



Organizational Development

Overview

OD

Organizational Development – Business Function

The mission ... to enhance organizational capability and leadership through alignment of values, planning, systems and people, to be inclusive of diversity and responsive to change.

Organizational Development should be established to:

- Assist the business in becoming responsive to competing change factors
- Position for the future
- Facilitate a new management and organizational approach to achieve the vision that drives the strategic plans

OD operates from:

- Value based principles that put people at the heart of organizational systems
- Simultaneously seeking improvement in both organizational effectiveness and employee well being
- Taking a long term holistic view of the business
- Simultaneously operating at individual, group and organizational systems levels to ensure that change is planned and systematic
- Relying on internal strategic business partnerships

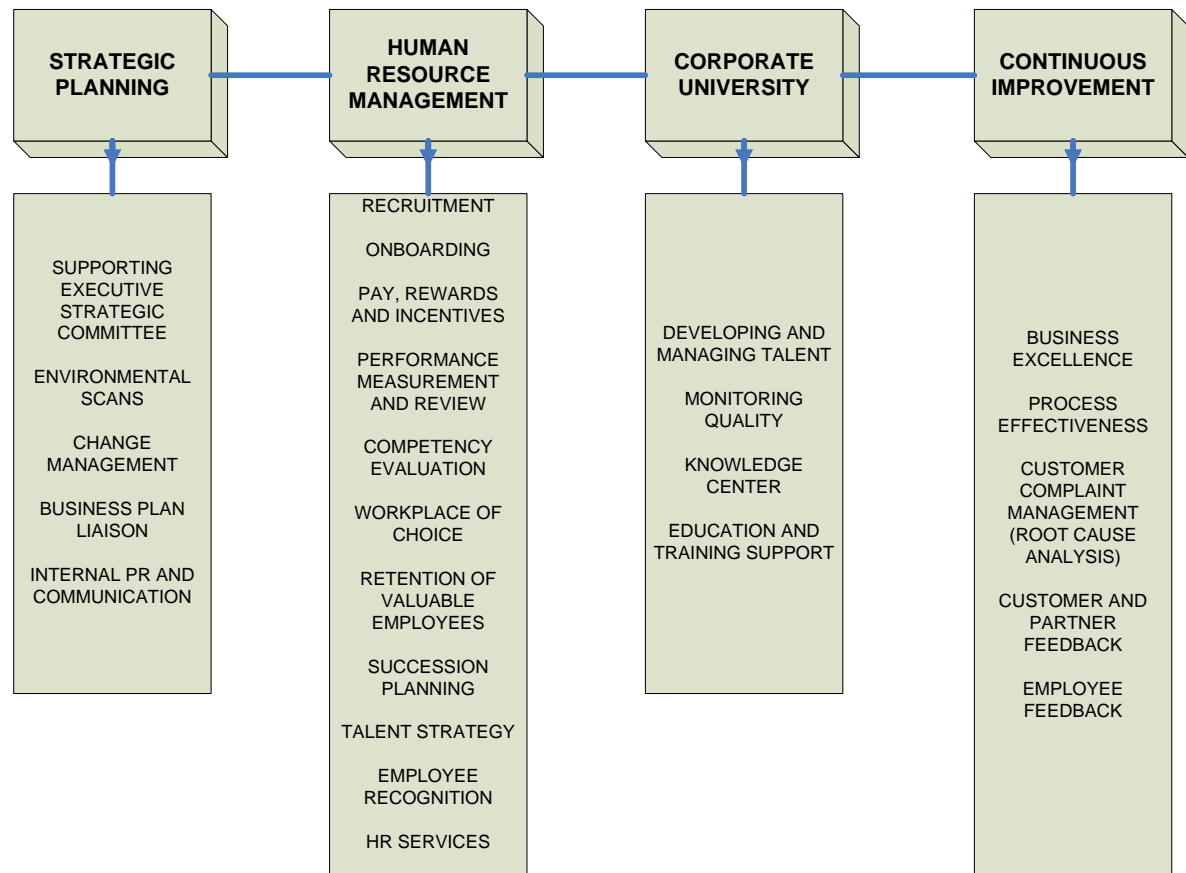
Benefits

- Develop a culture of continuous improvement within the organization to create an environment for personal growth that results in a significant return upon the human capital investment
- Increases and improves employee engagement and contribution
- Place the value for strategic planning as a core activity that delivers the business vision, and create the structure to enable business planning and divisional initiatives to be integrated, aligned and communicated
- Feedback loops that enable the organization to learn and develop

Functions

We build the OD environment on four classical pillars that support and integrate in the business mission. These are demonstrated overleaf – but are not a stand-alone solution to generating an effective business. Measurement (hence the feedback loops), an understanding that people make a business difference, and a culture that is prepared to engage and develop its people (providing appropriate skills and rewarding knowledge with acceptable levels of empowerment) are required assets

Organizational Development Functions



At the core of OD is the concept of organization, defined as two or more people working together toward shared goals. Development in this context proposes that the organization will become more effective over time at achieving its goals.

OD is a long range effort to improve an organization's problem solving and renewal processes, particularly through more effective and collaborative management of organizational culture, often with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science.

Executing Change

'Change' is a challenge to every institution and often an area of mistrust for people – but developing OD is in its nature a catalyst for change. It is therefore much more than a business unit (often mis-attributed to Human Resources – but including it). fasEo sees a role for being the **change agent** that can trigger a business to redefine its approach to all of its constituencies. The first stage of discovery usually begins with the Business **HealthCheck**, (the INPUT stage) – leading to **TRANSFORMATION** (the action/execution stage) culminating in the **OUTPUT** (results, changed behaviours, new processes).

Principal Learning Processes in Execution

1. The basic building blocks of an organization are groups (teams). Therefore, the basic units of change are **groups**, not simply individuals.
2. An always relevant change goal is the reduction of inappropriate competition between parts of the organization and the development of a more **collaborative** condition.
3. **Decision making in a healthy organization is located where the information sources are**, rather than in a particular role or level of hierarchy.
4. Organizations, subunits of organizations, and individuals continuously manage their affairs against goals. **Controls are interim measurements, not the basis of managerial strategy.**
5. One goal of a healthy organization is to **develop open communication, mutual trust, and confidence between and across levels.**
6. **People support what they help create.** People affected by a change must be allowed active participation and a sense of ownership in the planning and conduct of the change

Richard Beckhard – a pioneer in the field of OD

Organizational Development is therefore a *relationship* between a change agent and an organization for the purpose of improving organizational performance and the capacity of the organization to improve itself.

fasEo is able to work with an organization from the point of creating the blueprint, and establishing the key linkages across the business. Beyond that we have programs available to implement each of the supporting components described above – from aligning the senior management group – through to the delivery and implementation of solutions.

We can become your guide and partner in establishing a business infrastructure that supports the growth and retention of the best human capital, leading to.....

Increasing Revenues | Cutting Costs | Building Sustainable Results

To discuss your Organizational Development needs contact fasEo Consulting contact@fasEo.com

Resources: Please also view The fasEo Business HealthCheck