

WHAT IS ORGANIZATION DEVELOPMENT?

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Organization development is a learning-centered, value-driven approach to deliberate organizational change utilizing applied behavioral science knowledge and methods, dealing with the total organization as a system with a climate and culture, involving all organizational members and groups with support from top executive leadership, to produce maximum organizational and human performance, health, and satisfaction.

The values of Organizational Development are these:

1. The climate and culture of the organization are regarded as important considerations for leadership attention.
2. A climate of interpersonal acceptance and operational competence is fostered; a climate of defensiveness and fear is actively avoided.
3. High trust and mutual influence among individuals, groups, and leadership is expected and developed.
4. Free flowing communication patterns – up, down, and outwards – are standard practice including both interpersonal and operational information.
5. Feedback on organizational and individual performance is virtually constant, flows in all directions, and deals with both quantitative and qualitative issues. Confrontation of differences is fact-based and growth producing.
6. A wide range of techniques and methods are used in decision-making and problem-solving with emphasis placed on selection of a process that will achieve both the outcome required and result in enhanced trust and capacity for future requirements.
7. Organizational leaders are aware of their impact as behavior models and are careful to send behavior messages that are consistent with their model values.
8. People working together, joining their creative energies on behalf of commonly held goals, is a normal way of operating though it may not be the only way used to get things done. Every group leader and member is skilled, or learning to be skilled, at effective group processes.
9. Function is regarded as more important than form; innovation in non-traditional ways of organizing, communicating, working together, dressing, maintaining health, etc., are encouraged with a wide spectrum of tolerance for individual differences. Results against goals are considered more important than conformity in style.
10. A holistic attitude is taken toward the organization and the individuals in it. Balance among all critical functions is actively sought and maintained.

Organizational functions: Goals – Resources – Climate

Individual functions: Physical – Mental – Emotional