Your name

Your student ID number

Otonye Daka

ID: UD75153BPR84332

Doctorate in Project Management

COURSE NAME:

(Organizational Development)

Assignment Title:

(WOF Organizational Development)

ATLANTIC INTERNATIONAL UNIVERSITY

September/2022

Contents

1.0 Introduction

Organisation Development deals with systems change within an organisation, building and sustaining a new outcome for the entire organisation. This can be achieved through a change communication process, observation of employee behavioural patterns, examination of situations for achieving effective organisational change. It is a systematic method of enhancing the capabilities of people and teams connected with an organization.

The WOF organisation's objectives can be achieved by changing the organisational culture. Adaptation to change according to the external environment is required for an WOF to succeed.

WOF would:

1. Establish communication channels, engage people to reinforce key messages, and solicit feedback on an ongoing basis.

2. Carry out employee engagement, get key stakeholders actively involved in the change process.

3. Put incentives in place for a good outcome as the result of the change.

4. Build trust and credibility among employees.

WOF needs to better adapt to new technologies and markets. Therefore, WOF would put strategies in place to change the beliefs, attitudes, values, and structure and identify what employees can do better for future success of the WOF organisation. The desired outcome is improved performance within the WOF organization.

Some typical development activities by WOF to manage external challenges include:

- Leadership development
- Career development
- Team building
- Appraisals and assessments
- Training (learning events and on the job training)
- Talent management
- Change management
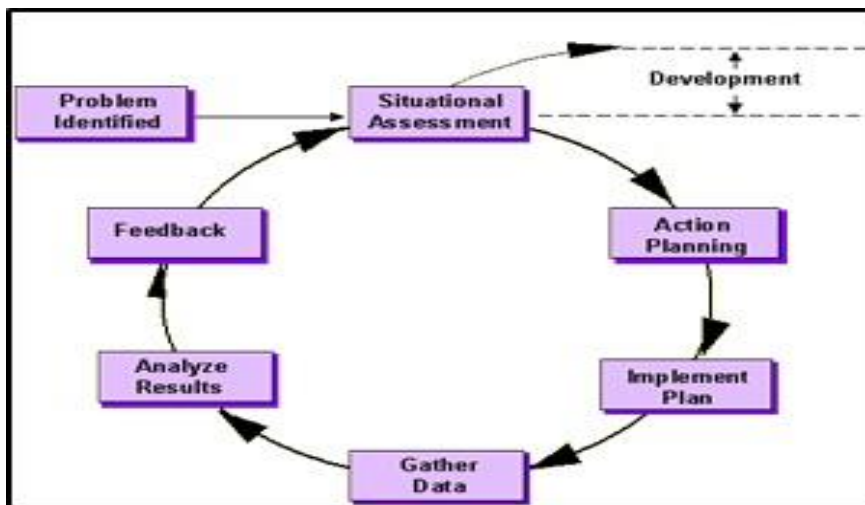
The WOF organizational change management aims to change the culture of the organization with the intent to improve efficiency and productivity. A key goal in WOF organizational development is supportinging teams within the organization work better while at the same time making them more adaptable to changes in the future.

2.0 Goals of Organizational Development

WOF's organizational development goals are both short-term and long-term, with the short-term as intermediate steps towards achieving desired outcomes.

The goals of WOF organization include improving the quality of life in a community, help the organization become more productive (leveraging expertise, cutting costs), etc.

Organizations are constantly changing due to changes in what they do and how they do it. Therefore, organizational change is any shift in what is done and how it is done. This may be on the part of individual workers, the team, or the entire organization (e.g., transforming from a manpower support organization to a pure service-oriented one).

WOF's organizational development is a journey, it can take time however each step is required for a successful outcome. It involves:

- Understanding that nothing is permanent
- Diagnosing what needs to change and what people need to do differently
- Designing changes leading up to implementation
- Making changes become a reality

3.0 Organizational Culture and Climate

Culture and climate are among the most challenging variables to define and control in organizations. Culture is what an organization does while climate refers to the overall atmosphere and attitude of the organization.

WOF's organizational culture can be objectively studied since an organization can be easily observed through its performance. On the other hand, WOF's organizational climate is what employees think about their jobs, and how they feel about practices of the teams and the organization. Therefore, the climate of WOF's organization is subjective since it can only be measured through what employees think or say.

There is a link between culture and performance. A significant factor for measuring the success of WOF is the organisation culture including directors, managers, and employees. An evaluation method is required to assess the positives and negatives of the working environment. This can include employee surveys, 360-degree feedback, and training assessments.

4.0 Organizational Development Strategy

Organizational development strategy is a focused process for creating or changing an organization's culture to make it more productive and efficient.

WOF organization's current culture is examined through workshops and various assessment tools. Key players can communicate with one another regarding what needs changing and why. Plans created for implementation within a given time frame and a more specific intervention process is developed, including resource allocation to support plan implementation, and changing processes as required.

Evaluation is done on a regular basis to monitor progress and make any adjustments that may be needed. WOF organizational development would involve planning, implementing, and monitoring the changes in the culture, and processes that are needed for the organization to improve its performance and ensure that employees are working a more effective, healthy, and productive way. This would also enable WOF create a more innovative, adaptive, and responsive organization.

ORGANIZATION DEVELOPMENT STRATEGY:
Five Phases to Designing and Implementing

ENTRY
Exploring the problem, opportunities, or situation. Output is an engagement contract or project plan with expectations and agreement on scope.

DIAGNOSIS
The fact-finding phase. A data collection process where information is gathered, analyzed, and reviewed.

FEEDBACK
Exploring information for understanding, clarity, and accuracy. Output is an action plan that outlines the change solutions to be developed, and defined success indicators based on the information and data analysis.

SOLUTION
Correcting the problem, closing gaps, improving, or enhancing performance, or seizing opportunities. Output is a plan or suggested training course curriculum.

EVALUATION
Collecting data to determine if the initiative is meeting goals and achieving defined success indicators. Output is an evaluation report with recommendations for continuous improvement.

5.0 Organizational Development Process

There are different events that can trigger an opportunity for improvement including external changes, internal conflicts, lack of innovation, or employee turnover. These events are usually symptoms of a deeper problem. WOF values feedback however information to be provided for its organizational development needs to be relevant, verifiable, timely, significant, and comparative. A major part of the WOF change process is defining success criteria for change. These criteria would be well-defined to enable progress measurement.

WOF organizational development process:

1. Identify the needs
WOF would review the current processes and skills and compare these to where the organization wants to be. This would be given some serious thought and done in a structured way. A focused team would be investigating number of retirements to avoid having a huge gap within the organization and to ensure that WOF remains competitive in this digital era. The team would be identifying risk to WOF and deciding how to deal with it.

2. Address the needs

WOF will address the needs that have been identified, driving objectivity, and thinking carefully about the various solutions before getting into the selection phase. WOF make different framework standards for benchmarking and evaluation to satisfy the identified needs.

3. Select intervention

WOF would look at the following types of interventions:

Human: doing things differently through coaching, training, teamwork.

Business: improve performance by eliminating resource waste and defects.

Human Resource: review performance management processes and evaluate/appraise workforce

Strategic Processes: transformation programmes or cultural change.

4. Implement intervention

WOF would ensure that the change is well-managed by following a structured approach to delivering the desired change.

5. Evaluate the impact

WOF would evaluate the change to ascertain if it is being managed effectively from the beginning and ensure there is clarity around the goals and objectives of the change.

6.0 Classification of Organizational Development Interventions

1. Human Process Interventions

WOF will look at human process interventions as it relates to interpersonal relations, group/team dynamics.

2. Individual interventions

WOF would aim at improving communication between employees by coaching employees against counterproductive interpersonal behaviours.

3. Group interventions

WOF would focus on the structure and process of the organization, reviewing how teams are carrying out their core tasks. There would be a strong drive to simplify processes and avoid over escalation due to lack of accountability.

4. Team building

WOF would put a lot of focus on team building to identify problems, set priorities and help improve the way activities/tasks are accomplished across the organization. WOF will implement changes of structure and drive communication, collaboration, and cooperation between internal and external stakeholders.

5. Organizational design

WOF will be bold to implement organizational design and downsizing where required. The changes would address structural imbalance. WOF aims to become a more customer-centric organization. WOF will rethink the way work is done and carry out restructuring around new business processes.

6. Total quality management

WOF would pursue a continuous process improvement that places customer satisfaction as central to its long-term success. There would be a strong focus on employee involvement in the continuous improvement of products, processes, and workplace culture.

7. Job enrichment

WOF would create an organization where it would be interesting and challenging for the employees to do their work, taking skill variety into strong consideration.

8. Developing talent

WOF drive for developing talent would include coaching & mentoring, career planning and management and leadership development. WOF would deliberately implement policies such as performance management, goal setting, appraisal, and talent management in achieving effective organizational development.

9. Diversity interventions

WOF realises that diversity is a source of innovation and would aim at increasing diversity, including age, gender, race, sexual orientation, disabilities, and culture.

10. Wellness interventions

WOF employee wellness interventions would address social factors and aim for a healthy work-life balance. This would include stress management programs, and employee assistance programs.

Organization Development Intervention Cycle

7.0 Key Characteristics of Organizational Development

WOF would be aligning structural, cultural, and strategic realities of work to respond to the needs of an ever-evolving business climate.

Some key characteristics of WOF organizational development shall include but not limited to:

- Changes to the structure and processes of an individual job.
- Application of behavioural changes to facilitate transformation within teams.
- Acquisition of new skills, knowledge, and ways of working for improvement of organizational effectiveness.
- Continuous improvement to productivity, performance, and quality products.
- Change to be facilitated in a flexible and adaptive way.
- Sustainability, ensuring consistent change in the right direction.
- Maximize change by avoiding doing work that lacks planning, checking, and learning.

- A clear direction to waste elimination.
- Create a sense of optimism in the teams, having clarity around responsibilities and accountabilities.
- Open to receive regular constructive feedback.
- Provide continuous support to frontline workers.
- Reward and recognition
- Respect for people
- Learning and development
- Coaching and mentorship programs

8.0 Benefits of Organizational Development

I have studied WOF organizational development model. It is adaptive, flexible, and evolving. I have learned the importance of putting people at the heart of any change process. I have committed to place emphasis on creativity and innovation. I am driven to make impact that affects the bottom line positively.

WOF organizational development creates a continuous cycle of improvement, from strategic planning, organizational design & restructuring, organization capability building. Change management, organizational transformation & culture building through to implementation.

WOF organizational development increases innovation and communication/engagement across all levels, emphasises shared values and encourages employee feedback. I am keen to improve my productivity, creativity, and contribute to a culture of openness and ongoing change.

9.0 Bibliography

1. https://www.google.com/search?rlz=1C1GCEA_enNG982NG982&q=What+is+meant+by+Organisational+development

2. https://study.com/academy/lesson/what-is-organizational-development-executing-organizational-change.html#

3. https://actus.co.uk/the-5-step-organisational-development-o-d-process/

4. https://www.aihr.com/blog/organizational-development/

5. https://www.bestcollegesonline.org/faq/what-is-the-purpose-of-organizational-development/

6. https://www.roffeypark.ac.uk/knowledge-and-learning-resources-hub/what-is-organisational-development/

7. https://www.growthspace.com/glossary/organizational-development

8. https://www.mbaskool.com/business-concepts/human-resources-hr-terms/4427-organization-development.html

9. https://www.slideshare.net/golujain/definition-and-nature-of-organizational-development

10. https://www.creativesafetysupply.com/articles/organizational-development-process/