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Printed Materials

Modules Sample

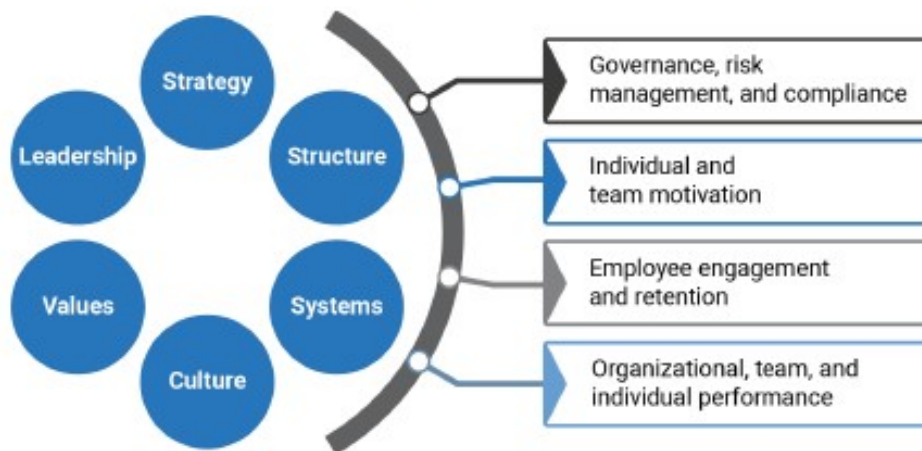
Organizational Theories

If organizational development is comparable to conducting a medical examination, organizational theories help to explain how the organization functions, including its parts and how they interact.

A number of organizational models have been developed, such as the McKinsey 7-S Framework, Kotter's eight-step change model, and Lewin's change management model. The terms may be different, but what these models propose is very similar. In order for an organization to implement its strategy successfully, it must align its various components. For example, its structure must suit the strategy. If it does not, the structure—or the strategy—must be changed.

Exhibit 8 illustrates this general concept.

Exhibit 8: Organizational Model



The major organizational elements that must be aligned with strategy include:

- Structure—the way the organization separates and connects its pieces.
- Systems—the policies that guide behavior and work, the processes that define how tasks will be performed, and the technology or tools used to support that work.
- Culture—the set of beliefs, attitudes, values, and behaviors shared by members of the organization and passed on to new members.
- Values—principles that the organization and its leaders have explicitly selected as a guide for decisions and actions.
- Leadership—the model of behavior that leaders set for the rest of the organization.

The way these elements are implemented and aligned can affect:

- The motivation employees apply to their work.
- Employees' engagement or identification with their work and the organization's goals.
- Performance levels and results—the effectiveness and efficiency in reaching goals—for the entire organization, for its structural pieces (such as divisions, functions, teams), and for individual employees.
- Governance—the organization's ethical and legal compliance and its approach to managing risk.

HR professionals will apply their Consultation competency to understand their organization according to this model and then to evaluate its ability to meet the strategic goals the organization has set. HR will deliver a diagnosis or assessment and then a course of treatment or interventions that will be taken to correct performance obstacles.

OED Interventions

An OED intervention can be seen as stepping in to interrupt the status quo or the current state in order to examine a situation more closely and make changes that could improve outcomes. Interventions are often described as “structured activities,” in the sense that an intervention may involve multiple actions that are each focused on the same objective, organizational performance improvement.

A business case will likely need to be made in order to begin an OED intervention. The business case should use data to illustrate the need for the intervention and should outline KPIs that will be used to track the intervention's success at achieving its outlined goals. OED interventions that begin based on conjecture and that do not outline metrics are difficult to evaluate, leaving the organization unable to determine if the intervention was actually successful or if additional changes are needed. The goals should work toward enabling the organization to better achieve its strategic goals and should be determined collaboratively between HR and the internal client needing or requesting the intervention. The goals may also examine the efficiency of resources used to create value.

The actual OED intervention includes both the tools used to examine the issue and the change or solution that will be implemented. For example, HR may be asked by management to find out why it takes so long to implement strategic initiatives. In the course of the intervention, HR may conduct multiple interviews and focus

Online Learning Modules Sample

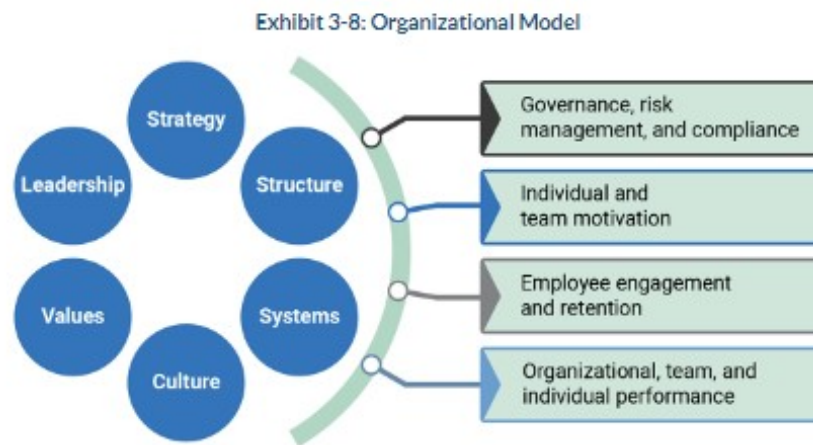
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Exhibit 3-8 illustrates this general concept.



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The actual OED intervention includes both the tools used to examine the issue and the change or solution that will be implemented. For example, HR may be asked by management to find out why it takes so long to implement strategic initiatives. In the course of the intervention, HR may conduct multiple interviews and focus groups and determine that problems primarily occur in departments that have recently undergone a change in leadership. After more interviews and reviews of personnel files, HR determines that the issue is caused by a weak succession planning system that does not adequately prepare for transitions in leadership. A program to improve succession planning is developed and launched. HR meets with all departments to explain the new process and calm employee fears. A year later, HR reviews data on recent initiatives, focusing on their start-up times and delays that might have been caused by leadership problems.

Since organizations are systems, solutions must address root causes and contributing factors for dysfunctions and, for strategic changes, overall goals and key performance indicators. Changes proposed in one area must be analyzed for possible effects on other parts of the organization. The complete answer may be an OED strategy composed of multiple interventions, aimed perhaps at different audiences or scheduled for different stages in an extended period of change.

HR professionals may be involved in OED interventions directly as internal consultants to the organization, or they may participate indirectly with third-party consultants, contributing their knowledge of the organization, its people, and its processes and their expertise in managing workforce capabilities and productivity. HR managers may apply OED principles to increasing the effectiveness of the HR function.

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ePub Modules Sample

Organizational Development

Organizational effectiveness and development (OED) focuses on the structure and functionality of the organization to increase the long- and short-term effectiveness of people and processes. The term **organizational development (OD)** refers to an organizational management discipline used to maintain and grow organizational effectiveness and efficiency through planned interventions.

Competency Connection

An outpatient physical therapy company was having difficulty meeting its monthly objectives. Overall employee morale was also low. Perhaps it was a cause of the problem, or it might have been a result of the organizational performance. The team lead of patient services was assigned to investigate the issue.

He collected and analyzed data regarding knowledge and experience at each of the company's 15 clinics, focusing on the clinics' team leads. The analysis identified significant variations in competency among the 15 clinics, primarily within the administrative and clerical function.

To address the issue, the HR professional developed a transfer-of-learning program in which offices would "share" employees between clinics. The employees assigned

temporarily to higher-performing clinics were able to obtain valuable information to bring back to their own offices.

Several months after the development of the program, the HR professional examined the key performance indicators (KPIs) for knowledge and experience that he had initially examined to identify the variations that the program sought to address. Based on the KPIs, the HR professional was able to determine that the program was achieving its goals and no further changes were needed.

He discovered that his own competency in Communication was required to promote, facilitate, and foster the openness and trust essential to the sharing of knowledge. He was able to listen, establish relationships, and model good communication skills that the staff could use to learn about and trust each other.

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