Organization Development Overview

Module One

with

Michael Broom, June Delano & Lisa Kimball

WHAT EVERYONE WANTS AND NEEDS TO KNOW ABOUT ORGANIZATION DEVELOPMENT

The goal of this program is to provide a basic understanding of OD practice and theory so you can:

1. Recognize when OD skills and knowledge are needed
2. Encourage clients and colleagues to think about OD issues
3. Engage competent OD people to work in your organization
4. Hold productive conversations with OD specialists
5. Assess the success of OD projects
6. Identify resources to grow your own OD proficiency
7. Provide professional development for staff and clients to learn more about the practice of OD

Program Overview

1	• Introduction, Overview, History and Learning
2	• Systems, Organizations and Large Groups
3	• Individuals and Small Groups
4	• Theory and Practice of Change
5	• OD Tools: Use of Self, Contracting and Inquiry
6	• Leadership, Diversity and Globalization

Faculty

Michael F. Broom, Ph.D., is an organizational psychologist with 30+ years experience studying and consulting with organizations . He was senior faculty of Johns Hopkins University's Fellows in the Management of Change and has served as faculty in the AU/NTL masters program and the Georgetown OD program. Michael served on the board of directors of the NTL Institute in Applied Behavioral Science and the OD Network. He is founder of the Center for Human Systems. He is author of *The Infinite Organization* and co-author with Dr. Donald Klein of *Power: The Infinite Game*.

June Delano is known for ground-breaking work in executive and organization development. She is an experienced senior advisor who works with clients on enterprise and leadership projects. June is a former corporate executive and currently a partner in two firms: The ClearLake Group and Pivotal Leadership. Her practice focuses on helping companies build talent and culture to compete in global markets. June is a former Chair of the OD Network Board of Trustees, a Director of Meridian Institute, Fellow of the World Academy of Arts and Science, and a frequent speaker on leadership and culture.

Lisa Kimball, Ph.D., is President and CEO of Plexus Institute. She is an entrepreneur with more than 30 years experience as an organizational consultant with business, government and non profit organizations. As CEO of Metasystems Design Group and Executive Producer of Group Jazz, she supported the efforts of teams, task forces, communities and organizations Lisa specializes in helping clients leverage the power of new technology and social media. Lisa is active in online community work and currently serves on the Board of the OD Network.

Agenda for Module One

- Definitions of OD
- History & Influences
- Thought Leaders
- The Work of OD
- Professional Development

What is
Organization
Development?

A Traditional Definition

Organization Development
is an effort that is

1. planned,
2. organization-wide, and
3. managed from the top,
4. to increase organization effectiveness and health
5. through planned interventions in the organization's "processes," using behavioral-science knowledge.
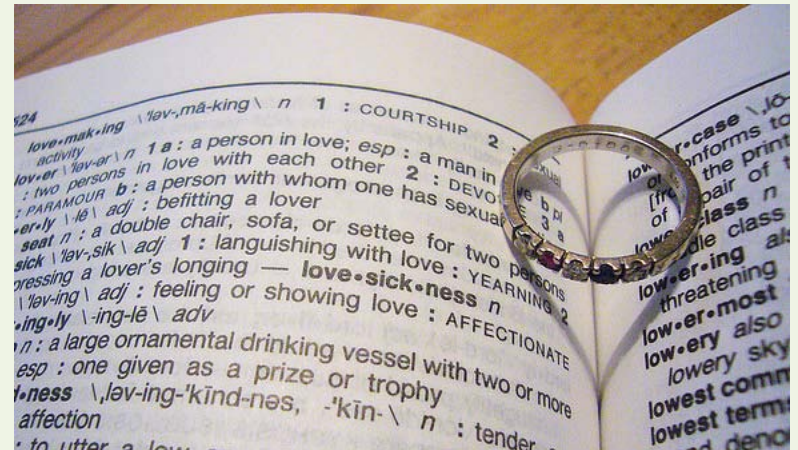
— Richard Beckhard

Another OD Definition!

- Collaborating with organization leaders and their groups to…

- Create systemic change on behalf of root-cause problem-solving, toward…

- Improved productivity and employee engagement through…

- Strengthening the human processes through which they get their work done.

Michael F. Broom, Ph.D.

And yet another OD definition!!

Organization Development (OD)

- *a multidisciplinary, applied behavioral science*

- *focused on strengthening human systems – companies, communities, governments, social movements and other structures in which people function*

- *applied at the individual, team, organization and system levels*

- *with a goal of helping the systems develop in ways that are useful to them and that achieve their goals*
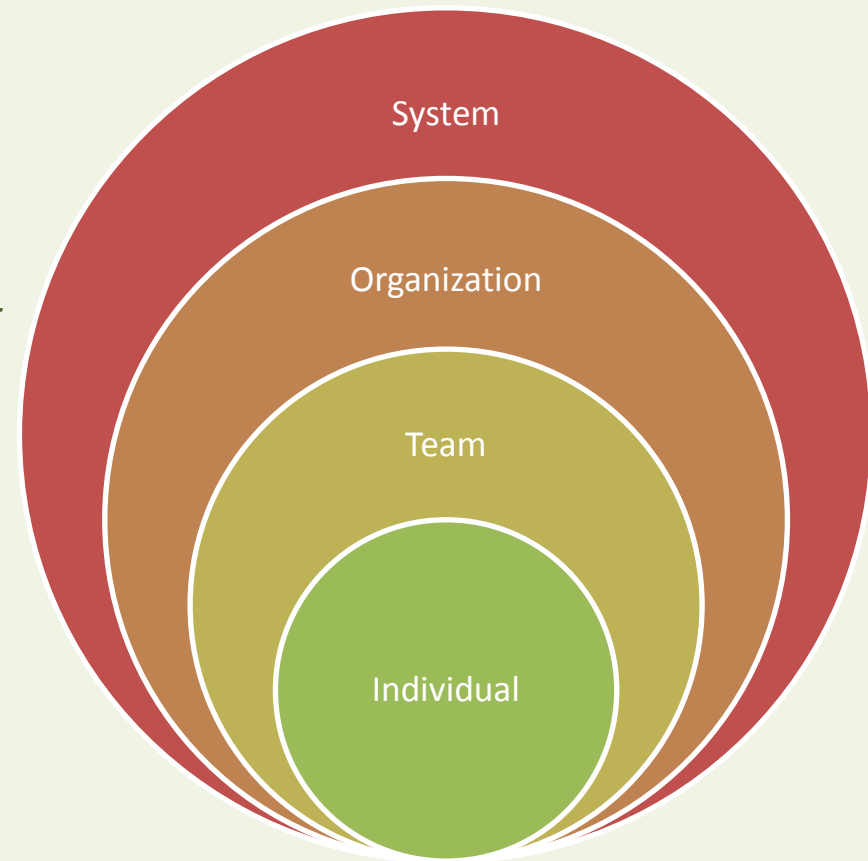
June Delano

The Origins of Organization Development

Kurt Lewin, Director of MIT's Research Center for Group Dynamics during WWII, worked with the U.D. Office of Naval Research and the National Education Association to find ways to make *groups* work better for the war effort.

Influences on OD: NTL

Kurt Lewin, Leland Bradford, Ken Benne and Ron Lippitt invented T-groups and the field of group development, and establish the National Training Laboratory for Group Development (now the NTL Institute for Applied Behavioral Science).

Influences on OD: Gestalt Psychology

Gestalt psychology, with roots in philosophy and psychiatry, was evolved into a therapy by Fritz Perls in the mid-1900s. Perls founded the Gestalt Institute of Cleveland, and it was there that people began thinking about organizational applications of Gestalt thinking. In 1974, The Organization and Systems Development Center was founded, and continues to be a primary influence on the field of organization development.

*Looking at the pieces*

is not the same as looking at the whole.

but we often "see" the whole with only some of the pieces

Influences on OD: Tavistock

The Tavistock Institute of Human Relations was founded in England in 1947 to find ways to apply psychoanalytic and open systems concepts to group and organizational life.   Tavistock's contributions to OD have included experimentation with action research, the development of socio-technical systems design, understanding of organizational responses to environmental turbulence, and participative organization design. The concept of action learning also comes from Tavistock.

human relations
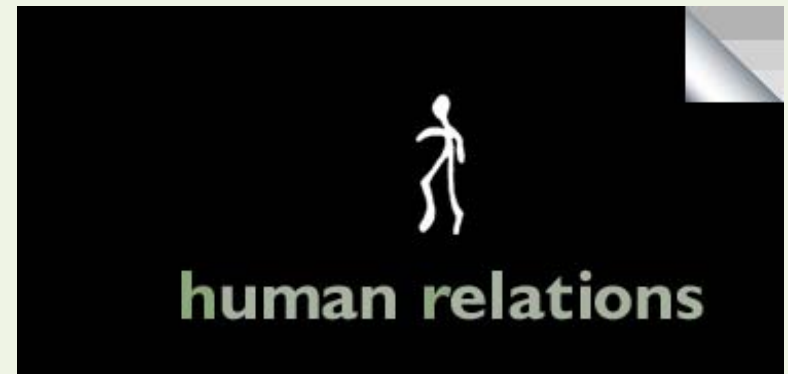
Continuing Influences on OD
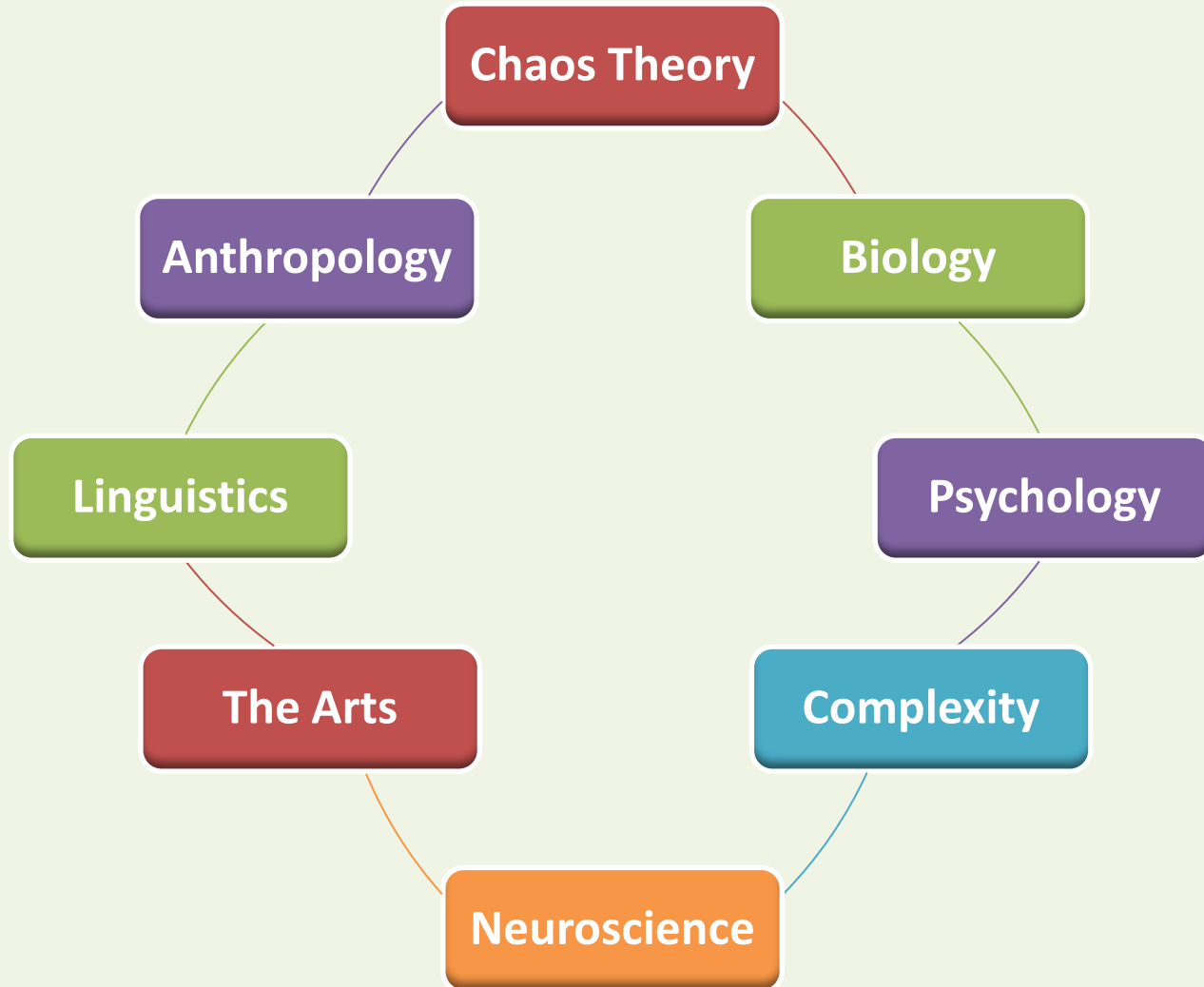
Lifetime Achievement Award Winners

- Ed Nevis
- Dick Axelrod
- John Carter
- Glenn Varney
- Peter Block
- Fred Miller
- Chris Argyris
- Saul Eisen
- Barbara Bunker
- Edgar Schein

- Charlie Seashore
- Marv Weisbord
- Warner Burke
- Peter Vaill
- Kathy Dannemiller
- Edie Seashore
- Richard "Dick" Beckhard
- Robert Marshak
- Billie Alban
- Bob Tannenbaum

What OD Professionals Do

The OD Approach

Change

Strategy

Meetings

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5. • OD Tools: Use of Self, Contracting and Inquiry

6. • Leadership, Diversity and Globalization

Looking Forward to Module Two

- Systems
- Organizations
- Large Groups