FEEDBACK TUTORIAL LETTER

1st SEMESTER 2019

ASSIGNMENT 1

ORGANISATIONAL DEVELOPMENT AND CHANGE
(ODC711S)
PREAMBLE

It is unfortunate that the majority of the students struggled to give relevant answers in this straightforward assignment in which they were led to the three relevant units that were expected to assist them in answering the assignment. These were Units 3, 5 and 7 in the Study Guide. The students were expected to be practical in the way they answered the questions, which they failed to do to a large extent. It is unfortunate that the students were unable to supplement the information in the Study Guide with information that they could get from the provided power point presentations and the prescribed book. At the same time there is no evidence of serious preparation of work and students in Windhoek are expected to consult the face-to-face tutor in situations where they are unsure of what to do and have been advised to do so but they are not forthcoming to do so. Students in the regions can also drop an email or phone!

Each of the three questions were very clear and needed an introduction, body and conclusions for each separately as they were addressed different issues in their curriculum. The requirements for each question are given below, besides the fact that the answer should be well numbered and should have a topic which is in the form of a re-writing of the whole question if the student cannot summarise it.

(a) Using knowledge gained in Unit 3: Changing the Culture, you are required to do the following:
   • Choosing an organisation of your choice which has a successful corporate culture
   • What is corporate culture? Describe the culture of this organisation in detail.
   • Compare the characteristics of a successful corporate culture in the Study Guide or prescribed book with those of the chosen organisation and determine how close those of the chosen organisation are to those in the Study Guide. You discuss these characteristics one by matching them with those of the organisation.
   • Advise the OD practitioner in the organisation of issues pertaining to corporate culture which can inhibit the successful implementation of his / her OD programmes.
   • Give an appropriate conclusion to your work.

From the information and layout given above, the student was expected to give an introduction such as:

Introduction:
In today’s organisations it is important for OD practitioners to be knowledgeable about the organisation’s corporate culture as it one of the factors that can make the organisation to fail to perform to the expected optimal levels. This is the case since corporate culture gives the whole organisation a sense of how to behave, what to do, and where to set priorities in order to have the
job done (Brown, 2014, p.67). The organisation chosen for this assignment is XYZ. Firstly, the definition of corporate culture is given, followed by a description of corporate culture for XYZ using knowledge of corporate culture gathered from Unit 3: Changing the Culture. After this the characteristics of a successful corporate culture adapted from Unit 3 are compared with those of the chosen organisation in detail one by one to determine whether the chosen organisation has been successful in coming up with traits of a successful corporate culture as embodied in the characteristics given in the Study Guide. The OD practitioner is then given advice on how to deal with identified issues in the chosen organisation corporate culture-wise, which could negatively affect the implementation of his/her OD programmes. Thereafter, an appropriate conclusion to this answer is given.

**Definition of corporate culture**

Corporate culture can be defined as a system of shared values and beliefs that a group of people hold and these interact with the organisation’s employees or workers, organisation structure, systems to standards of behaviour (the way things are done in the organisation concerned). The way things are done in an organisation is very important because it also determines whether the organisation will be successful or a failure in its business pursuits. Corporate culture can also be defined as an interdependent set of beliefs, values, ways of behaving, and tools for living that are very common in a community (business) that they tend to manifest themselves, sometimes over long periods of time. For example, a business in which friendliness and warmth to customers and other staff members is emphasized (Brown, 2014).

**Corporate culture of XYZ**

Here you describe the corporate culture of XYZ, taking a cue from your study of Unit 3 in your Study Guide!

**Characteristics of successful corporate culture compared to those of XYZ**

The corporate culture index that can be used to measure XYZ’s corporate culture are used. They are member identity which allude to the fact that employees identify with their profession or organisation. In XYZ, this characteristic is evident in that employees speak highly of their organisation which they claim consults them before they implement any changes. In addition, employees at XYZ testified that they are involved in decision making and are enjoying the generated profits since they hold 23% of the shares in the company. That being the case, the employees closely identify with XYZ and are always keen to ensure that the company’s image is held in good regard by customers and other stakeholders. (This may sound exaggerated but once you start doing this, then you should know that you are becoming a real fully-fledged university student).

**You** do the same as I have shown above with characteristics such as:

- Team emphasis
- People focus
- Autonomy
- Control, and
- Risk tolerance
Advice given to OD on issues related to corporate that may mitigate implementation of OD programmes

Issues that I expected you identify are for example, in a team called NUDO, you could claim there is no “Team emphasis”, there is in-fighting for higher positions, everyone wants to be a leader and now there lots of factions and squabbles. People in the party trade insults to each other instead of having team work. The effect is that not much work will be done in terms campaigning to win and the party stand to lose the elections. (You have noted this issue on this characteristic, what advice do you give the OD Practitioner?) The advice given to the OD practitioner in this organisation is organise team-building exercises in which members are taught the importance of working as a team. A house divided against itself will not stand!

(You go on as I have done! Then when you do that you are reasoning and learning. Show that you are a university student, and research in the library!)

Conclusion

Here you give the highlights of the discussion you carried out especially on the importance of managing your organisation corporate culture. What benefits are accruable to both the organisation and the employee and other important stakeholders such as customers and the general community.

(The above are the sub-headings that a student could utilise when answering this question, and students can come up with better succinct sub-headings as compared to the ones given above).

(b) From Unit 5: The Diagnostic Process: You learnt what this process is all about. Do the following:

- Briefly discuss the diagnostic process, and
- The critical issues in this process
- Identify and 5 tentative problem areas that it is facing and choose one problem from the given that needs immediate attention and solving
- Subject this problem to the Diagnostic and show how it can be tackled in a professional manner (All steps of the diagnostic process must be followed to the letter).
- You can a relevant conclusion, though its optional.

Brief discussion of the diagnostic process

Diagnosis is a method used to analyse organisational problems and helps OD practitioners learn new patterns of emerging behaviours among employees. These behaviours could prevent the organisation from meeting or achieving its set targets and so they have to be quickly identified through diagnosis. Diagnosis is handy in that it can help an organisation to enhance its capacity to assess and change its culture. Diagnosis can also provide an opportunity for organisation members to acquire new insights into poorly functioning aspects of the organisation culture and patterns of behaviour as a basis for developing a more effective organisation. Last but not least, diagnosis can ensure that the organisation remains engaged in a process of continuous improvement (Brown, 2014, p.89).

Critical issues to be addressed in the diagnostic process.
• An inappropriate intervention can be costly as such a programme disrupts operations, generate resistance or hostility amongst employees, or create additional problems
• Wrong change strategy will fail to produce desired results and is a result of inaccurate diagnosis

The diagnostic process is one of the most important stages in the OD process and therefore presents some special problems /issues that are worth knowing:

• Confidentiality
• Over-diagnosis
• The crisis diagnosis
• The threatening and overwhelming diagnosis
• The practitioner’s favourite diagnosis
• The diagnosis of symptoms

(Add flesh to the above given issues which you find in your Study Guide and Prescribed book on pages 102-104).

Five tentative problems the organisation is facing

For example;

• Flight of customers
• Infighting for leadership positions among team members
• High turnover of critical skills
• High absenteeism
• High rates of late coming

From the above given problems, you choose one that you subject all the steps in the Diagnostic Process.

For example, “Flight of customers.”

Subjection of the above problem to all the steps of the Diagnostic Process in order to solve it.

**Step 1: Tentative Problem areas identified: Poor performance – Organisation-wide**

**Step 2: Collect data:**

Flight of customers; Infighting for leadership positions among team members; High turnover of critical skills; High absenteeism; High rates of late coming

Step 3: Analyse data

Step 4: Feedback data

Step 5: More data needed

Step 6: Problem areas identified
Step 7: Client target motivated to work on problem

Step 8: Diagnosis. Work on problem causes. Result is change.

Step 9: Results monitored.

In Step 1, if the problem identified is poor performance organisation – wise, in Step 2 data is collected.

Step 2: Collection of data. The OD Practitioner decides the best method of collecting data based on its advantages. For example, an interview, observation or a questionnaire could be used.

Poor performance could be caused by the following and this is the data collected:

- Poor time keeping
- Lateness in reporting for duty
- Lack of equipment to use on the job
- Poor supervision of staff
- Poor work design etc.

The Steps that follow are dealt with based on the data gathered in Step 2.

After, a discussion of what happens in each of the given steps, a relevant conclusion, which in this case is optional is given.

(c) From your knowledge of Unit 7: OD Interventions you are required to;

- Briefly discuss in your own words the three basic strategies in change management
- Identify three organisations at which the three basic strategies to change management would apply and motivate why.
- Use stream analysis to identify interventions that could be used in each of the three organisations you identified.
- Highlight the benefits of stream analysis to the fourth organisation
- When selecting OD interventions, what factors should you as an OD practitioner consider? (Barkhuizen, 2011; Brown, 2014).

**Briefly discuss in your own words the three basic strategies to change management**

Three basic strategies to change are structural, technological and behavioural. These three are what one as an OD practitioner would need to carefully look at when implementing change. Structural interventions have to do with how an organisation is structured or ordered in terms of assigning responsibility to staff. That is who reports to whom and who is responsible for what. This brings us to end up determining the type of organisation structure that we should have, whether it is a flat or tall. The structure that we come up with has a bearing on many things such as our productivity as well as reporting lines to mention a few examples (Brown, 2014).
Technological strategy has something to do with embracing new technology which help us do our jobs smart and enhances quality of output. For example, instead of continuing to use antiquated equipment in comparison to our competition, we move with new trends and we acquire new technology which gives mileage in many respects in terms of product quality and improving the working conditions of our employees and making them motivated and feel wanted (Brown, 2014).

Behavioural strategies have something to do with analysing the way our employees perform their jobs and behave generally while at work. Do they have high morale or low morale and what is causing low production. It becomes the OD practitioner’s duty to investigate why morale is low and come up interventions that boost the morale of staff so that they are productive and may also reduce absenteeism, late coming and failure of staff to identify with the organisation which ultimately affect production and productivity (Brown, 2014; Barkhuizen, 2011).

Identify three organisations at which the three basic strategies to change management would apply and motivate why.

Students answers are varied depending on organisations that have chosen and what problems the organisations are individually facing. It is possible that the organisations are facing different problems, but the problems would require Structural, technological and behavioural interventions, at the same time.

Use stream analysis to identify interventions that could be used in each of the three organisations you identified.

Stream analysis is a method used in planning the implementation of and analysis of behavioural, structural and technological changes. It begins by identifying behavioural, technological and structural interventions that an organisation can implement after studying the problem situation when implementing change. Using the planning process, interventions are scheduled to begin and end at specific times, and the relationships between the interventions are determined. Because of the intricacies of the times, interrelationships between the interventions it is best to use a chart to better visualise how the OD strategy is implemented. This chart is the major tool used in stream analysis as is clearly shows the interventions plotted over time with arrows showing the relationships between the interventions (Brown, 2014; Barkhuizen, 2011). (Students can draw an example of the chart).

Highlight the benefits of stream analysis to the fourth organisation

There are several benefits accruable to the fourth company (Name supplied) from stream analysis such as:

- Being helped to diagnose and plan interventions
- Getting help and guidance on how keep track of the progress of the change once it has been started
- Enables the organisation where change is being implemented to keep on operating as effective and as efficiently as possible
- Information gathered from stream analysis can be used to redesign the change programme or re-schedule the time.
- Stream analysis also enables the OD to see the pattern of triggers of change, as well as the causes and effects of the activities (Brown, 2014).

When selecting OD interventions, what factors should you as an OD practitioner consider?

When selecting OD interventions, the OD practitioner should consider the following factors:

- The nature of the problem
- The objectives of the change effort
- The culture and norms of the client
- The expected degree of resistance
- Potential results of the intervention used, whether it will solve the problem
- Whether the intervention which is proposed can work practically
- The potential acceptance of the intervention to the client system (Brown, 2014).

Conclusion (It is given, and it dwells on what was discussed in the body of the question. However note that it is optional in this instance.)