

HRM 709

Strategic  
Human Resource  
Management

# **ORGANIZATION DEVELOPMENT STRATEGY**

# Organizational Development

**Problem, such as: (Unfavorable)**

- **Morale**
- **Behavior**
- **Absenteeism**

**Impacts:**

**threat to productivity and profitability.**

# Organization Development

Think for a moment about the organizations to which you belong. You probably have many to name, such as the company where you work, a school, perhaps a volunteer organization, or a reading group.

# Organization Development

You are undoubtedly influenced by many other organizations in your life, such as a health care organization like a doctor's office or hospital, a church group, a child's school, a bank, or the local city council or state government.

# Organization Development

Using an expansive definition of organization, you could name your own family or a group of friends as an organization that you belong to as well. With just a few moments' reflection, you are likely to be able to name dozens of organizations that you belong to or that influence you.

# Organization Development

Now consider an organization that you currently do not belong to, but one that you were dissatisfied with at some point in the past. What was it about that organization that made the experience dissatisfying?

# Organization Development

Perhaps you left a job because you did not have the opportunity to contribute that you would have liked. Maybe it was a dissatisfying team atmosphere, or you were not appreciated or recognized for the time and energy that you dedicated to the job.



# Organization Development

It could have been a change to your responsibilities, the team, or the organization's processes. Some people report that they did not feel a larger sense of purpose at work, they did not have control or autonomy over their work, or they did not find an acceptable path to growth and career development.

Perhaps you've witnessed or been part of an organization that has failed for some reason. Perhaps it went out of business or it disbanded because it could no longer reach its goals.

# Organization Development

All of this is to demonstrate what you already know intuitively, that we spend a great deal of our lives working in, connected to, and affected by organizations.

Some of these organizations function quite well, whereas others struggle. Some are quite rewarding environments in which to work or participate, but in others, organizational members are frustrated, neglected, and disengaged.

# Organizational Development

To become effective, productive, and satisfying to members, organizations need to change.

It will come as no surprise to any observer of today's organizations that change is a significant part of organizational life.

Change is required at the organizational level as customers demand more, technologies are developed with a rapidly changing life cycle and investors demand results.

# Organizational Development

This requires that organizations develop new strategies, economic structures, technologies, organizational structures, and processes.

As a result, change is also required of individuals. Employees learn new skills as jobs change or are eliminated.

Organizational members are expected to quickly and flexibly adapt to the newest direction. For organizational members, change can be enlightening and exciting, and it can be hurtful, stressful, and frustrating.

# **OD Strategy**

## **Senior Management Coaching**

# Senior Management Coaching at Vodaphone

To support the initiatives and encourage a new, collaborative management style, Vodaphone implemented a leadership coaching program.

Through the program, top managers attended a program to learn skills in conducting performance reviews, helping employees set goals, and coaching teams.

Following the program, managers had one-on-one coaching sessions with a professional coach who worked. With participants to help them set coaching goals and reflect on how successfully they were able to implement the skills learned in the program.

# **Organization Development (P. 132)**

**Organization development (OD) is defined as the system wide application and transfer of behavioral science knowledge to the planned development, improvement and refinement of the strategies, structures and processes that lead to organizational effectiveness.**

# Organization Development (P. 132)

**Organization development aims to help people work more effectively together, improve organizational processes such as the formulation and implementation of strategy and facilitate the transformation of the organization and the management of change.**



# Organization Development Strategy (P. 133)

OD strategies concentrate on how things are done as well as what is done. They are concerned with system-wide change and are developed as programmes with the following features:

1. They are managed, or at least strongly supported, from the top but may make use of third parties or 'change agents' to diagnose problems and to manage change by various kinds of planned activity or 'intervention'.
2. The plans for organization development are based upon a systematic analysis and diagnosis of the strategies and circumstances of the organization and the changes and problems affecting it.

# Organization Development Strategy (P. 133)

OD strategies concentrate on how things are done as well as what is done. They are concerned with system-wide change and are developed as programmes with the following features:

3. They use **behavioral science knowledge** and aim to improve the way the organization copes in times of change through such processes as interaction, communications, participation, planning and conflict management.

4. They focus on ways of ensuring that business and HR strategies are implemented and change is managed effectively.

# Assumptions and Values of OD (P. 133)

- Most individuals are driven by the need for personal growth and development as long as their environment is both supportive and challenging.
- The work team, especially at the informal level, has great significance for feelings of satisfaction, and the dynamics of such teams have a powerful effect on the behavior of their members.
- OD programmers aim to improve the quality of working life of all members of the organization.

# Assumptions and Values of OD (P. 133)

- Organizations can be more effective if they learn to diagnose their own strengths and weaknesses.
- But managers often do not know what is wrong and need special help in diagnosing problems, although the outside 'process consultant' ensures that decision making remains in the hands of the client.
- The implementation of strategy involves paying close attention to the people processes involved and the management of change.

# Organizational Development

**Is Not**

- ✓ **Management Consulting**
- ✓ **Training and Development**
- ✓ **Short Term**
- ✓ **The Application of a Toolkit**