DIAGNOSING ORGANIZATIONS pdf

1: Diagnosing Organizations: Methods, Models, and Processes - Michael I. Harrison - Google Books

The Third Edition of the bestselling Diagnosing Organizations shows how consultants and applied researchers can help decision makers quickly and flexibly diagnose problems and challenges and decide how to deal with them.

It is during this phase that the OD consultant can develop a deep understanding of the organisational situation, what issues the organisation is facing and what strengths the organisation possesses in order successful achieve any OD intervention. It is the diagnostic phase which provides the platform from which the organisation is able to highlight what cultural, economic and capability shifts the organisational is able to make and how those shifts can be made and embedded for sustainable organisational performance. The diagnostic phase is a series of interventions which are intended to engage and connect orgnaisational stakeholders in the change process and begin the process of examining mental models and provide a forum for open communication and sensemaking. It must be remembered the the diagnostic phase is part of the OD cycle and as such is intended to be more than just a data gathering stage, it is a disturbance process, and should be designed to get stakeholders to begin to question the current reality, and begin thinking about what could be. Key questions that the Diagnostic phase seeks to answer include; What data do we need for the OD programme? What methods and processes should we use for data collection? What politics and power controls will impact the way the diagnosis is carried out? What resources are required to collect the data? What time and resources are the organisation willing to commit? What data is needed to support the organisation in its decision making and action planning? Who owns the data? Who will analyse and make sense of the data once it is collected? Who needs to have feedback from the diagnostic interventions? Having collected the data what revisions are required to the proposed OD programme? However, the scope and process for the data gathering and diagnosis may have to vary considerably for different projects. Fundamentally, a diagnosis is a description of how the organization is currently functioning, particularly what is not functioning well, that provides the information necessary to design change interventions. Be based on current, relevant data Result from joint involvement of both consultant and client s Make use of appropriate models of organizational functioning and dysfunctioning although all are simplified approximations of reality Deal with feelings in the client system e. For modest-sized teams, the most common methods are individual interviews and direct observations of meetings and other interactions. For larger organizations, questionnaires and surveys may be necessary and useful. All of these differ in richness, efficiency, flexibility, validity, opportunity to establish rapport, etc. In analyzing data, it is important to look for:

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2: Diagnosing Organizations: Methods, Models, and Processes by Michael I. Harrison

Click 'Additional Materials' for downloadable sample chapterMany managers and organizational leaders face shrinking budgets, growing competition, and changing organizational alliances and missions A bewildering array of new technologies and management techniques offer help in handling these challenges.

Diagnosing Organizations All consultants advocate expert diagnosis and action-taking. Engineers and behavioral scientists alike have diagnoses of organizational conflict and prescription for solving it. Diagnosis is medical jargon for the gap between sickness and health. As biology exploded in the late 19th century, the human body, like the workplace, was divided into manageable components, too. Doctors became the industrial engineers of the human physique. Their claim of expertise was based on their ability to factor in every relevant "variable" and thus heal the sick. It is no surprise that, applying to industrial science, diagnosis is conceived as identifying and closing gaps between how things are and how they should be, using all the tools of science and technology. Lewin added a new dimension to this model. He highlighted processes unseen through 19th-century eyes because nobody had a conceptual lens powerful enough. A task is something concrete, observable, and thing- oriented. It can be converted into criteria, measurements, targets, and deadlines. Process refers to how. It reflects perceptions, attitudes, reasoning. Do you see a young beauty with her head turned or an old woman in profile? By some mental gyration, you can learn to shift between them. Action, on the other hand, reflects pure process. That requires skills few of us learn in school. The diagnoser is assumed to stand outside, impartial, "objective," and aloof from what is observed. Diagnosis is the process of understanding how the organization is currently functioning, and it provides the information necessary to design change interventions. It generally follows from successful entry and contracting, which set the stage for successful diagnosis. They help OD practitioners and client members jointly determine organizational issues to focus on, how to collect and analyze data to understand them, and how to work together to develop action steps from the diagnosis. Unfortunately, the term diagnosis can be misleading when applied to organizations. It suggests a model of organization change analogous to medicine: Diagnosis in organization development, however, is much more collaborative than such a medical perspective implies and does not accept the implicit assumption that something is wrong with the organization. First, the values and ethical beliefs that underlie OD suggest that both organization members and change agents should be involved in discovering the determinants of current organizational effectiveness. Similarly, both should be involved actively in developing appropriate interventions and implementing them. For example, a manager might seek OD help to reduce absenteeism in his or her department. The manager and an OD consultant jointly might decide to diagnose the cause of the problem by examining company absenteeism records and by interviewing selected employees about possible reasons for absenteeism. Alternatively, they might examine employee loyalty and discover the organizational elements that encourage people to stay. Analysis of those data could uncover determinants of absenteeism or loyalty in the department, thus helping the manager and the practitioner to develop an appropriate intervention to address the issue. The choice about how to approach the issue of absenteeism and the decisions about how to address it are made jointly by the OD practitioner and the manager. Second, the medical model of diagnosis also implies that something is wrong with the patient and that one needs to uncover the cause of the illness. In those cases where organizations do have specific problems, diagnosis can be problem oriented, seeking reasons for the problems. On the other hand, as suggested by the absenteeism example above, the practitioner and the client may choose to frame the issue positively. Many managers involved with OD are not experiencing specific organizational problems. Here, diagnosis is development oriented. It assesses the current functioning of the organization to discover areas for future development. For example, a manager might be interested in using OD to improve a department that already seems to be functioning well. Diagnosis might include an overall assessment of both the task-performance capabilities of the department and the impact of the department on its individual members. In organization development, diagnosis is used more broadly than a medical definition would suggest. It is a collaborative process between organization members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and

intervention. Diagnosis may be aimed at uncovering the causes of specific problems; be focused on understanding effective processes; or be directed at assessing the overall functioning of the organization or department to discover areas for future development. Diagnosis provides a systematic understanding of organizations so that appropriate interventions may be developed for solving problems and enhancing effectiveness. Organizational diagnosis is a major practitioner skill. It usually examines two broad areas. The first area comprises the various interacting sub-elements that make up the organization. These include the divisions, departments, products, and the relationships between them. The diagnosis may also include a comparison of the top middle, and lower levels of management in the organization. The second area of diagnosis concerns the organizational processes. These include communication networks, team problem-solving, decision-making, leadership and authority styles, goal-setting and planning methods, and the management of conflict and competition. Diagnosis is a cyclical process that involves data gathering, interpretations, and identification of problem areas and possible action programs, as shown in Figure The first step is the preliminary identification of possible problem areas. These preliminary attempts often bring out symptoms as well as possible problem areas. These data are categorized, analyzed and presented to the client in a feedback session steps 3 and 4. If it is determined that enough data are available step 5 , the client and practitioner jointly diagnose and identify likely problem areas step 6. Based upon the diagnosis, the target systems are identified and the change strategy is designed step 8. Finally step 9 , the results are monitored to determine the degree of change that has been attained versus the desired change goals. One method in the diagnostic process is to determine the performance gapthe difference between what the organizations could do by virtue of its opportunity in its environment and what it actually does. This leads to an approach that may be termed gap analysis. In this method, data are collected on the actual state of the organization on a varying set of dimensions and also on the ideal or desired state, that is, "where the organization should be. As shown in Figure 20, the gap, or discrepancy, between the actual state and the ideal form a basis for diagnosis and the design of interventions. The gap may be the result of ineffective performance by internal units or may emerge because of competitive changes or new innovations. A performance gap may also occur when the organization fails to adapt to changes in its external environment. Competent organizational diagnosis does not simply provide information about the system; it is also helpful in designing and introducing action alternatives for correcting possible problems. The diagnosis affirms the need for change and the benefits of possible changes in the client system. Important problems are very often hidden or obscure, whereas the more conspicuous and obvious problems are relatively unimportant. In such situations, dealing with the obvious may not be a very effective way to manage change; this underscores the importance of the diagnostic stage. A performance gap may continue for some time before it is recognized, in fact, it may never be recognized. On the other hand, the awareness of a performance gap may unfreeze the functions within the organization that are most in need of change. When this happens, conditions are present for altering the structure and function of the organization by introducing OD interventions. What can be done to take advantage of the strengths? What can be done to alleviate the weaknesses? In the diagnosis phase, the practitioner tries to identify what factors are causing the problem, and therefore what needs to be changed to fix it.

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3: The Diagnostic Phase Â« Organisation Development

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Regardless, management wants results. Where do you start? Just like in medicine, the last thing a change practitioner should do is prescribe before diagnosing. That usually just makes things worse and hurts your credibility. So how do you diagnose an organization? While survey and data analysis have their place, the method I like to start with is the interview. Never just one, but several. It allows me to cut straight to the chase of how their organization is doing without being overly intrusive. What excites you about your organization? What would you like to get to next if you could? What concerns do you have about your organization right now? Below is a sample of the most important questions from Becker that I use and you can use as well. Culture What are people like and what seems to be important to them? What type of person succeeds here? How are people professionally developed? What are your key organizational goals? What do people perceive they are most rewarded and recognized for doing? Over the next years? Change History What are some of the recent or current change initiatives your organization has undergone on over the last few years? What was their purpose? What resulted and how has this impacted your organization today? What were some of the obstacles faced and how were they addressed? Needs In your view, what is the most important thing your company needs to address? What do you want to take on right now? Influence How is the executive team composed in your firm? What are they good at as a team? What seems to drive decisions here? Is there anything else I should be aware of if I am to be helpful to your organization? Compile the results, highlight the major themes, and report them back to the leaders you interviewed. Include your recommendations for what needs to be done and how you propose to make it happen â€” along with their necessary involvement. What other questions would you include? Nathan Magnuson is a leadership consultant, coach, trainer and thought leader. Receive his new ebook Trusted Leadership Advisor by subscribing to his website or follow him on Twitter.

4: Diagnosing organizations : methods, models, and processes in SearchWorks catalog

Organizational diagnosis is a creative method for getting to know an organization at all levels- from the surface levels to the deepest hidden parts that aren't visible to the eye. Performing organizational diagnosis is not so far off from a doctor trying to diagnose their patients.

5: PPT â€“ Diagnosing organizations PowerPoint presentation | free to download - id: 3bZWFmZ

This online quiz is designed to measure how well you have understood the discussion and presentation of Group 2 regarding the topic "Diagnosing Organizations".

6: Why Organizational Diagnosis Matters

Essay on Diagnosing Organizations. The process of strategic decision-making involves several important steps one of which is the analysis of the situation and current issues along with the diagnostic of the issue in the organizational context.

7: Chapter Diagnosing Organizations - ProProfs Quiz

The purpose of the diagnosis is to examine the problem faced by the organization in detail, to identify factors and forces that are causing the problem and to prepare the collected information to decide how to implement possible solutions to the identified problems.

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8: Diagnosing organizations: methods, models, and processes - Michael I. Harrison - Google Books

Fundamentally, a diagnosis is a description of how the organization is currently functioning, particularly what is not functioning well, that provides the information necessary to design change interventions.

9: Organizational diagnostics - Wikipedia

Organizational Diagnosis and Development. Introduction to Organizational Diagnosis and Diagnostics. Organizational Diagnosis is an effective ways of looking at an organization to determine gaps between current and desired performance and how it can achieve its goals.

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