

Why is organizational development so essential?

Change is occurring so rapidly and comprehensively that a system must be designed to accommodate this rate of change. Without a strong system, the organization will be drowned by the change. The organizational development process helps create and strengthen such a system, as well as to upgrade organization's culture and effectiveness

The purpose and methodology of organizational development is to:

- Bring people together to focus on common goals: to service clients better, run practice more effectively, improve the organization and make more money.
- Eliminate barriers to the flow of knowledge, relating, team, innovation, implementation & change
- Raise the organization's standards, as well as those of the members
- More effectively meet or exceed stakeholders' expectations

The key questions being considered and addressed include:

- Why do we exist? What is our vision? mission? beliefs? values? strategic plan?
- What do we most need to be effective, flexible and able to fulfill our mission?

Why organizational development process is helpful

- Stimulates innovation b/c there is a "system"/structure that invites communication
- Empowers individual performers – there is a system to support *them*
- Evolves the culture to one that can readily accept change

The organizational development process may focus on:

- Focus more on being market-driven rather than planning/edict driven
- Helping make the organization more member-friendly and a better place to learn, by adjusting its mission to take members' personal and career goals into account.

The four steps of organizational development are:

- Discover/articulate/define why organization exists: purpose/mission/ commitment
- Design a plan to align members/the organization towards similar goals/ purpose
- Implement plan via skills training, customer focus, higher standards, path clearing
- Conduct continual assessment/evaluation to integrate the changes/improvements

Organizational development is most successful when:

- Change is perceived as attractive to the *individual* and to leadership/management
- Leadership at all levels is actively involved and supporting
- Communication is assertive, open/thorough – vertically/horizontally throughout
- Individuals understand their value and receive acknowledgment for their part
- Strong integration and collaboration exists among organization members

Organizational development needs to be an organization lifestyle versus a focus

- Becomes the system by which it continuously reinvents itself
- Principles need to be woven into the fabric of daily functions and communication
- People shift from traditional ways of doing things to a newly designed way