Chapter 1 : Guidelines, Methods and Resources for Organizational Change Agents

*The Consultant's Big Book of Organization Development Tools (Consultant's Big Books) [Edward Ed Silberman] on blog.quintoapp.com *FREE* shipping on qualifying offers.*

Why Change Can Be Difficult to Accomplish Change can be difficult for you and your client to accomplish for a variety of reasons. People are afraid of the unknown. They communicate their fear through direct means, such as complaining about the plans for change. Or, they communicate their fear indirectly, for example, coming late to meetings and not taking agreed-upon actions. People think things are just fine. This might occur if the executives in the organization have not adequately communicated the need for the change. People are inherently cynical about change. This cynicism often occurs if earlier attempts at change were unsuccessful and it was not admitted to the employees. People doubt there are effective means to accomplish successful change. They may have read publications in which writers assert that most organizational change efforts fail. There may be conflicting goals in the organizational change effort. A conflicting goal might be, for example, to significantly increase resources to accomplish change, yet substantially cut costs to remain viable. That conflict can occur, especially if employees were not involved in the plans for the change. Change often goes against values held dear by members in the organization. For example, they might disagree that the organization should maximize profits more than contribute to their community. This situation is not uncommon, particularly in nonprofit organizations. People get burned out during the change effort. Organizational change usually takes longer to achieve than most people expect. This problem can occur if the question "Is this realistic? Key leaders leave the organization. Especially in smaller organizations or organizations with very limited resources, leaders might not believe they are receiving sufficient value for what they are investing in the organization. They might conclude that it is better to just leave. Or, the change may not be going as expected, and the leaders are asked to leave. Participants do not understand the nature of planned change. Frequently, participants expect the change to be according to a well-designed, well-organized effort that has few surprises. When surprises do occur, they lose faith in the change effort and seek to abandon it. You can overcome many of those barriers if your consulting project meets the requirements for successful change listed below. Requirements for Successful Organizational Change Cummings and Worley, in their book Organizational Change and Development Fifth Edition, West Publishing, , describe a comprehensive, five-phase, general process for managing change, including: That process seems suitable for organizing and describing general guidelines about managing change. Whatever model you choose to use when guiding organizational change, that model should include the priorities and areas of emphasis described in the following five phases of change. General guidelines for managing this phase include enlightening members of the organization about the need for change, expressing the current status of the organization and where it needs to be in the future, and developing realistic approaches about how change might be accomplished. Next, organization leaders need to recognize that people in the organization are likely to resist making major changes for a variety of reasons, including fear of the unknown, inadequacy to deal with the change and whether the change will result in adverse effects on their jobs. People need to feel that their concerns are being heard. Leaders must widely communicate the need for the change and how the change can be accomplished successfully. Leaders must listen to the employees â€" people need to feel that the approach to change will include their strong input and ongoing involvement. Creating Vision Leaders in the organization must articulate a clear vision that describes what the change effort will accomplish. It should readily convey the benefits to the employees, as well. Ideally, people in the organization have strong input to the creation of the vision and how it can be achieved. It is critically important that people believe that the vision is relevant and realistic. Research indicates that cynicism is increasing in organizations in regard to change efforts. People do not want their leaders to promote an idealized vision that will completely turn the organization around and make things better for everyone all the time. They want to feel respected enough by their leaders to be

involved and to work toward toward a vision that is realistic, yet promising and rewarding in the long run. Developing Political Support This phase of change management is often overlooked, yet it is the phase that often stops successful change from occurring. Politics in organizations is about power. Power is important among members of the organization when striving for the resources and influence necessary to successfully carry out their jobs. Power is also important when striving to implement a plan in which everyone is involved. Power also comes from credibility, whether from strong expertise or integrity. Some people have a strong negative reaction when talking about power because power too often is associated with negative applications, for example, manipulation, abuse or harassment. However, power exists in all human interactions and is not always bad. It is how the power is used that determines how the power is perceived. A strong mechanism for ensuring political support for the change effort is to develop a network of leaders at various level who interact and count on each other to support and guide the change effort. Means to do that can include ensuring that all power-players are involved in recognizing the need for change, developing the vision and methods to achieve the vision, and maintaining organization-wide communications about the status of change. Any recommendations or concerns expressed by members to the leaders must be promptly recognized and addressed. Managing Transition This phase occurs when the organization works to make the actual transition from the current state to the desired future state or vision. In consultations, this phase usually is called the implementation phase. The ways that consultants and organizations go through this phase can vary widely, ranging from clearly delineated phases and steps to a continual mutual engagement with the client from which the project activities continue to unfold. Ideally, the various interventions are detailed into associated actions that are integrated into one overall Implementation Plan. If the change is deep and extensive, then each action plan would includes specific objectives, or milestones, that must be accomplished by various deadlines, along with responsibilities for achieving each objective. Rarely are these plans implemented exactly as planned. Thus, as important as developing the plan, is making the many ongoing adjustments to the plan while keeping other members up-to-date about the changes and the reasons for them. These changes might require ongoing coaching, training and enforcement of new policies and procedures in the workplace. In addition, means of effective change management must continue, including strong, clear, ongoing communications about the need for the change and status of the change. Sustaining Momentum Often, the most difficult phase in managing change is this phase when leaders work to sustain the momentum of the implementation and adjustment of plans. Change efforts can encounter a wide variety of obstacles, for example, strong resistance from members of the organization or unexpected changes in the environment outside the organization. The role of support cannot be minimized. Despite its importance during organizational change, the role of support is often forgotten. Strong, visible, ongoing support from top leadership is critically important to show overall credibility and accountabilities in the change effort. Supervisors play a critical role in effectively delegating tasks to employees and providing ongoing support in the form of feedback, coaching and training. Employee performance management plays a key role in ensuring that the required actions are being taken at the right times and are being done with high quality. At this point in a consulting project, it may be wise for the consultant to ensure he or she has ongoing support themselves for example, from other consultants who can provide ongoing objectivity, affirmation and other forms of support. Additional Perspectives The following links are to articles that together provide an increasingly comprehensive and detailed orientation to change management.

Chapter 2 : Authenticity Consulting, LLC -- Field to Consulting and Organizational Development

The Consultant's Big Book of Organization Development Tools provides consultants with tools, interventions, and activities they can use to solve individual, team, and organizational performance problems. This book offers incredible value for the consultant looking to use structured interventions as a vital part of the consultation approach.

Top 9 Techniques of Organisation Development Article shared by: Read this article to learn about the following nine major techniques of organization development i. Information is collected through survey method. This is the most popular and widely used method of data collection. The managers use this information collected through survey for making decisions. The wide range of data is collected regarding working conditions, quality of work, working hours, wages and salaries, attitude of employees relating to above. These data are then analyzed by the team of managers. They find out the problem, evaluate the results and find out solutions. Information is collected from all the members of the organisation. Managers conduct meetings with their subordinates and discuss the information, allow subordinates to interpret the data. After this plans are prepared for making necessary changes. This procedure is followed at all levels of management involving all the employees of the organisation. Team Building is another method of organisation development. This method is specifically designed to make improvement in the ability of employees and motivating them to work together. It is the organisation development technique which emphasizes on team building or forming work groups in order to improve organisational effectiveness. These teams consist of employees of the same rank and a supervisor. This technique is an application of sensitivity training to the teams of different departments. The teams or work groups are pretty small consisting of 10 to 15 persons. They undergo group discussion under the supervision of an expert trainer usually a supervisor. The trainer only guides but does not participate in the group discussion. This method of team building is used because people in general do not open up their mind and not honest to their fellows. As they does not mix up openly and fail to express their views to the peers and superiors. This technique helps them express their views and see how others interpret their views. They become aware of group functioning. They get exposed to the creative thinking of others and socio-psychological behaviour at the workplace. They learn many aspects of interpersonal behaviour and interactions. It is quite popular OD intervention. It is also known as laboratory training. Under this technique the employees in groups are asked to interact. The aim of sensitivity training is to help people understand each other and gain insight so that they feel free and become fearless. They learn the reflection of their behaviour and try to improve it. It builds up openness, improves listening skills, tolerate individual differences and the art of resolving conflicts. It helps in reducing interpersonal conflicts in the organisation. It is up to the executives at the top level of management in the organisation to take decision regarding appropriateness of this technique but they must see that the objectives of organisational development are achieved with the help of this method. There is one more serious drawback of the method that it may give rise to groupism in the organisation which will defeat the purpose of OD. To make this technique effective and fulfill the purpose of OD, the selection of trainer must be cautiously made. He must be a man of integrity and responsibility and must command respect from the participating groups. He plays a crucial role in making the OD programme successful. He should maintain cordial atmosphere throughout the training programme. He must see that each member of the groups learn the behaviour of others and to be creative and get more exposure to group life. This technique is developed by industrial psychologists duo Robert Blake and Jane Mouton. The concept of managerial grid identifies two major dimensions of management behaviour. They are people oriented and production oriented behaviours. Attempts are made to pay increased attention to both the variables. In the diagram given below, production oriented behaviour is shown on X axis and people oriented behaviour is shown on Y axis. The point A having coordinates 1. It is impoverished management. There are many managers come under this category. Such managers do not face any trouble and they do not carry any risk too. The point B having coordinates 1. This is a Country Club

pattern of management. This type of management style keeps the employees happy without much concern for production. The next point C or 9. The managers who come under this category who usually fix high targets of production for their subordinates and employees and do not pay any attention to the needs and wants of their people. The point D having coordinates 9. Robert Blake and Jane Mouton say that this is the most effective managerial style. Under this category of management style managers put their best efforts and have commitment to the people and organisation. This is the most favoured style and efforts must be made to develop the style accordingly. There is however a middle way which is represented by the point E or 5. This is known as middle of the road managerial style. But the style represented by the point D or 9. To achieve D or 9. Phases of Managerial Grid: The following are the six phases of managerial grid training programme: Phase or step one consists of seminar training. The seminars usually conducted up to a week. Through seminars the participants learn about their own grid concept and style. This can help them assess their management style. It also helps them to improve their skill within their group. They develop problem solving techniques and develop their own grid programme. The second phase gives more stress on team development. The teams consisting of managers make necessary efforts to prepare plans to attain point D or 9. Through this they learn how to develop smooth relationship with their subordinates and to develop communication skill with other members of the organisation. The third phase is intergroup development for improving coordination between different departments of the organisation. Participants learn to develop problem solving methods. The fourth phase deals with the creation of ideal models organisation. Managers and their immediate subordinates sit together, set the goals, test and evaluate them. Superiors acquired knowledge through reading of books. They prepare ideal strategy for the organisation. The fifth phase deals with goal accomplishment. The teams of various departments make survey of the resources available in the departments or which can be procured to accomplish the goals of the organisation. The sixth deals with evaluation of the programmes and to see if necessary alteration or adjustment can be made for execution. The managerial grid technique is quite complicated and its benefits cannot be visualized immediately, hence its evaluation can be done after pretty long time. Management by Objectives MBO: MBO is a technique of management development which was put forward for the first time by Peter Drucker in It is a method of achieving organisational objectives and a technique of evaluation and review of performance. Under this method objectives of the organisation are fixed and responsibility to achieve them lie on the managers and results are expected from them. Achievement of organisational objectives is considered as the joint and individual responsibility of all managers. It also provides a perfect appraisal system. Performance of the managers is measured against the specific objectives. It is result oriented technique. MBO process involves four major steps: For effective planning the organisational goals are set by the top management. These goals provide an outline or base for different departments to set their goals after making certain modifications etc. It is therefore pertinent to assign a target to every individual and he must attain it. A considerable amount of freedom or autonomy is given for the accomplishment of goals to the managers and subordinates. The performance is to be reviewed and appraised in relation to the goals. This will help the subordinates and employees to make the corrections if any and make further improvements. MBO is an effective technique of organisational development and improving performance.

Chapter 3 : Top 9 Techniques of Organisation Development

Important Guidelines for Downloading, Editing, and Photocopying Pages From The Consultant's Big Book of Organization Development Tools Trainers or facilitators who have purchased this book are granted permission to download and edit (in Microsoft® Word or other word processing software) the participant materials listed on this page, for use leading their own sessions.

This book is certainly unique among books on consulting and leading! For example, there are already many useful consulting books about how to market a consulting business - but marketing does you no good if you have no specialty or expertise to market to potential clients! This book guides you to develop that specialty! Also, there are already many useful books that explore numerous abstract philosophies, broad paradigms and complex theories on organizational change and leadership - but to remain successful as a consultant and leader, you must be able to do more than think and talk about change - you must be able to actively guide change. This book guides you to develop that expertise! This easy-to-reference, page, all-in-one resource includes descriptions of the most common issues that occur in businesses and government agencies and also how to address each issue. The book also addresses many of the problems with traditional approaches to consulting and leading! Thus, this book is extremely useful, not only to external consultants, but also to leaders and managers - change agents working together "in the trenches" to successfully guide change in their organizations. This book provides time-tested, straightforward and highly integrated models, tools and techniques for consultants and leaders to successfully improve performance. The book combines highly practical information from the fields of Organization Development and consulting, systems thinking and proven principles for change. Guidelines are organized in a step-by-step, numbered sequence that readers can easily reference. The result is a proven, time-tested roadmap for consultants and leaders to enhance performance, change and learning in organizations. Also includes forms that can be downloaded from the Web. What Consultants and Leaders Can Do From Using This Book Understand all about you, the consultant or leader, including how you affect your clients and their employees often without knowing it and your skills as a change agent. Be able to work with others, rather than at them. Establish successful working relationships with clients in businesses that are undergoing major change, including with clients who are extremely busy, short of resources or from multicultural organizations. Gain complete participation of others in your projects for change. Ensure that the organization is really ready for major change. Build and guide powerful teams to collaborate with you as you guide change in their organizations. Conduct highly focused, practical assessments, while using a variety of relevant and realistic tools to examine all aspects of the organization. Use a variety of practical systems tools to carefully analyze the quality of all systems in the organization and their interconnections with each other. Recognize the most common types of problems that occur in all types of organizations. Generate specific recommendations to address all issues in the organization -- including recommendations that are based on the strengths of the organization. Develop complete actions plans that are fully aligned and integrated with each other for optimum implementation and effectiveness. Develop a relevant, realistic and flexible Change Management Plan that has the strong ownership and commitment of all members of the organization. Identify what other expertise is needed to implement the Plan and also where and when that expertise should be used. Guide change according to proven principles for successful organizational change. Effectively address resistance from individuals, groups - and from within yourself. Ensure ongoing motivation and momentum during change -- not too slow, not too fast. Recognize and capture learning throughout the project, including peer-based learning. Know when to ask for help, if needed. Know when and how to leave a project, if needed. Know how to stay sane and centered during long journeys for change. Types of Audiences Who Can Benefit From Book Leaders and managers who want to learn how to identify and solve complex problems or to achieve overall exciting goals in their businesses. Inexperienced consultants who want a firm foundation of skills for change. Specialists who want to expand their skills for

larger and longer impact. Training centers that want to train people how to successfully consult to -- and lead change in -- businesses. Businesses that hire consultants and want to understand what the consultant is really doing to guide change and also how to ensure that those consultants are indeed very effective. Firms that hire consultants and want to be sure that those consultants have strong expertise for guiding change in businesses. Want to understand and work with the "big picture" in organizations. Are sometimes intimidated when faced with guiding major change in an organization. Want to use more than one skill in one part of an organization. Are tired of handing off projects to other people who have stronger skills in organization-wide change. Are tired of "winging it" and want to keep more clear and consistent perspective on their work during projects for change. Want to be sure that the organization has an overall healthy foundation from which to grow -- and want to be the ones to help form that foundation. Suspect that traditional approaches to consulting and leading change are not nearly as effective as many people believe. Have read various books on organizational change, but suspect that the concepts in those books will work only with very large organizations that have unlimited resources. Notice how many sections start with "How to Published March , pages, with worksheets worksheets can be downloaded from the web for ease of use. If you experience any problems processing your order, please call

Chapter 4 : The Big Book of the Consultant of Organization Development | Dashnyam Ulziibaatar - blog.qu

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