

## Organisation Development

### WHAT IS ORGANISATION DEVELOPMENT?

According to Warren Bennis, organisation development (OD) is a complex strategy intended to change the beliefs, attitudes, values and structure of organisations so that they can better adapt to new technologies, markets and challenges. It is the process through which an organisation develops its internal capacity to ensure long term sustainability.

### INTRODUCTION

In order to succeed in the long term, organisations need to continuously adapt and evolve. In particular they need to:

- Create a Sense of Purpose;
- Have a Sense of Identity;
- Align Beliefs and Values;
- Develop Capability;
- Foster Positive Behaviour.

Without a clear sense of direction and purpose, organisations may well prosper in the short term by exploiting an idea or market, but will find it difficult to grow or develop in the long term.

### BENEFITS OF ORGANISATION DEVELOPMENT

Organisation Development helps to create a culture of continuous improvement aligned around shared goals and targets.

OD can help to accelerate the speed of change by harnessing the commitment and motivation of employees. It can help turn conflict into constructive dialogue, and in doing so, improve the speed and the quality of decision making.

### OUTCOMES

- Improved customer satisfaction;
- Improved flexibility;
- Pooling of ideas;
- Positive change and innovation;
- Increased profit or surplus;
- Improved service and product quality.

## USING THE NATIONAL STANDARDS TO SUPPORT ORGANISATION DEVELOPMENT

### THE ORGANISATION DEVELOPMENT PROCESS

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help with an Organisation Development process. These units can help you implement changes to your organisation that will help ensure it develops in line with future requirements.

#### Map your Environment

Develop a clear and up-to-date picture of the environment in which your organisation operates – Use unit B2 to support this process.

#### Identify the Purpose Core Vision / Mission for the Organisation

This should be done in collaboration with at least other members of the senior management team wherever possible - Use unit B3.

#### Develop Strategy for Change

This process looks at the changes you wish to make and the strategy which will be applied to take you there—refer to unit C3—encouraging innovation in your organisation.

#### Carry out the Change

This part of the process includes leading, planning and implementing the changes (units C4, C5, and C6)

#### Provide Support through Leadership

This is critical to ensuring people are committed and motivated to achieving the changes—use unit B7 to review your leadership approach.

### TOOLS AND TECHNIQUES

A number of methodologies have developed in the OD field, such as Peter Senge's 5th Discipline and the concept of the learning organisation. In addition, the following tools and techniques can be helpful throughout the OD process:

#### Five Forces Analysis

This looks at five key areas for businesses: threat of entry, power of buyers, power of suppliers, threat of substitutes, and competitive rivalry.

#### Appreciative Enquiry

Traditional approaches to problem solving look at what is wrong with a system, appreciative enquiry looks at what has worked in the past and the reasons why it worked.

#### PESTLE

Political, Economic, Social, Technological, Legal and Environmental Benchmarking is a model for looking at what is happening in the external environment and using the findings to determine future strategy.

#### SWOT Analysis

Whereas the PESTLE focuses on external factors, the SWOT (Strengths, Weaknesses, Opportunities and Threats) is mostly used to examine internal factors.

#### Stakeholder Analysis

This is a technique you can use to identify and assess the importance of key people, groups or institutions that may significantly influence the success of your organisation, activity or projects.