High Performing Systems and the Learning Environment

Chapter 14
Objectives

- Recognized how learning organization approaches are used in the organization.
- Identify several basic OD Intervention Techniques.
- Experience and practice these system.
Statewide Interventions

- Managers are facing constant innovation and they must be able to transform and renew the organization to meet these changing forces.
- Certain OD interventions are aimed at the successful implementation of change within the total system.
- OD is a system approach to group, functional, and interpersonal relations.
A system-level interventions are a structural design framework for viewing the organization that examines:

- Organizational design
- Organizational flow of pattern
- Interactions of individuals and group.
System - Wide Interventions

- The system may be an organization or reasonably well isolated unit such as a large segment of subsystem within the organization.
Survey Research and Feedback-

- The key to successful survey is for management to clearly define the purpose of the survey and explain what will be done with the results.
Steps in the Survey Feedback

- Step 1- Top Management plan survey questionnaire.
- Step 2- Outside staff administers questionnaire to all organization members.
- Step 3- Outside staff summarizes data and give feedback to the organization.
- Step 4- Each work group diagnoses problems and develops action program based on survey feedback to understand the problem, to improve working relationships, and to identify opportunities for change and research areas.
Survey Research Feedback

- Results of Survey Research and Feedback indicate positive changes in employee attitude and perceptions.

- The greatest the involvement to all members of the organization, the greatest the change.

- When feedback is combined with other interventions the effects are usually more substantial and long ranged.
The Learning Organization

- The learning organization is a system-wide change program that emphasizes the reduction of organizational layers and the improvement of all employees in continuous self-directed learning that will lead toward positive change and growth in the individual, team, and organization.
Cont:

- A learning organization is an organization that has developed a continuing capacity to adapt and change.
- An approach frequently use to bring together key members in a collaboration process to discover the problems and then to develop a model of the system.
- Learning in organizations means to continuous testing of experience and the transformation of that experience into knowledge accessible to the whole organization.
- Members become conscious of how they think and interact, and begin developing capacities to think and interact differently.
Core Valued of Learning Organization

- Value difference kinds of knowledge and learning styles.
- Encourage communication between people who have different perspectives.
- Develop creative thinking.
- Remain non-judgmental of others and their ideas.
- Break down traditional barriers within the organization.
- Develop leadership throughout the organization members (Management vs. Nonmanagement and Line vs. staff).
Characteristics of a Learning Organization

- Constant readiness
- Continuous planning
- Improvised implementation
- Action learning
Reengineering: A Radical Design

- Identify the key business process.
- Identify performance measures in terms of customer satisfaction, improvement in performance.
- Reengineer emphasizes the products, customer satisfaction, improvement in process, and creation value.
Steps in Reengineering Processes

- Identify the key business process.
- Identify performance measure terms of customer satisfaction.
- Reengineer the process, organizing work around the process, not functions or department.
- Implement the redesigned process and a continuing reevaluation.
Reengineering Process

- The process is criticized as top-down, or numbers approach, but in its use of employee involvement, and teams, reengineering is similar to the sociotechnical approaches to change.
System 4 Management

System 4 management describe organizations on a continuum with traditional bureaucratic organization (ineffective) and one end and participative (effective) organization at the other.
The Four Systems

- System 1- Exploitive/Authoritative (autocratic, top down)
- System 2- Exploitive/Authoritative (top-down/less coercive-autocratic)
- System 3- Consultative
- System 4 - Participative
The Four Systems

- Likert found that system 1 organizations tend to be least effective, whereas system 4 organizations tend to be very effective.

- To improve organizations, the OD practitioner tries to move the pattern of functioning from System 1 organization toward System 4 Organization.
System 4

System 4 have several common elements:
- Action rather than further analysis
- Decisions involving subordinates rather than by superiors.
- Individual accountability rather than rigid policies.
- Specific recognition of team and individual accomplishments rather than blanket expressions of thank.
High-Performing System (HPS)

- HPS calls for removal of excessive layers of structure within the organization and the creation of climate that encourages participation and communication.

- HSP is a term originated by Peter Vall.
HPS criteria used to examine systems

- Perform excellently against a known external standard.
- Perform excellently against their potential performance.
- Perform excellently in relation to where they were at some earlier point in time.
- Judged by observers to be doing substantially better than others systems.
- Perform with significantly fewer resources than assumed are needed.
- Perceived as a source of ideas and inspiration for others.
- Perceived to fulfill at a high level the ideas for the culture within which they exist.
- They are the only organizations that have been able to do what they do.
HPS identified by 8 Characteristics:

- An HPS is clear on its broad purpose and nearer-term objectives for fulfilling these purposes. It is known why it exists.
- Commitment to these purposes is always high.
- Teamwork is focused on the task.
- Leadership is strong and clear.
- A HPS is a fertile source of interventions and new methods.
- There is a strong consciousness that “we are different.”
- Other subsystems of the environment often see HPS as a problem because HSP avoids external control and produces its own standards.
- HPS is a cohesive unit.
The OD Program

- Designed by Robert R. Blake and Jane S. Mouton and organizational development is a systematic approach aimed at achieving corporate excellent by changing the cultural of the systems.

- Grid OD starts with a focus on individual behavior, specifically on the managerial styles of executives.

- The program then moves through series of sequential phases involving work team, the relationships between work groups, and family the overall culture of the organization.
The Third Wave Organization

- The third-wave organization is term originated by business futurist Alvin Toffler.

- The third wave organization describes companies that are evolving in the information age to meet changing times.

- The third wave organizations have the following characteristics:
  - Flexibility - structure has no permanence
  - Creativity - people are motivated by the commitment of a vision or cause
  - Innovation - support for risk taking and innovation
Questions
Reference