

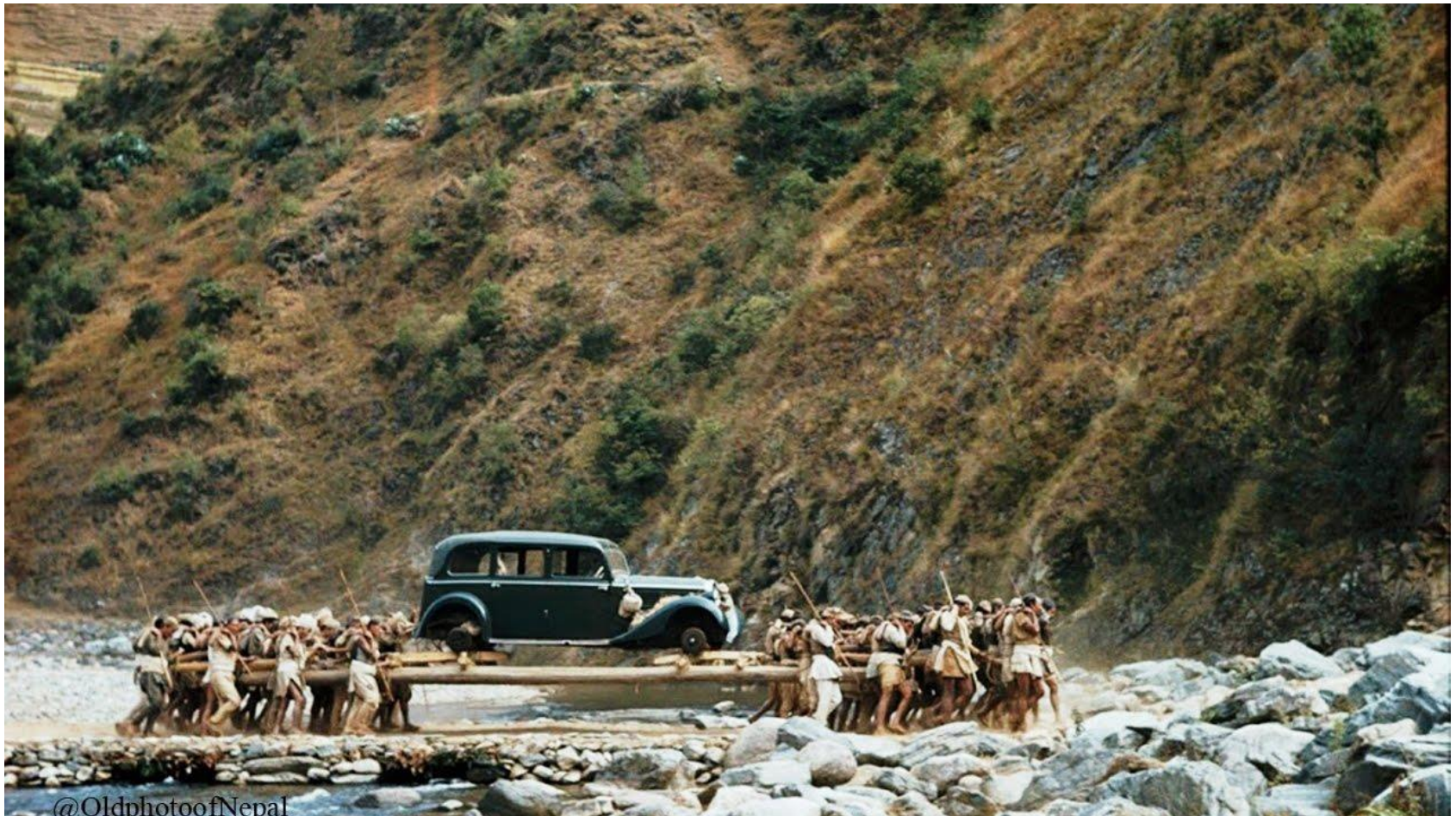


ORGANIZATION DEVELOPMENT (OD): STRATEGIC PLANNING PERSPECTIVE



Perspective on Change

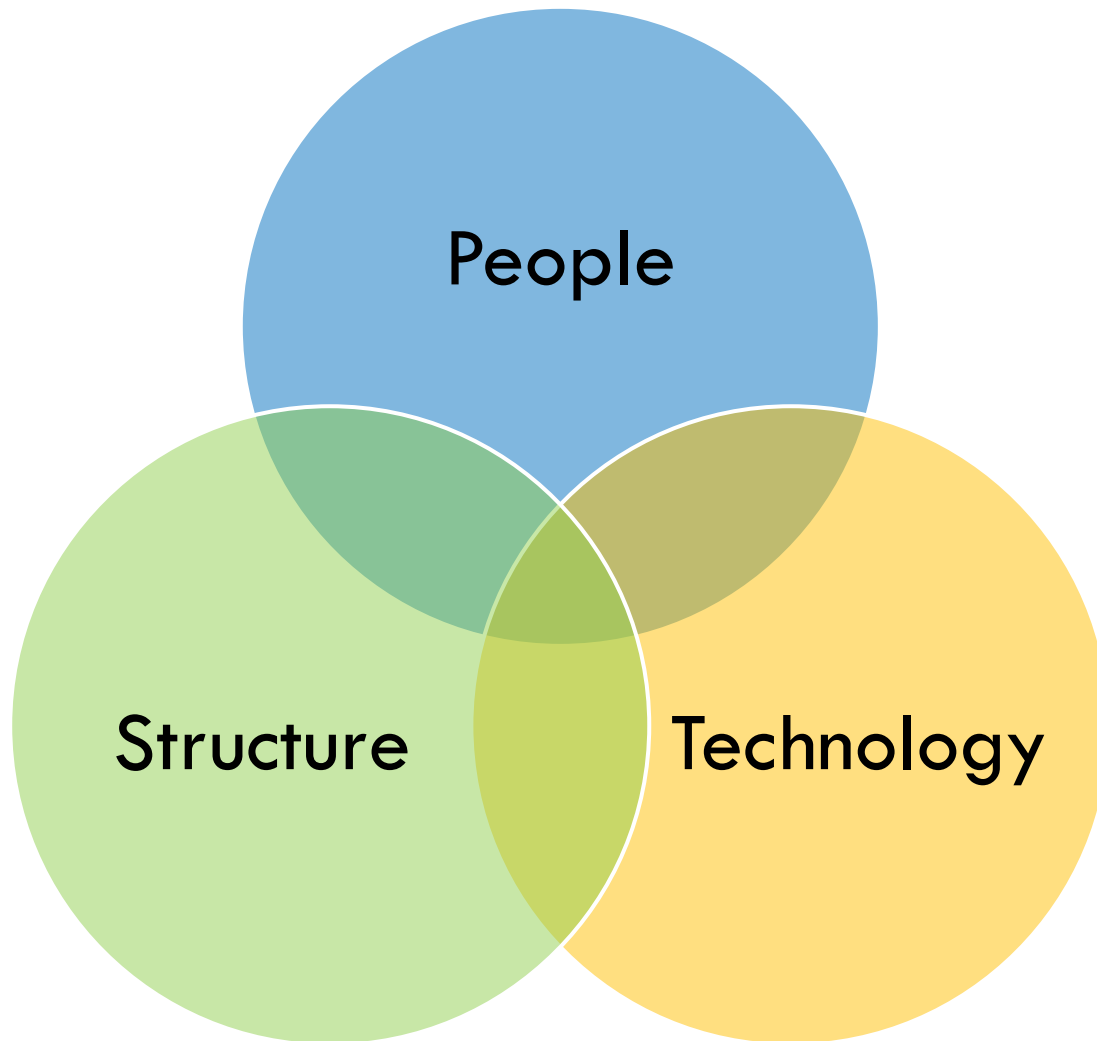
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@OldphotoofNepal



Change in an Organization





People

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- How are people (staff) regarded in the organization?
- How the organization created awareness among people for change?
- How are they involved in the change processes?
- What incentives are designed for enhancing employee commitments?
- How people behave with fellow members of organization and service recipients?



Structure

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- What is the nature of work?
- What are major functional domains of the organization?
- How are the workflow processes designed?
- How is reporting relationships established?
- Where are decisions made?
- What kind of rules and regulations are in practice?



Technology

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- ❑ What is the core knowledge of the organization ?
- ❑ What is the basic method of doing core function of the organization?
- ❑ How is the work system designed- the relationship of input, process and outputs?
- ❑ How information technology is employed? Both software and hardware?



Learning excursion

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- Visit to Lalitpur District Court
- Observation of workflow and processes
- Interaction with concerned officials
- Developing perspective on transformation of public sector organization
- Learning reflection in the plenary



Learning reflection

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- Brief presentation based on groups' observation and learning



Organization Development (OD)

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- Process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavioral science knowledge.
- Strategic thinking (skill of generating high value analysis, longer term and broad perspective) and management is important



Needs Assessment

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- A systematic exploration of the way things are and the way they should be. These "things" are usually associated with organizational and/or individual performance.
- Internal and External level analysis is required for identifying real development needs



Form of Needs

□ Normative

- Defined as falling below a standard criterion established by custom, authority, or general consensus.

□ Relative

- Measured by the gap between the level of service between similar communities



Forms of Needs

□ Expressed

- Defined in terms of the number of people who actually have sought help

□ Perceived

- Defined in terms of what people think their needs are or feel their needs to be

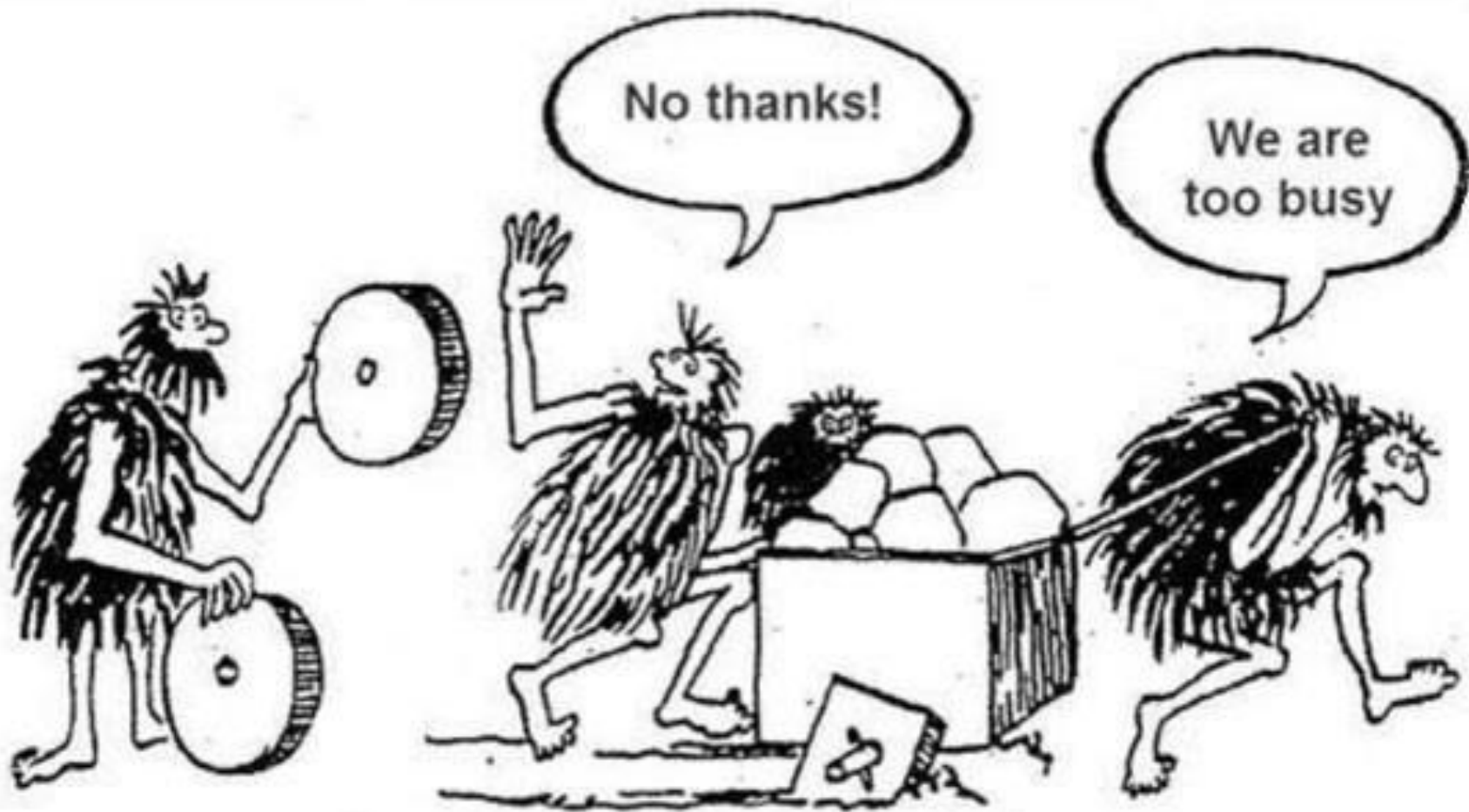


Considerations in assessment

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- Public service value chain
- Longer term perspective
- Degree of inter-dependencies among agencies
- Degree of formalization and work processes, regulations
- Result orientation
- Sustaining value

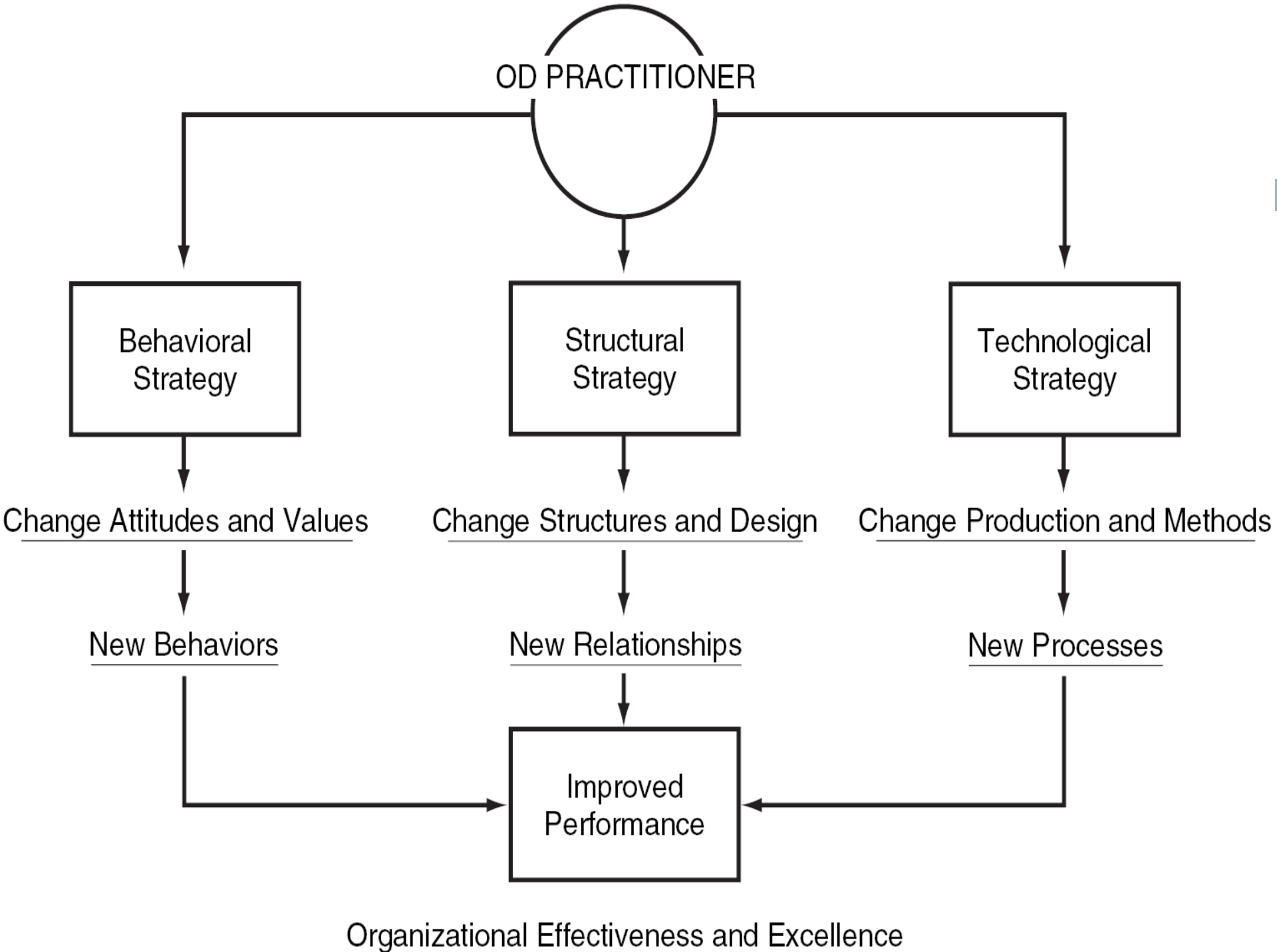
The problem: We are busy !





OD interventions

- To intervene is to enter into an ongoing system of relationships to come between or among persons, groups, or objects for the purpose of helping them.
- Planned activities set of actions designed to introduce changes in organization for improving its efficiency and effectiveness.





Intervention mode

- Level of Organization
 - Top (Policy) Level
 - Middle Level
 - Operational Level
- Target Group
 - Individual
 - Team
 - Organization
- Organizational Elements
 - Human
 - Technical
 - Structural
 - Process



Individual level intervention

- Life and Career Planning activities
- Education and Training
- Mentoring, Coaching and Counseling
- T-group (Sensitivity training)
- Job redesign
- Behavior modeling
- Reflection
- Responsibility charting
- Individual goal setting / 360 degree feedback
- Performance appraisal
- Leadership development
- Values Clarification and Value Integration
- Conflict Management
- Action Learning
- Self-Awareness Tools



Team level interventions

- Team building: task / process directed
- Interdependency exercise
- Appreciative inquiry
- Responsibility charting
- Role analysis technique
- Decision making, problem solving, planning, goal setting in team
- Conflict management/ Confrontation meeting
- Job enrichment
- Management By Objective
- Appreciations and concerns exercise
- Visioning
- Quality of work life programmes
- Quality circles
- Force field analysis
- Self managed teams
- Process consultation



Organization level interventions

- Socio-technical systems
- Management By Objective
- Cultural analysis
- Confrontation meetings
- Visioning
- Strategic planning
- Performance management
- Employee wellness / Reward system
- Diversity management
- Knowledge Management
- Interdependency exercise
- Survey feedback
- Appreciative inquiry
- Quality Work Life programmes
- Total Quality Management
- Physical settings
- Large scale systems change
- Succession planning
- Structural changes / Restructuring: Right sizing, (De)centralization



Change and People

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- People change not organizations. Change occurs when individual change matches the stages of organizational change. But there is overemphasis on process of change rather than people affected by that change and that led for failure rate of organization change to the large extent.



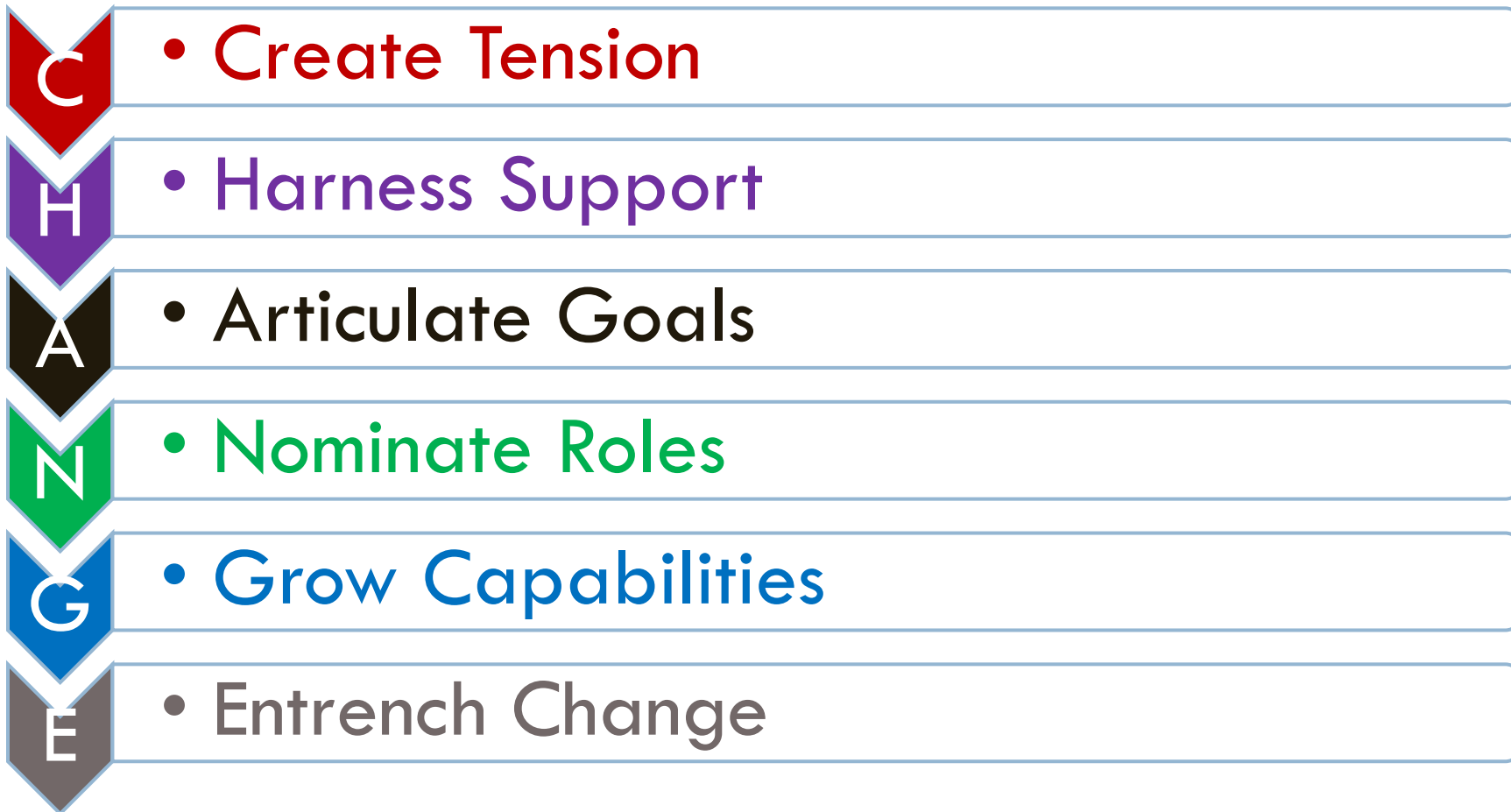
Change as transition

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- Change happens to people and transition happens inside people's minds when they are presented with change. We should regard how people feel psychologically as organization change.
 - Ending and losing
 - The neutral zone
 - The new beginning



Managing CHAGE





Factors in Managing Change

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- Six Components are essential for successful change
 1. Vision
 2. Skills
 3. Incentives
 4. Resources
 5. Action Plans
 6. Results



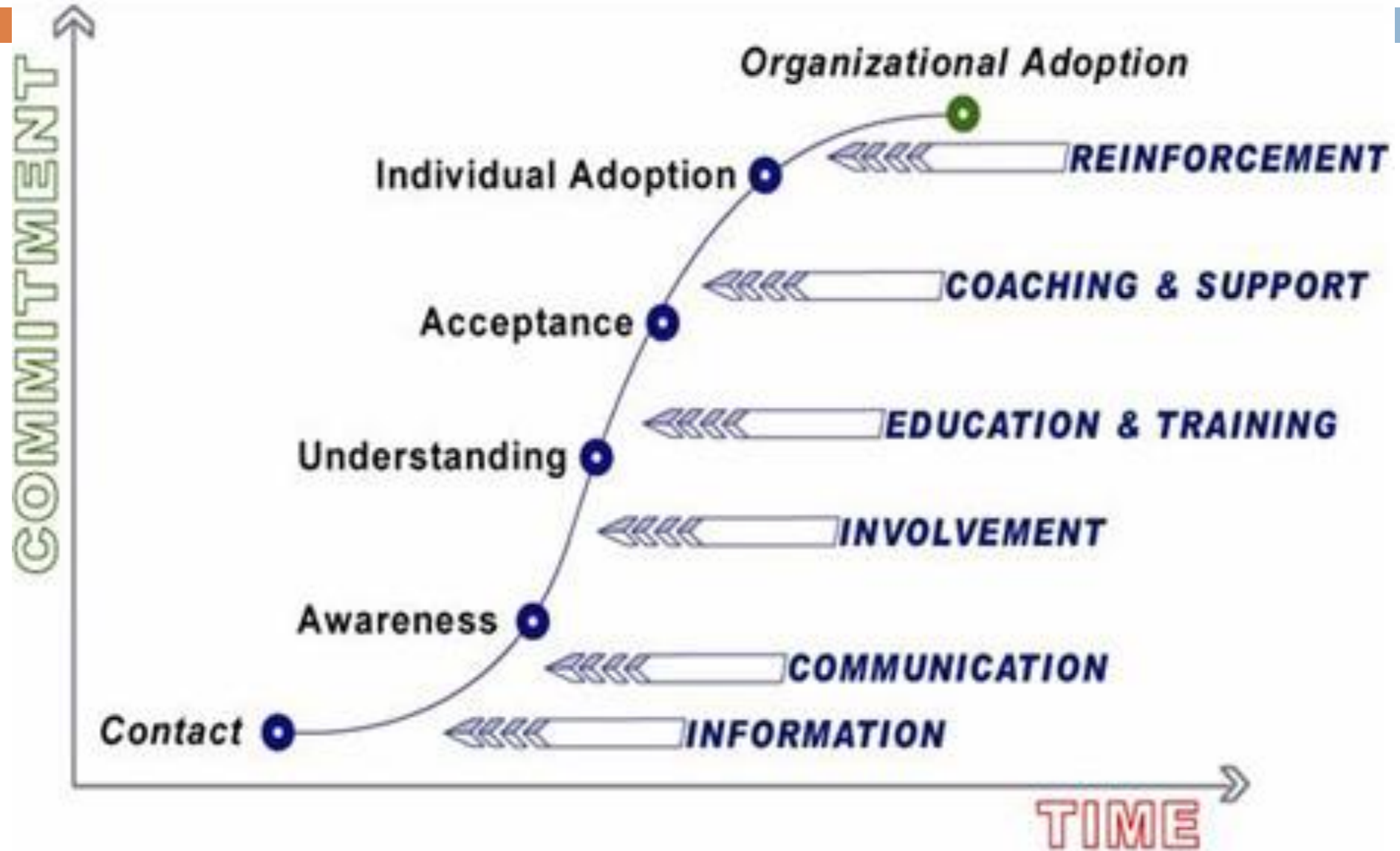
What happens when there is NO...

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- Vision: Confusion
- Skills: Anxiety
- Incentives: Resistance
- Resources: Frustration
- Action Plan: Treadmill
- Results: Inertia



Change and Commitments

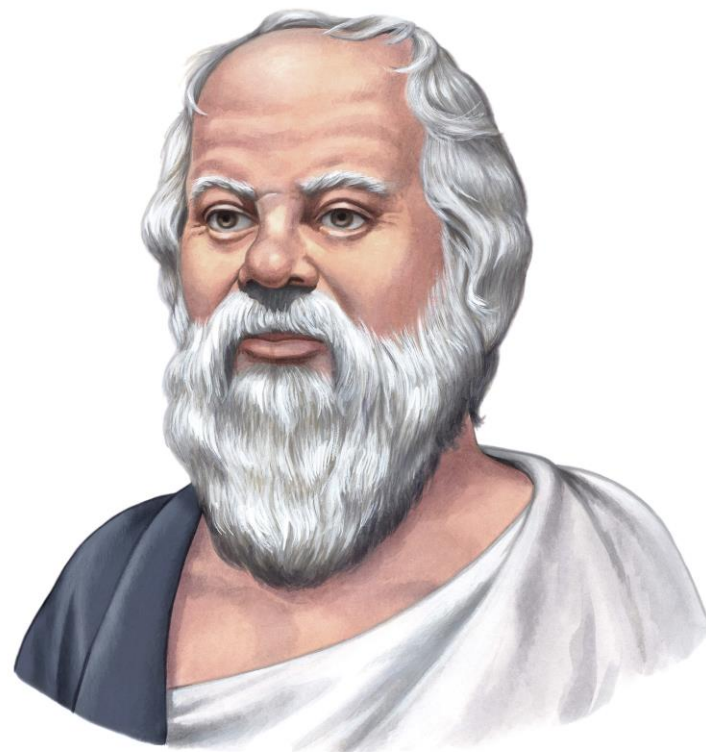




Concluding thought

“The secret of change is to focus all of your energy not on fighting the old but on building the new”

- Socrates





Discussion/Feedback

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