

# 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

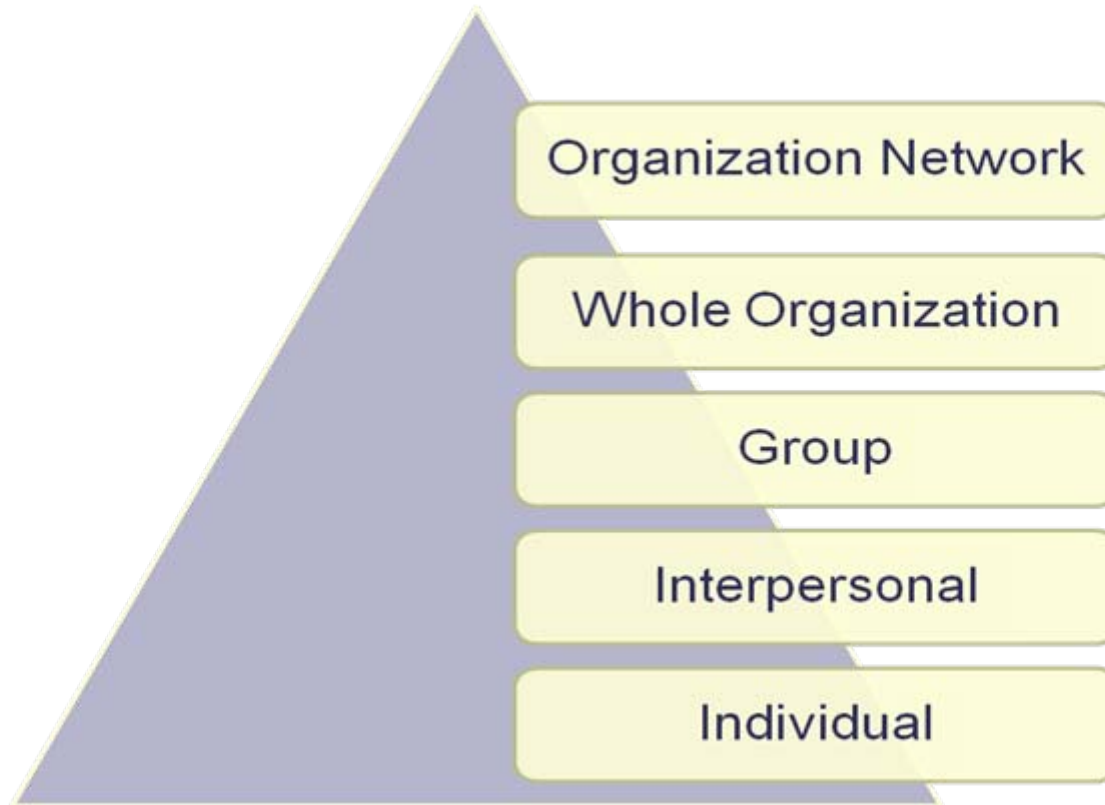
*“No Action without Research, No research without Action”*

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





# The Work of OD

- OD practitioners work in a manner to improve the effectiveness of people and organizations by:
  - Establishing relationships with key personnel in the organization
  - Researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization
  - Identifying approaches (or "interventions") to improve effectiveness of the organization and its people;
  - Applying approaches to improve effectiveness (methods of "planned change" in the organization),
  - 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, Cherno)
- ***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)

# Systems Nested Within Systems



# Understanding Organizations: Strategic Organization Design



# 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)