

Some of Diagnosis Models For OD Interventions

a. Diagnosing Individual and Group Behavior Model (Harrison, 1984).

We have conducted six One-on-One interview with executives and senior managers, using questions designed based on Harrison's Diagnosing Individual and Group Behavior Model. When conducting an organizational diagnosis, it is important to understand the input, transformation mechanism, and output, as well as their relationships with the environment.

Harrison (2004) provides the following definitions and descriptions:

- **Inputs.** Human, material, financial, intangible, etc.
- **Outputs.** Goods, services, products, employees' well-being and satisfaction.
- **Organizational behaviors and processes.** Practices the organization has adopted to create outputs.
- **Technology.** Equipment, tools, and systems that would transform inputs into outputs.
- **Environment:**
 - **Close** environment: organization's competitors, customers, partners, suppliers, and investors.
 - **Remote** environment: political system, the economy, social structures, and technological advances.
- **Culture.** Society's shared values, norms, beliefs, and behaviors.
 - How work is carried out
 - How communications occur across the organization
 - How employees treat customers
 - How the organization treats its employees

b. The Great Place to Work Model (Burchell & Robin, 2011).

According to McClelland (1994b), in regard to focus groups, on one hand, group dynamics would be useful for gathering information and data about some specific issues. This approach can collect a wide range of insights and perspectives from group participation. At the same time, group dynamics can be harmful and ineffective to the purpose of data gathering if it is not done correctly. Specifically, when the influence of some participant's opinions causes other

participants to take sides and be biased on their own perspective (McClelland, 1994b, p. 2). That being said, we as the OD practitioners have to be very careful about the design of the questions to not persuade participants perceptions in either direction.

We have conducted three focus group sessions with a total of 18 Maid-Rite employees, including six supervisors/middle managers, six lower managers, and six department managers/staff. To design a series of question for our Focus Group data collection exercise, I have used the Great Place to Work model. Simply said, the focus of the questions for the Focus Groups was on what they would call a “Great Place to Work”. According to Burchell and Robin (2011) the six elements of a great place to work are as follows;

- **Trust:** Trust involves credibility, respect, and fairness.
- **Credibility:** Credibility is achieved through open communication, competence, and integrity.
- **Respect:** Respect is reached through support, collaboration, and caring.
- **Fairness:** Fairness is achieved through equity, impartiality, and justice.
- **Pride:** Pride can be found in personal achievement, team performance, and the company's status in the community.
- **Camaraderie:** Camaraderie is built by facilitating intimacy, hospitality, and a sense of community in the workplace.

c. **SWOT Analysis (Strength, Weaknesses, Opportunities, & Threats)**

The origins of the SWOT analysis technique is credited by Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from many top companies. The goal was to identify why corporate planning failed. The resulting research identified a number of key areas and the tool used to explore each of the critical areas:

- **Strengths.** Positive tangible and intangible attributes, internal to an organization. They are within the organization’s control.
- **Weakness.** Factors that are within an organization’s control that reduce from its ability to attain the desired goal. Which areas might the organization improve?

- **Opportunities.** External or internal attractive factors that represent the reason for an organization to exist and develop. What opportunities exist in the environment, which will boost the organization?
- **Threats.** External or internal factors, which could place the organization mission or operation at risk. The organization may benefit by having contingency plans to address them if they should occur.

d. Environmental Relations Assessment (ERA)

We have collected some information about the organization's external and internal environment relations during our interviews with executives and senior managers. Harrison (2004) introduces the environmental relations assessment (ERA) framework. The ERA is used to better manage environmental relations. The six guidelines for the ERA in organizational diagnosis, are as follows:

- **Step 1:** Identify key conditions that affect the client organization's performance, such as markets, technical conditions, and competition.
- **Step 2:** Specify key organizations outside of the organization and identify demands or restrictions created by influential players.
- **Step 3:** Identify internal units that interact with the external key players, such as public relations, human resources, purchasing, and sales.
- **Step 4:** Examine the current status of environmental relations management.
- **Step 5:** Evaluate the effectiveness of the current environmental relations management. Once you understand the current status, you will be able to identify where gaps exist, such as the lack of follow-up procedure, poor customer service, or weak recruitment strategy.
- **Step 6:** Find ways to improve environmental relations management.