# BSB60915 - ADVANCED DIPLOMA OF MANAGEMENT (HUMAN RESOURCES)
## Study Support materials for

# BSBMGT615 – Contribute to Organisation Development



# STUDENT HANDOUT

This unit describes the performance outcomes, skills and knowledge required to contribute to the creation of an organisation development plan which ensures that the organisation will become more effective over time in achieving its goals.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

This unit applies to senior managers with organisation wide responsibilities who are critically involved in shaping and focussing the organisation so that it can adapt to new technologies, challenges and markets.

People who have this responsibility may be in a dedicated organisation design role or may be change managers, or human resources managers. They may also be employed as consultants or contractors.

| ELEMENT | PERFORMANCE CRITERIA |
|---|---|
| 1. Develop organisation development plan | 1.1. Analyse strategic plans to determine organisation development needs and objectives |
| | 1.2. Consult with relevant groups and individuals to profile the organisation's culture and readiness for organisational development |
| | 1.3. Determine who will take key roles in the organisational development process and confirm their commitment |
| | 1.4. Collect and analyse data on areas of the business experiencing problems or that need realignment |
| | 1.5. Determine and agree on objectives and strategies for organisational development |
| | 1.6. Consider change management techniques required to achieve the workplace culture outcomes and build them into the organisation development plan |
| | 1.7. Develop communication/education plans to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities |
| 2. Implement organisation development activities | 2.1. Identify and implement consultative processes to maximise participation in the organisation development process |
| | 2.2. Undertake team development and training activities to develop collaborative approaches to problem-solving and development |
| | 2.3. Facilitate groups to articulate problems and to propose means for resolving the problems |
| | 2.4. Manage conflict between individuals and/or groups to achieve consensus or agreement |
| | 2.5. Undertake interventions in accordance with the organisation development plan |
| | 2.6. Brainstorm alternative proposals, and negotiate and agree on outcomes |
| 3. Maintain organisation development program | 3.1. Undertake surveys to identify any loss of support for organisation development program and activities |
| | 3.2. Maintain regular team meetings and individual feedback in accordance with communication plan |
| | 3.3. Set out activities and interventions in the organisation development plan and maintain, evaluate and modify them as required |
| | 3.4. Ensure senior management reinforces organisation development program by ongoing messages of support and appropriate resource allocation |
| | 3.5. Evaluate organisation development plans in terms of costs and benefits, including opportunity costs |
| **REQUIRED SKILLS AND KNOWLEDGE** | |

| ELEMENT | PERFORMANCE CRITERIA |
|---|---|
| This section describes the skills and knowledge required for this unit. | |
| **Required skills** | |
| <ul><li>leadership skills to gain commitment and followership</li><li>communication and interpersonal skills to persuade others</li><li>lateral thinking skills to find new, improved or different ways of working or engineering the organisation.</li></ul> | |
| **Required knowledge** | |
| <ul><li>planning processes</li><li>concepts and theory of organisation behaviour; organisation dynamics; organisation culture; organisation change.</li></ul> | |

**Session 1**: Develop organization development plan – What is this? What elements do we need to consider? How do you develop such a plan? Who else needs to be involved? Does every organization have one? Why do we need this plan?

**Session 2**: OK, so now we have a plan what do we do with it? How do we get the other staff to agree and to use it? What sort of strategies can we use to engage all staff in our plan?

Assessment One - is due at the end of the second week of the unit.

**Session 3:** Maintain and monitor the plan. How do we know it is working? What feedback can we get from the staff using it? Does it need any amendment or have we promoted it correctly? What benefit can we see it has achieved for us? Is it the right development plan for our company?

**Session 4**: Prepare for assessment – which is due 2 weeks after the completion of the unit.

# *It's not the progress I mind, it's the change I don't like.* —Mark Twain

Organizational development and planning is the process of looking at an organization's current state, where it wants to go, and determining how it will get to that point. This process takes some hard analysis of the organization and its culture, plus the possibility of major change always exists.

Components of organizational development and planning may include goals, organizational structure, training, the development of a leadership pool, and performance measurement.

### *Analysis*

- When an organizational development and planning cycle begins, the first step is to analyze the organization as it exists today. Take a look at how the organization is structured, who reports to whom, and look for any redundancies. Also, check out the organization's current culture. Is management accessible? Is morale high or low? Are employees following an overall mission, are they driven by customer satisfaction, or by their own desire to earn money? Finally, executive management should be able to tell you where it wants the organization to go: better customer service, higher profit, more satisfied employees, or a combination of factors.

### *Goals and Mission*

- If there is no overall goal and mission for the organization, this will be part of the development and planning process. From the organization's culture and the determination of where management wants to go, create goals and an overall mission. The goals, which should be based on measurable outcomes, will help you in evaluating performance. The mission should serve as an overall goal that reminds everyone what the organization's purpose is.

### *Planning*

- In the planning stage, decide how the organization will reach its new goals and mission. Do you need to change the structure? Are there inefficiencies in management and reporting that could be eliminated? Based on what you know about the organization's current culture, how are its members going to respond to change? Are there training programs that you can implement, such as operations, leadership, or managing change that will help the organization move forward?

### *Creating Leadership*

- When it comes to creating leadership, examine management to see if it knows the difference between "leading" and "managing." If not, this may be a training opportunity. Does the organization have a leadership training program, one that will identify high-potential leaders for the organization's future growth? This is also a good area to add to the training list. Also, it is a great idea to create a succession plan; that is, a plan that tells management who is ready to "step into their shoes" if an organizational leader is no longer present.

### *Measuring Performance*

- One of the final steps of organizational development and planning is to measure both individual and organizational performance after the change. To do this, look at the goals set during the planning process. How does each business unit, and therefore each individual, contribute to the achievement of the goals? On the overall level, analyze how close the organization came to meeting its new goals. Once you determine this, the development cycle starts over again, with new ideas, new changes, and possibly new goals.

http://www.ehow.com/way_6179591_organization-development-planning.html

### Eight (8) Benefits of Creating an Organizational Development Plan



Is your organization prepared for the pending recovery?

There are green shoots of recovery sprouting up around us. Recent research indicates that organizations are moving beyond a focus on cost-cutting and starting to prepare for a rebound.

The leading organizations are starting to plan for how they will thrive in the "new normal" by developing organizational development plans.

Here are the eight (8) benefits of building an organizational development plan:

1. Execute organizational strategy
2. Risk management
3. Maintain legal & regulatory compliance
4. Expand scope & quality of services provided
5. Aid & preparing employees for future assignments
6. Increase & maintain professional competence

7. Increase & maintain technical competence
8. Assist in the recruitment & retention of desirable personnel

And the five steps you should be doing to build your plan:

1. Align your learning & development plan with the strategies and priorities of your organization (chances are they are changing).
2. Assess your talent - start with the most critical functions first (We are seeing a lot of focus on innovation, market & business development, and consultative sales skills)
3. Develop the plan
4. Implement the plan
5. Monitor your results, learn and make changes, and communicate.

## Organizational Development

Welcome to the world of organization development (OD)! Every reader of this article comes with multiple experiences in organizations - from your family to your schools; churches, synagogues, temples, and mosques; workplaces; charitable organizations; government agencies; sports teams; social clubs; labor unions; and so on. Some of these experiences have probably been positive, while some have probably been negative. That's the nature of the world in which we live.

### What is an Organization?

An informal definition can include any situation in which two or more persons are involved in a common pursuit or objective. Given the broad-ranging and all-encompassing definitions, it is easy to understand the complexity of OD and the large number of situations in which it can be applied.

Now, as you begin to think about your experience in past and current organizations, quickly jot down some of the positive and negative experiences you have encountered. Use two columns, with the positive in one and the negative in the other. By doing this, you are already using the early stages of one of the tools of OD, called a force field analysis. An OD consultant, along with others in the same organization, might use a list like this to determine how people in that organization feel about what is and what is not going well. This, too, is a part of the OD process of doing an organizational analysis or a needs assessment. The OD professional might use such lists to work with the organization in finding ways to build on the positives and to overcome the negatives.

The field of OD is not regulated, except through ethics statements developed by professional organizations. As a result, anyone interested can practice what he or she might label as OD, even though the field might take exception to the accuracy of such a statement. But there is no recourse. Thus, one of the real challenges of the field is that some people who call themselves OD consultants or professionals (these terms are often used interchangeably and do not indicate whether the person is employed by the organization or is a self-employed person or a person employed by a consulting firm) is that they operate with a narrowly defined "toolbox" - a set of so-called solutions that they apply to every situation. Thus, we experience the "flavor of the month," a situation in which the latest fad is offered to organizations as the solution to all of their problems. Given the ambiguity of OD practice, having a strong theoretical background and functioning with proven models, therefore, become critical for successful and ethical OD practice.

### What is Organizational Development?

Organization development is any process or activity, based on the behavioral sciences, that, either initially or over the long term, has the potential to develop in an organizational setting enhanced knowledge, expertise, productivity, satisfaction, income, interpersonal relationships, and other desired outcomes, whether for personal or group/team gain, or for the benefit of an organization, community, nation, region, or, ultimately, the whole of humanity.

### Characteristics of OD

The American Society for Training and Development's OD Professional Practice Area attempted to provide a synthesis of the various definitions by providing the key points that it saw in the range of definitions available. We believe the practice of organization development:

- must be in alignment with organization and business objectives;
- is rooted in the behavioral sciences;
- is long range and ongoing;
- stresses a process orientation to achieve results;
- is based on collaboration;

- is a systems orientation.

The following conclusions can be drawn about the core characteristics of OD:

- OD is an interdisciplinary and primarily behavioral science approach that draws from such fields as organization behavior, management, business, psychology, sociology, anthropology, economics, education, counseling, and public administration.
- A primary, though not exclusive, goal of OD is to improve organizational effectiveness.
- The target of the change effort is the whole organization, departments, work groups, or individuals within the organization and, as mentioned earlier, may extend to include a community, nation, or region.
- OD recognizes the importance of top management's commitment, support, and involvement. It also affirms a bottom-up approach when the culture of the organization supports such efforts to improve an organization.
- It is a planned and long-range strategy for managing change, while also recognizing that the dynamic environment in which we live requires the ability to respond quickly to changing circumstances.
- The major focus of OD is on the total system and its interdependent parts.
- OD uses a collaborative approach that involves those affected by the change in the change process.
- It is an education-based program designed to develop values, attitudes, norms, and management practices that result in a healthy organization climate that rewards healthy behavior. OD is driven by humanistic values.
- It is a data-based approach to understanding and diagnosing organizations.
- It is guided by a change agent, change team, or line management whose primary role is that of facilitator, teacher, and coach rather than subject matter expert.
- It recognizes the need for planned follow-up to maintain changes.
- It involves planned interventions and improvements in an organization's processes and structures and requires skills in working with individuals, groups, and whole organizations.

**Is OD the Same as Change Management?**

In an effort to simplify an explanation of what OD is, some have suggested that OD and change management are the same. I disagree. There are times in the life of an organization where dramatic change is needed--change that does not and cannot rely on the use of OD. The marketplace sometimes requires that an organization take swift and unplanned actions in order to survive. It may require outsourcing domestically or to another country, downsizing, reductions in salaries, and increasing health care costs. Although all of these changes may be absolutely necessary for the survival of the organization, they do not necessarily follow the OD processes, principles, or values. An excellent distinction between OD change and change that does not follow OD principles is discussed in Beer and Nohria (2000). In essence, they argued that there is *E change* (economic value) and *O change* (organization's human capability), one of which is planned and follows OD principles (O), while the other (E) is market driven and does not follow OD principles; both can be included in what many people call change management. So, it is a mistake to equate OD with change management.

The business benefits when *both* types of change are affirmed within an organization. While long-term, systemwide planning that results in change (the OD model) can be very beneficial for an organization and its bottom line, failure to act quickly and to make immediate decisions, even when those processes violate OD principles, may well result in the demise of the organization.

**When and Why Should an Organization Use OD?**

The field of OD is extremely broad - one of the problems in communicating clearly what the field entails. OD is not a technique or a group of tools, though some OD professionals practice as if it were. Rather, OD can be applied any time an organization wants to make planned improvements using the OD values. OD might be used in any of the following situations:

- To develop or enhance the organization's **mission statement** (statement of purpose) or **vision statement** for what it wants to be
- To help align **functional structures** in an organization so they are working together for a common purpose
- To create a **strategic plan** for how the organization is going to make decisions about its future and achieving that future
- To manage conflict that exists among individuals, groups, functions, sites, and so on, when such conflicts disrupt the ability of the organization to function in a healthy way
- To put in place processes that will help improve the ongoing operations of the organization on a continuous basis
- To create a collaborative environment that helps the organization be more effective and efficient
- To create reward systems that are compatible with the goals of the organization
- To assist in the development of policies and procedures that will improve the ongoing operation of the organization
- To assess the working environment, to identify strengths on which to build and areas in which change and improvement are needed
- To provide help and support for employees, especially those in senior positions, who need an opportunity to be coached in how to do their jobs better

- To assist in creating systems for providing feedback on individual performance and, on occasion, conducting studies to give individuals feedback and coaching to help them in their individual development

This is not an exhaustive list--it is suggestive only. But it will give you some idea of the range of activities for which OD professionals might be called on to assist an organization.

OD as a field has thrived because of the value-added concepts and tools that it has brought to organizations and its **stakeholders** (those concerned with how the organization operates), including customers, stockholders, employees, management, the community, and even the nation. If an OD professional can be helpful in bringing about desired change with a process that uses the values described in the next section, everyone benefits. Organization Development (1991) suggested the following benefits to the use of OD (as opposed to other types of consulting or using individuals within the organization who do not have OD skills): An atmosphere can be established which will support more innovation and creativity, increase job satisfaction, develop more positive interpersonal relationships and foster greater participation in creating plans and defining organizational goals. Systems can help to establish this kind of atmosphere.

All of this will create a more effective and efficient organization that will, consequently, provide higher-quality goods and services at a reasonable price, increase profitability, improve stock values, improve the work environment, and support management in its leadership role

http://www.bkconnection.com/organizational-development.asp

**What essentials must be covered in an organisational development plan?**

When you are creating your organisational development plan it is important to be clear about your goals.

For most companies this plan focuses on future growth. However it will be a much more useful tool if you also use the organisational development plan to identify current gaps. This will help you start from a stronger foundation and plan more effectively for growth.

Gathering anecdotal and informal feedback about perceived gaps is important (this is where employees may speak about training they'd like or PD opportunities they want to pursue). But it is crucial that you also gather feedback via formal assessment tools.

It is only with concrete evidence based data that you can set directions for improvement and benchmarks for long term evaluation.

Your organisational plan can help you achieve significant outcomes:

- Learn what your top performers need to stay engaged and happy
- Learn how best to develop both top and mid level performers
- Maintaining a competitive edge
- Employees who participate in research and feedback are more satisfied, engaged and efficient
- Engaging staff at this level improves operational efficiency
- Increased staff retention, employee health and motivation across the board

http://www.opic.com.au/improve-your-organisation/find-out-where-your-gaps-are

**Organization development** (**OD**) is a deliberately planned, organization-wide effort to increase an organization's effectiveness or efficiency. OD theorists and practitioners define it in various ways. Its multiplicity of definition reflects the complexity of the discipline and is responsible for its lack of understanding. For example, Vasudevan has referred to OD being about promoting organizational readiness to meet change[ and it has been said that OD is a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos. It is worth understanding what OD is not. It not training, personal development, team development, HRD (human resource development), L&D (learning and development) or a part of HR although it is often mistakenly understood as some or all of these. OD interventions are about change so involve people - but OD also develops processes, systems and structures. The primary purpose of OD is to develop the organization, not to train or develop the staff.

Organization development is an ongoing, systematic process of implementing effective organizational change. OD is known as both a field of science focused on understanding and managing organizational change and as a field of scientific study and inquiry. It is interdisciplinary in nature and draws on sociology, psychology, and theories of motivation, learning, and personality. Although behavioral science has provided the basic foundation for the study and practice of OD, new and emerging fields of study have made their presence felt. Experts in systems thinking and organizational learning, structure of intuition in decision making, and coaching

(to name a few) whose perspective is not steeped in just the behavioral sciences, but a much more multi-disciplinary and inter-disciplinary approach, have emerged as OD catalysts or tools.

Organization development is a growing field that is responsive to many new approaches

**Objective of OD**

The objective of Organization Development is:

1.   To increase the level of inter-personal trust among employees.
2.   To increase employee's level of satisfaction and commitment.
3.   To confront the problem instead of neglecting them.
4.   To effectively manage conflict.
5.   To increase cooperation among the employees.
6.   To increase the organization problem solving.

http://en.wikipedia.org/wiki/Organization_development

MEASURE Evaluation provides customized Organization Development (OD) technical assistance combining state-of-the-art knowledge and extensive experience to strengthen management systems and leadership practices in Monitoring & Evaluation (M&E) units.

The goal of Organization Development is to improve the effectiveness of an organization in achieving its objectives. This is achieved by identifying individual and institutional needs, current strengths and challenges, and then supporting the change processes and improvements necessary to achieve results.

MEASURE Evaluation defines OD as the strengthening of organizational strategies, structures, and processes in order to improve M&E performance. For MEASURE Evaluation, this involves capacity building in key management and leadership competencies, aided by proven elements of behavioral science that serve to motivate and inspire individuals and groups to outperform.

In order to achieve this outcome for the M&E units and training partners, the focus of the OD approaches is on strengthening management systems and leadership practices as well as building organizational and individual strength in the following key competencies:

• Clarity of organizational vision
• Comprehensive strategic planning
• Effective organizational structure (with key systems in place and functioning)
• Strong governance structure
• Well-developed leadership capacity (teamwork, change management)
• Strong management and human resource capacity (business planning; marketing strategies and practices; financial management systems; human resource management processes)

MEASURE Evaluation understands that performance in the technical aspects of M&E is greatly enhanced and sustained when supported by OD interventions that create stronger management systems under dynamic leadership.

http://www.cpc.unc.edu/measure/our-work/organizational-development

*Improved organizational performance*

The objective of OD is to improve the organization's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, more effective communication, enhanced ability to cope with organizational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organizational members. These objectives stem from a value system based on an optimistic view of the nature of man — that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Essential to organization development and effectiveness is the scientific method — inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results.

**Self-managing** work groups allows the members of a work team to manage, control, and monitor all facets of their work, from recruiting, hiring, and new employees to deciding when to take rest breaks. An early analysis of the first-self-managing work groups yielded the following behavioral characteristics (Hackman, 1986):

- Employees assume personal responsibility and accountability for outcomes of their work.
- Employees monitor their own performance and seek feedback on how well they are accomplishing their goals.
- Employees manage their performance and take corrective action when necessary to improve their and the performance of other group members.
- Employees seek guidance, assistance, and resources from the organization when they do not have what they need to do the job.
- Employees help members of their work group and employees in other groups to improve job performance and raise productivity for the organization as a whole.

### *Understanding organizations*

Weisbord presents a six-box model for understanding organization:

1. Purposes: The organization members are clear about the organization's mission and purpose and goal agreements, whether people support the organization' purpose.
2. Structure: How is the organization's work divided up? The question is whether there is an adequate fit between the purpose and the internal structure.
3. Relationship: Between individuals, between units or departments that perform different tasks, and between the people and requirements of their jobs.
4. Rewards: The consultant should diagnose the similarities between what the organization formally rewarded or punished members for.
5. Leadership: Is to watch for blips among the other boxes and maintain balance among them.
6. Helpful mechanism: Is a helpful organization that must attend to in order to survive which as planning, control, budgeting, and other information systems that help organization member accomplish.

## Modern development

In recent years, serious questioning has emerged about the relevance of OD to managing change in modern organizations. The need for "reinventing" the field has become a topic that even some of its "founding fathers" are discussing critically.[10]

With this call for reinvention and change, scholars have begun to examine organization development from an emotion-based standpoint. For example, deKlerk (2007) writes about how emotional trauma can negatively affect performance. Due to downsizing, outsourcing, mergers, restructuring, continual changes, invasions of privacy, harassment, and abuses of power, many employees experience the emotions of aggression, anxiety, apprehension, cynicism, and fear, which can lead to performance decreases. deKlerk (2007) suggests that in order to heal the trauma and increase performance, O.D. practitioners must acknowledge the existence of the trauma, provide a safe place for employees to discuss their feelings, symbolize the trauma and put it into perspective, and then allow for and deal with the emotional responses. One method of achieving this is by having employees draw pictures of what they feel about the situation, and then having them explain their drawings with each other. Drawing pictures is beneficial because it allows employees to express emotions they normally would not be able to put into words. Also, drawings often prompt active participation in the activity, as everyone is required to draw a picture and then discuss its meaning.

The use of new technologies combined with globalization has also shifted the field of organization development. Roland Sullivan (2005) defined Organization Development with participants at the 1st Organization Development Conference for Asia in Dubai-2005 as "Organization Development is a transformative leap to a desired vision where strategies and systems align, in the light of local culture with an innovative and authentic leadership style using the support of high tech tools.

## Effective Team Membership
Effective team membership is based on clear communication skills, teamworking skills and respect for others. Train team members in these skills as well as in decision making and technical cross-training. People have not only to learn new skills but also to unlearn traditional roles and behaviours wen they join non-traditional teams. Members of matrix and multifunctional teams, in particular, often need extra training, especially in organizations with a tradition of poor cooperation between functions.

Don't train the team before it actually form, because people do not know what they need to learn. Spread training in teamworking skills over a period of time rather than in one strike; that way, team members can absorb more information, try it out, perfect it, and then learn some more.

Remember though, that the best training in the world is useless unless you help and encourage team members to use the skills.

**MANAGING CHANGE WITH LARGE-SCALE, REAL-TIME INTERVENTIONS**

Most of us have been involved in activities designed to bring change and strategic planning into our organizations. We've been to training courses, to numerous meetings, and sometimes taken time off for strategic planning retreats. We talked a lot, made some plans, went back to work. But we know that little was really accomplished; that these activities had no follow-up. We felt that it was a waste of our time. (It probably was.)

**LARGE-SCALE, REAL-TIME STRATEGIC CHANGE**

It can be different. Meaningful change can happen in organizations. Organization development -- the management of change in organizations -- was introduced in a previous article in this series, and is being applied in a new way to make these changes actually happen. Here are the major features of methods of large-scale, real-time change:

- *Large-scale* -- The change involves the entire organization, meeting and working together in one place, at the same time.
- *Real-time* -- What was formerly a slow "waterfall" process (i.e. originated at the top, flowing down through the organization) is now a fast, quick response which results in immediate action taking place.
- *Learning* is no longer just for the individual or unit, but also applies to the entire organization.
- *Responsibility and accountability* moves from senior management to a mixture of senior management plus the whole system.
- *The change process* moves from incremental change to fundamental, organization-wide change.
- *Dissatisfaction* is allowed and encouraged to emerge, to develop a common database of information and an open sharing of ideas.
- *Vision* -- A common vision of the future is created with the buy-in and ownership by everyone throughout the organization.
- *Action planning* -- First steps are taken to be sure that there is follow-up, commitment, and accountability -- that change really will happen.
- *Participation* -- Everyone throughout the organization actively participates in designing the change event, and in the event itself.
- *Strategic* -- This process makes permanent changes in the organization and addresses the real problems. It is NOT a quick fix. Paradigm shift -- For major changes to occur, it may be necessary to change the culture of the organization. This is especially true for major changes, as for example to bring about employee empowerment, to change to a team management approach, and for organizational redesign.
- *Systems approach* -- Meaningful change must involve the entire organization and its environment.
- *Open-systems approach* -- All stakeholders (that is, all individuals and groups having an interest in the changes) must be included in the planning and implementation. This especially includes the suppliers (inputs) and customers (outputs) of our production processes.
- *Open information* -- Knowledge is power, so empowered employees need information. The organization's database, which formerly had limited availability, is now widely shared throughout the organization.
- *Highly-adaptive process* -- The change event is specifically tailored and designed by the organization to fit their culture, employees, organizational norms, management style, vision, markets, and customers and other stakeholders.

**Key Terms**

**Competitive Advantage** Used interchangeably with 'distinctive competence' to mean relative superiority in skills and resources

**Competitive Dynamics** How one firm responds to the strategic actions of competing firms

**Competitive Strategy** Competitive strategy is concerned with the basis on which a business unit might achieve competitive advantage in its market

**Development** Anything that helps a person to grow, in ability, skills, confidence, inter-personal skills, understanding, self-control and more

**Forming** The initial formation of a group and the first stage in group development

**Formalization** The degree to which instructions and procedures are written down

**Formal Organization** The collection of work groups that has been consciously designed by management to maximize efficiency and achieve organizational goals

**Formal Organization** The collection of work groups that has been consciously designed by management to maximize efficiency and achieve organizational goals

**Hindrance Stressors** Stressors that keep you from reaching your goals (red tape, office politics, confusion over job responsibilities)

**Management Development** A systematic process for ensuring that an organization meets its current and future needs for effective managers; typical features include manpower reviews, succession planning, performance appraisal and training

**Norming** The third stage of group development during which members of the group establish guidelines and standards and develop their own norms of acceptable behaviour

**Objectives** Objectives are statements of specific outcomes that are to be achieved

**Open System** Considers the organization's structures, systems, processes and external environment to be interrelated and able to affect one another

**Organic System** A fluid and flexible system of management practice and structure which is characterized by the adjustment and continual redefinition of tasks, a network structure of control, authority and communication and where superior knowledge does not necessarily coincide with positional authority

**Organization Development** A systematic process aimed at improving organizational effectiveness and adaptive on the basis of behavioural science knowledge; typical stages in an OD programme include analysis, diagnosis, action plans and review, an external third party assists the process.

**Performing** The fourth stage of group development during which the group concentrates on the performance of the common task.

**Process Consultation** An approach to organization development in which the role of the consultant is to facilitate understanding of how to explore problems and find workable solutions

**Quality Management System (QMS)** A systematic approach to proactively managing quality based on documented standards and operating procedures. The best known QMSs are those based on the ISO9000 series of quality standards

**Quality of Working Life** An individual's overall assessment of satisfaction with their job, working conditions, pay, colleagues, management style, organization culture, work-life balance, and training, development and career opportunities

**Quality Standard** A framework for achieving a recognized level of quality within an organization. Achievement of a quality standard demonstrates that an organization has met the requirements laid out by a certifying body

**Storming** The second stage of group development which involves members of the group getting to know each other and putting forward their views.

**Training & Development** The design and delivery of workplace learning to improve performance