what has to be done to move from current reality to the desired future state.
  - Do those things
- 2) There are many ways to do those “simple” things. These are some of the tools of the OD trade:
- Climate surveys
  - Focus groups

**OD is about planning to implement and manage change.**

- Organizational Diagnosis
- Teambuilding...
  - Focused on the future...
  - With enrollment (a stake in the outcome) for all.
- Strategic Planning
- Evaluation Planning
- Communication Planning
- Recognition Planning
- Appreciative Inquiry (AI)
- Brainstorming
- Facilitation

**a.** Let's start with **Strategic Planning**. By starting here you begin with the end in mind. If you aren't starting with a vision of what the organization wants to become and a plan to get there, you are not doing strategic planning. Too often the vision becomes only a slogan rather than a description of the future. The vision of the future guides everyone in the organization. If this is well done, it provides a guide for decisions. Each employee only has to ask, "Does the action I am about to take move the organization toward the future vision." Yes? Do it! No? Look much more carefully.

With your Strategic Planning done you have the vision, purpose, mission, goals and objectives established. You begin to align your staff with the strategic objectives, **Strategic Alignment**. Now you need to determine where the people who carry out the strategic objectives are right now, that is, the current state of the organizational climate. **Climate Surveys** and **Focus Groups** are good possibilities. A recurring climate survey is run for the command by the HRO. Results are provided to senior managers. Consult with your HRO representative to determine what you should do with them. And you do need to do something with them! **Why you ask?**

**Just by asking the questions, we set expectations that something will be done.**

What should you do?

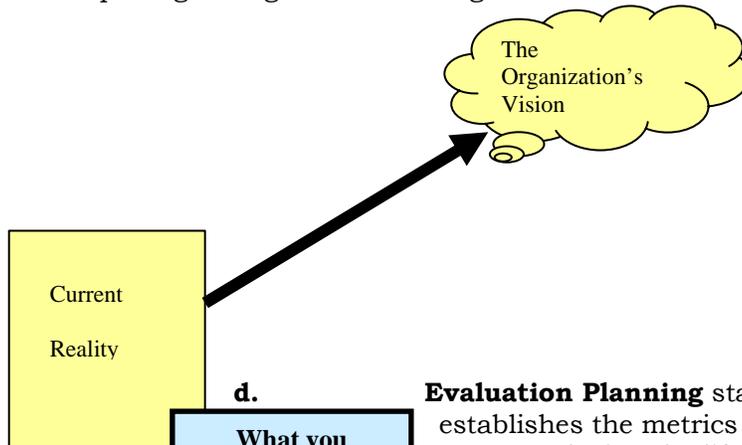
- Communicate the results to all of your employees.
- Involve the people in improving those areas of the environment that need work.
- Act on the recommendations of the people; or communicate to all why you can't act.

If you need to run a special survey of your organization or part of your organization, contact your HRO representative. The survey is automated and they will help you set up the survey and analyze the data.

**b. Focus groups** are an additional way to collect data about the climate of your organization and what people feel needs to be done to improve that climate. Use a qualified facilitator for this process. If you need assistance, contact your HRO Representative.

**c. Organizational Diagnosis** uses the data you get from climate surveys, focus groups or other data sources to determine the current state of the organization. One common model and the one that we use in our training is the Kranz and

Rosenzweig (K&R) model. Talk with your HR representative for guidance on completing an organizational diagnosis.



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**What you  
measure is what  
you get!**

**Evaluation Planning** starts with objectives and establishes the metrics necessary to determine progress during the life of a program and the level success at the end of program. Determine how can measure the progress and what will indicate you are successful; what data you need to collect; will collect it; in what system you will collect it; what reports are given to whom; and how often. It should be used in conjunction with Strategic Planning. Call your HR advisor for assistance.

Planning the communications you need to have with all of the people involved in a change is essential to make a change successful. What messages do people need to hear? Who are the groups who have an interest in the process? What does each of the groups currently believe about the change? What media/method will work best for each group? What behaviors will indicate communication is effective? How are you going to collect data on the targeted behaviors? Who is going to do it? These are the questions you will need to ask in developing an effective **Communications Plan**. Call your HR advisor.

**Just like nature the organizational grapevine abhors a vacuum. What you don't communicate will be filled by rumor, speculation and innuendo and will cause problems.**

Change is about revising behaviors. As in the communications plan, you need to identify the desired behaviors. Then you need to catch people exhibiting those behaviors and lastly you need to reward those behaviors. That is a **Recognition Plan**. If you reward behaviors that are not moving the organization toward its goals, you are derailing your own effort. Public rewards for the great individual effort is counter productive to establishing a team environment. Call your HR advisor.

**What you recognize (reward) is what you get!**

**e.** Though **Appreciative Inquiry (AI)** is used as a technique by many OD consultants, it is more like an attitude we take in approaching organizational development. AI can be used with any of the other ideas presented in this chapter. It is based on eight principals:

- Words create our worlds
  - Just asking creates change
  - We can choose what we study
  - Images inspire action
  - Positive questions lead to positive change

- Wholeness brings out the best in the people and the organization
- Act “as if” is self-fulfilling
- Free choice liberates the power of the employees

When you apply these principles to any of the other OD tools, the results are enhanced. If you would like to pursue this powerful approach, call your HR advisor.

**f. Team Building** encompasses actions a leader takes to improve the effectiveness of the team members who are working together toward organizational goals. Call your HR advisor.

**g. Call your HR advisor.** You’ve seen a lot of that statement in this chapter. What can your HR advisor do? OD is about the climate you set in your organization. It is about the relationships you have with your people, the relationships they have with each other and the relationships they develop with the peers they work with from other organizations. Your HR folks are the “people” people, the relationship people, the OD people in your organization. They are trained in facilitation, Appreciative Inquiry, brainstorming, change management, leadership training and the techniques discussed in this chapter.

If your advisor can’t do what you need, they can refer you to someone who can do it.

### 5. SOLUTIONS

OD solutions are largely preventative rather than corrective. Once an organization has a climate established, it takes a lot of work to change it. The following tools will help establish a positive climate, if you keep your eye on your goal and not allow yourself to slide into old habits:

- Open, honest communications
- Open-ended questions
- Inquiring into the conflict immediately
- Establish a shared vision
- Establish a plan to move toward that vision
- Two-way communication of expectations
- Measuring what results you want (expect) to have
- Recognizing the behaviors that you want