

ORGANIZATION DEVELOPMENT (OD) BLUEPRINT

Promoting OD Practice embedded in the field's early beginnings

White Paper

'Organizations
are like kids, it's all about development.
If you give them good, strong
values, a clear vision of the future, and
the view that everything is possible,
they will grow up to be like that and . .
. vice versa.'
(Henrietta Zalkind)

BY

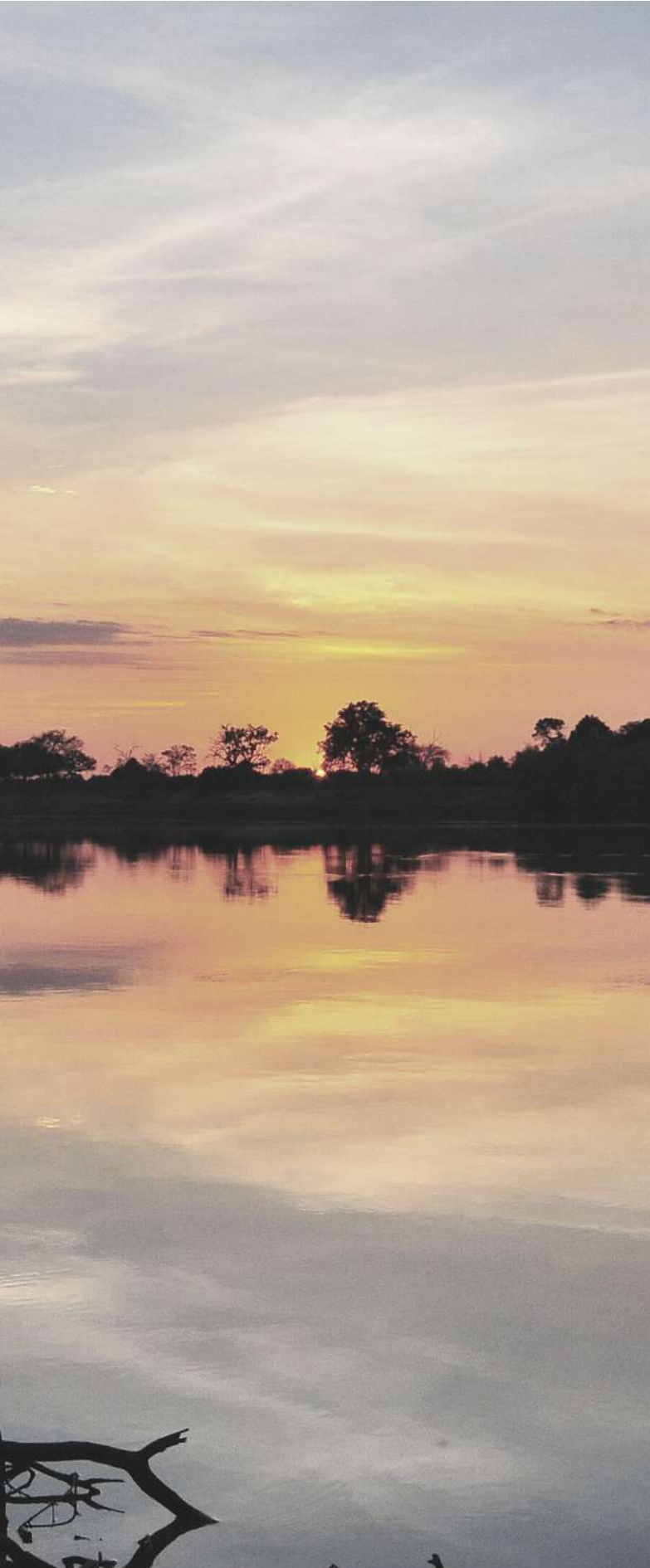
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1st Edition

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This Organization Development (OD) Blueprint has been prepared by Dr. Justine Chinoperekweyi (OD Scholar-Practitioner). The OD Blueprint will be a useful resource for members joining the Organization Leadership and Development Network (OLDN) and participants of any programs or workshops facilitated by Centre for Organization Leadership and Development (COLD).

The author is responsible for the choice and the presentation of the facts contained in this OD Blueprint and for the opinions expressed therein. The OD Blueprint is developed as an educational and professional resource for advancing the practice of Organization Development in Zimbabwe, Africa, and across the globe. In line with cumulative knowledge development, this resource is a working document that is subject to review and changes and as such will have future refined editions. Therefore, input from readers and from those in OD field will be much appreciated. Please direct the contributions to justine@centreold.com or dr.justine@yahoo.com. The OD Blueprint contains data and references obtained from other publications. Effort has been made to appropriately reference all third-party data and reference material. Should any material has been omitted, it is not intentional and the necessary changes will be made upon advice.

This OD Blueprint is not intended for sale.

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Acknowledgements

The author is grateful to Centre for Organization Leadership and Development (COLD), Fellows and Members of the Organization Leadership and Development Network (OLDN) for their support and contributions.

WHO IS THIS ORGANIZATION DEVELOPMENT (OD) BLUEPRINT FOR?



"Due to the easy entry into the OD field and the pressing need of organizations for professional help, a rapidly increasing number of individuals have proclaimed themselves OD professionals. They have been able to acquire a quick grounding in OD basics through short workshops and seminars. With only a few exceptions do these programs begin to deal with the broader, and more important, competencies needed for OD professional development such as skills in conceptualization, the ability to design change strategies, and an understanding of data collection. The result of all of this is a loosely defined professional field that permits, perhaps even unknowingly encourages, incompetency and anti-professionalism."

Glenn H. Varney

The Centre for Organization Leadership and Development (COLD) and its strategic units; Organization Leadership and Development Network (OLDN), and Organization Leadership and Development Quarterly (OLDQ) recognizes the importance of OD & effective leadership in Zimbabwe, Africa, and globally. Recognizing the fertile ground for transformational impact through advancing OD practices and values, COLD developed this Organization Development Blueprint. The Organization Development Blueprint is tailored for use by scholar and practitioners in the field of Organization Development, Leadership, Change Management and other related fields in Zimbabwe and other countries. The blueprint is also useful to those involved in Human Resource Management, Community Development, Organization Capacity Building (OCB), Organization Design, and Strategy. The OD Blueprint explores the models, tools, and interventions that scholars and practitioners need to embrace in leading sustainable strategic change, continuous improvement, and enhancing employee development in organizations. In developing this OD Blueprint, the author remained grounded on the dual identity of the OD field; that is, the view of OD as focused at 1) science of change (an area of scientific inquiry), and 2) the practice of changing (field of social action). The OD Blueprint is an essential resource to scholars and practitioners who believe in evidence-based practice as it promotes exploration, action planning, and integration of concepts, perspectives, and ideas in achieving broader organization outcomes. The focus of this edition of the OD Blueprint is therefore to ensure OD practitioners and scholars have a generative image of creating high value teams, high value organizations and progressive communities.

WHO IS THIS ORGANIZATION DEVELOPMENT (OD) BLUEPRINT FOR?



The development of high value teams and high value organizations, the world-over, demands enhanced focus on the fundamental pillars of the OD field, upholding the fundamental values of the field, and continually expanding the boundaries of the field. The four OD pillars encouraged in this Blueprint are Action Research, Organizational Learning, Whole System Thinking, and Behavioural science knowledge. These pillars are essential for growth and development at individual, group, organization, and societal levels. The fundamental values upon which the field of OD was developed include democratic, social, and humanistic values. In order to facilitate effective OD consulting, it is essential for consultants and scholars to have an understanding of the foundational values of the field, but also to be grounded in Psychology, Anthropology, and Group Dynamics. In line with calls from extant literature, the OD Blueprint recognizes the foundational value system of OD and aligns these values with nascent business demands and models. An interesting quote from Suzanne M. Zaldivar captures the essence of this Organization Development Blueprint:

"Though the profession is young, what we do is not new, but arguably more refined in our multicultural world. We inherit theory from many different ancestral disciplines and continue to be informed by all that affects the human condition. As OD practitioners we know how to create space – fertile ground for exploration beyond the now that somehow includes the past and the future. We know how to listen to the stories of many, protecting the voice of those previously unheard. We feel deeply the need to celebrate the human spirit, to shout beyond demure convention about the future that is rooted deeply in the heart. We are the conveyors of possibility, and the peddlers of difficult conversation. We have been catalysts of energy, and we have been warriors of healing, Diplomats of difference. Careful listeners, Imaginers of the whole, not just the parts."

This OD Blueprint is developed for OD scholar-practitioners, Change Agents, OD Coaches & Economists, Development Practitioners, HR Managements, Transformational, Community & Capacity Development Professionals, Corporate Trainers, Chief Executive Officers, Policy Makers and so on. In consideration of these roles and the multi-disciplinary nature of the OD field, the OD Blueprint recognizes the need for acute strategic intelligence in developing and implementing OD interventions. This requires change agent mindset or change intelligence on the part of the OD practitioner. Essential change agent skills emphasized in this OD Blueprint include the capacity to explore and exploit, divergent thinking, possibility seeking, embrace learning, and promote dialogue. The Blueprint is aligned to the following strategic objectives of the Centre for Organization Leadership and Development (COLD), and Organization Leadership and Development Network (OLDN):

- To promote structures, systems, processes, and practices that strengthens the corporate sector.
- To strengthen the capacity of OD professionals in leading consistent and sustainable transformation in the corporate sector.
- To motivate, unify and empower existing and aspiring OD professionals to be active in OD&L activities and implementation.
- To strengthen synergies and collaboration among OD professionals in different countries and globally.
- To research and share knowledge, know-how and best practices in the field of OD & Leadership.
- To contribute to sustainable prosperity of societies through the creation of high-performance organizations.



Justine Chinoperekweyi, Ph.D.,
CEO, President & Managing Editor

- Centre for Organization Leadership and Development (COLD)
- Organization Leadership and Development Network (OLDN)
- Organization Leadership and Development Quarterly (OLDQ)
- OLDN TV

ABBREVIATIONS

- BSC - Balanced Score Card
- CAS - Complex Adaptive Systems
- COLD - Centre for Organization Leadership and Development
- HTEIs - Higher and Tertiary Education Institutions
- IOD - Institute of Organization Development
- ISODC - International Society for Organization Development & Change
- OAS - Organization Assessment Survey
- OCB - Organization Capacity Building
- OD - Organization Development
- ODJ - Organization Development Journal
- ODR - Organization Development Review
- OLDN - Organization Leadership and Development Network
- OLDQ - Organization Leadership and Development Quarterly
- PMP - Project Management Plan
- SoW - Statement of Work
- TVET - Technical and Vocational Education Training
- WBI - World Bank Institute



www.centreold.com



Robert Mugabe

Former President of Zimbabwe




**"PEOPLE MUST ALWAYS COME FIRST IN ANY
PROCESS OF SUSTAINABLE DEVELOPMENT"**

ROBERT MUGABE

(FORMER PRESIDENT OF ZIMBABWE).

The challenges that organizations and societies face today resembles the challenges that organizations and societies were facing at the time the OD field was introduced. In today's social and economic structures, there are rising concerns on issues of equality, poor or bad governance, racial discrimination, social injustice, environmental degradation and so on. It seems these rising concerns are driven by the fact that leaders of the post World War 2 time, and leaders of today are concerned with driving performance 'Now'. We are living in an economic environment that demands increased productivity, so much such that leaders are tightening controls and asking people to do more work in less time.

It is evident that most organizational leaders no longer pay attention to human fulfilment, employees' development and employee satisfaction. Most strategies in organizations are driven by weekly or quarterly performance rather than quality and the values of the people. In view of the pervasive executionary model, corporate leaders and managers are always battling the demands for quick results and pressure from boards and oversight committees. This has left most leaders, and even Consultants with no time for developing and implementing employee development or learning interventions.



A cursory perusal of employee satisfaction surveys indicates that employees in most organizations are evaluated on short-term results, yet these do not really measure anything of value for the longevity of the company. Unfortunately, these short-term results get tied to incentives and rewards and start to transform employee behaviour in a negative way. Organizations blindly reward external competencies such as revenue, profit, new product breakthrough, cost savings, and market share growth. The blind and single-minded focus on external results has caused most organizations to miss the underlying dynamics supporting sustainable value creation and peak performance. In line with the OD pillars, there is need for Whole System Thinking and strong grounding and clarity of the field (business operating environment). The OD Thinking approach will enhance organizations and societies abilities to lead change and enhance people performance thereby creating high-value teams and high-value organizations.

Furthermore, we live at a time where training, development and education systems focus on learning about things. Employees are forced to learn 'what to think' and not 'how to think and be'. Training, development and education systems focus on filling up the participants' knowledge containers, but rarely consider comprehension of knowledge, expansion of knowledge, and effective application of knowledge. The OD Blueprint reinforces the need for Action Inquiry and Organization Learning as pillars to enhance the performance of people in organizations.





In deepening old leadership and management paradigms while ignoring nascent or new paradigms, most organizations glorify models that promote employees' split personality phenomenon and impression management. In order to appeal to superiors and attract external rewards and incentives, employees are forced to intentionally alter their true personalities – both by acting more aggressive than usual or by being uncharacteristically taciturn at work. In most organizations employees exert effort to put a 'work face' when dealing with their colleagues, teams, bosses and clients. In line with effective Use of Self concept, Organization Development recognizes that changing personality is tiring and 'wearing a false face' is stressful. Impression management undermines individuals' engagement and thwarts their development thereby reducing potential. Literature states that, impression management further stifles innovation due to 'cookie cutter' environments that create employee clones unable to see one another's shortcomings, or for that matter, opportunities.





Just like in the 1930s and early 1940s, there is need for organizations to be adaptable in terms of embracing methods that demonstrate alignment with the environment and stakeholders. OD brings about interventions that use data to focus attention on areas in need of improvement and on improving the human condition. OD enables organizations to develop a macro-perspective of industry evolution and enable leaders to recognize the powerful dynamics of “dislocations”, the forces that give birth to industries, foster their growth, and cause their decline (Kaplan and Johnston, 1998).

There is currently no guiding blueprint for Organization Development (OD) consulting in Zimbabwe. The field of OD itself is yet to receive widespread recognition in Zimbabwean organizations and most of its functions seem to be embedded in Human Resource Management and Strategy divisions. Current scholar-practitioners engage in consulting activities based on numerous models which in most cases are not informed by the country’s strategic direction and as such macroeconomic fundamentals.

This consulting approach seemingly runs contrary to the dictates of context and fitness, leading to tensions between interventions and the macro-economic factors. In view of the early beginnings of the Organization Development field, the country’s macroeconomic fundamentals and tools support the Field Theory premises. Without downgrading the understanding that Organization Development is not a normative field, but an evolving professional field of social action and an area of scientific inquiry (the field’s dual identity), this paradoxical challenge is further exacerbated by the absence of a globally accepted framework for Organization Development consulting.

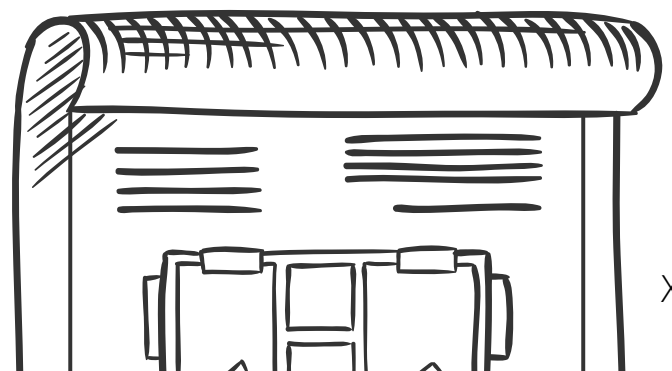
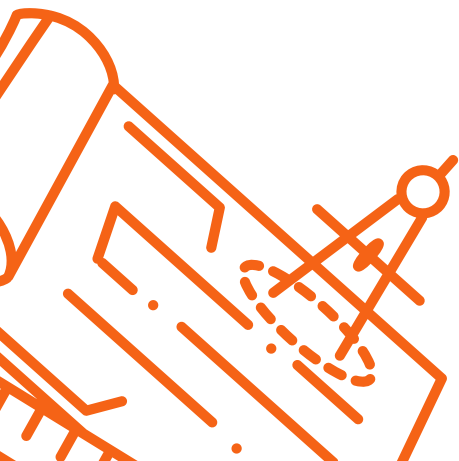
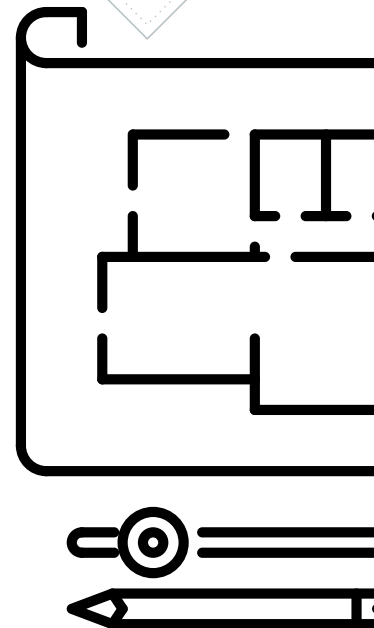
This Organization Development Blueprint recognizes the Global OD Competency Framework by the Organization Development Network. This global framework describes the competencies, skills, behaviors and other traits necessary for superior performance as an OD professional. The Global OD Competency Framework covers five major capabilities: Efficient Designer, Business Advisor, Credible Strategist, Informed Consultant, and Systems Change Expert. The absence of a global accepted consulting framework has led to voluminous manifestations of tools and techniques to OD consulting making it difficult to find common ground.

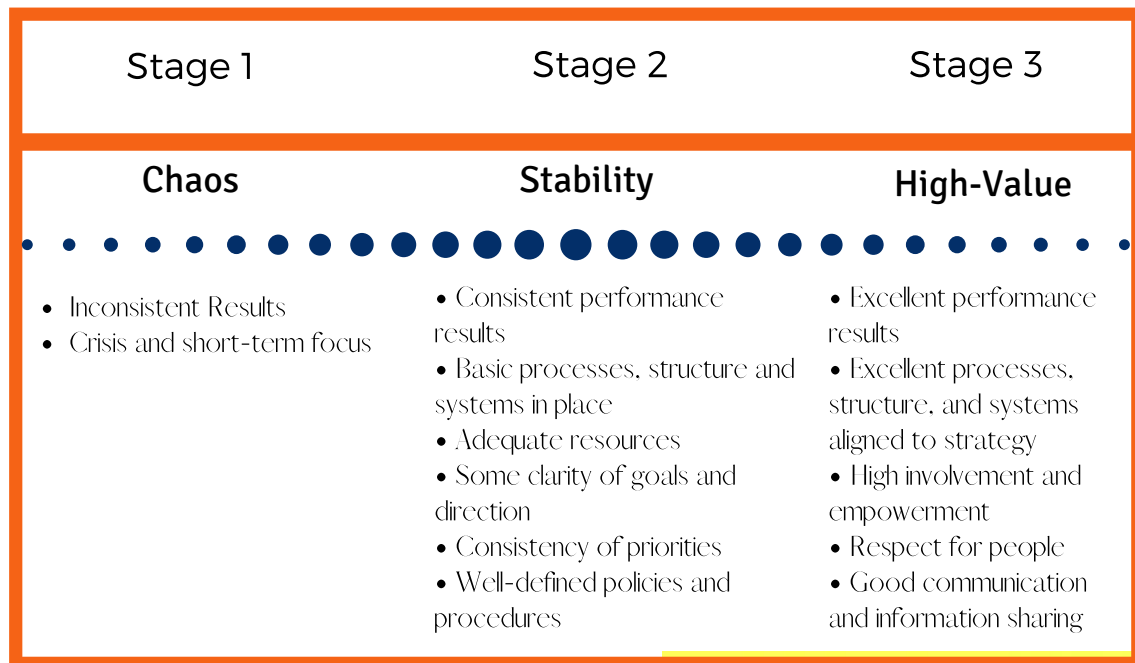


FIGURE 1: GLOBAL OD CONSULTING FRAMEWORK

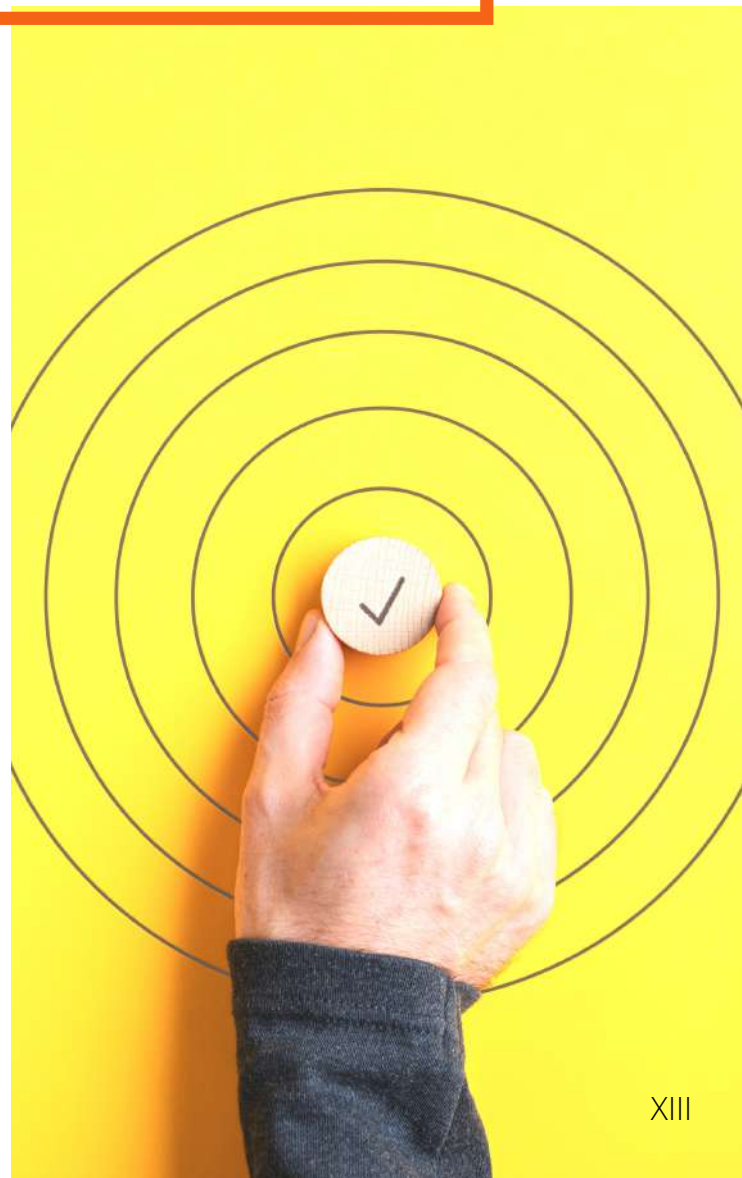
SOURCE: ORGANIZATION DEVELOPMENT NETWORK

In order to promulgate a reliable blueprint for Organization Development consulting, this Organization Development Blueprint is premised on Kurt Lewin's (1890-1947) view that the practical understanding of social problems demands reflections on theory. Kurt Lewin's maxim that "there is nothing so practical as a good theory" inform every section of this Organization Development Blueprint. Fundamentally, this Organization Development Blueprint is premised on ensuring OD consulting enhances organizations' ambidexterity competencies through inquiry and engagement. Furthermore, this is in recognition of the three growth process of organizations or systems as summarized in the **table next page**.





The Zimbabwe Agenda 2030 and the Education 5.0 demonstrates the country's focus to turn its economy towards smart, sustainable and inclusive growth. Public and private sector organizations play a pivotal role in economic transformation and champion these national initiatives. As innovation and industrialization are at the centre of the development/transition strategies, Organization Development (OD) has to be on (top of) the agenda of all organizations in order to become high performing organizations, that are ambidextrous and can effectively respond to the emergent challenges and demands. For Zimbabwe to attain the Vision 2030, there is need for holistic skills development aimed at empowering individuals, work groups and organizations with the necessary skills and knowledge to attain the Vision. This is where the science, theory, practices, and values of Organization Development need to be popularized and institutionalized.





Globalization, technologic advancement, volatility of customer demands, and the recent Covid-19 pandemic influences strategies for development. In order to drive innovation and industrialization, Organization Development (OD) initiatives and interventions should result in employment creation, capital formation, increased productivity, and social cohesion.

In line with the article by Dr. Justine Chinoperekweyi and published by Institute of Organization Development (IOD), organization-wide initiatives and interventions should be developed and implemented in order to facilitate the following outcomes:

- fact-based decision making and cultivation of essential leadership skills,
- minimize risks by addressing the increasing digital complexities,
- aligning an organization into the operating environment,
- enhancing the capacity to resolve complex emergent issues,
- building congruence across the entire organization,
- unifying people in organizations, and
- increasing strategic awareness among all organizational members.

Guided by the mandates of three Ministries in Zimbabwe, this document spells out how the “new practitioner” needs to execute the development and implementation of Organization Development (OD) initiatives and interventions. Informed by the principles of Organization Capacity Building (OCB), the Organization Development Blueprint also elaborates how organizations can build and enhance the ambidextrous competency thereby champion the innovation and industrialization agenda. The Organization Development Blueprint reinforces the significant role of leadership at self, team, organization, and societal levels in championing Organization Development (OD) and stimulates innovation and industrialization mindset in organizations and in the broader societies.

In view of the understanding that OD involves planned effort to lead change, continuous improvement and enhance human condition, this Organization Development (OD) Blueprint prioritizes proactive attitude towards a structured approach to improvement, innovation, and industrialization management. In view of Zimbabwe and Africa's economic history, a culture of responsible risk-taking should be stimulated thorough change intelligence mindset among decision makers and all stakeholders. The need for the carving of essential skills and competencies within organizations and societies is at the heart of the Organization Development Blueprint. Since OD is a cyclical and continually evolving field, there is increasing need for OD scholar-practitioners to continually enhance their Abilities, Skills and Knowledge (ASK) in line with emerging trends and the widening boundaries and expanding blossoms of the field. However, despite the many manifestations recorded in the field, it is important to remain grounded on the early beginnings of the field while embracing the nascent concepts.

The OD Blueprint recognizes the ambiguous boundaries between Organization Development, Organizational Development, Organization Design, Human Resource Management, and Change Management.

The Blueprint recognizes the complementary roles of these fields to Organization Development. All these concepts focus at driving organizational effectiveness. However, Organization Development encompasses the whole system dimension to leading change, continuous improvement and improving the human condition.



Based on Field Theory, this Organization Development Blueprint has been developed in context of the following Government Ministries in Zimbabwe:

• **Ministry of Industry and Commerce, Zimbabwe**

Vision: A highly industrialized, technologically advanced and diversified Zimbabwean economy by 2025.

Mission: To facilitate and promote the development of sustainable, innovative, inclusive and globally competitive industrial and commercial enterprises for economic growth.



• **Ministry of Higher and Tertiary Education, Science and Technology Development**

Vision: A heritage based higher and tertiary education, science and technology development for a competitive, industrialized and modernized Zimbabwe by 2030.

Mission: To develop and deliver a knowledgeable and skilled human capital through higher and tertiary education 5.0, science and technology development using a heritage based philosophy, for the production of quality goods and services.

• **Ministry of Women Affairs, Community, Small and Medium Enterprises Development**

Vision: To be the “nerve” centre for economic development and empowerment through the development of MSMEs and Cooperatives in Zimbabwe.

Mission: To create and maintain an enabling environment that promotes vibrant micro, small and medium enterprises and cooperatives.

PART 1: INTRODUCTION

As quoted in the Preface of this OD Blueprint, Glenn H. Varney pointed out that "Due to the easy entry into the OD field and the pressing need of organizations for professional help, a rapidly increasing number of individuals have proclaimed themselves OD professionals. They have been able to acquire a quick grounding in OD basics through short workshops and seminars. With only a few exceptions do these programs begin to deal with the broader, and more important, competencies needed for OD professional development such as skills in conceptualization, the ability to design change strategies, and an understanding of data collection. The result of all of this is a loosely defined professional field that permits, perhaps even unknowingly encourages, incompetency and anti-professionalism."

The Organization Development (OD) Blueprint is a resource and/or guide for individuals, teams, and organizations who pursue the broader Organization Development outcomes premised on inquiry and engagement, innovation and industrialization. The purpose of this blueprint is to develop an appropriate Organization Development (OD) approach to optimize the activities of OD Professionals, Scholars, Coaches, and Educators in Zimbabwe, Africa and globally. The main question addressed through the Organization Development Blueprint is: In what ways can OD be a suitable approach to build the capacity of public and private sector organizations and thus have an impact on the entire economy? The OD Blueprint covers four main sections as follows:

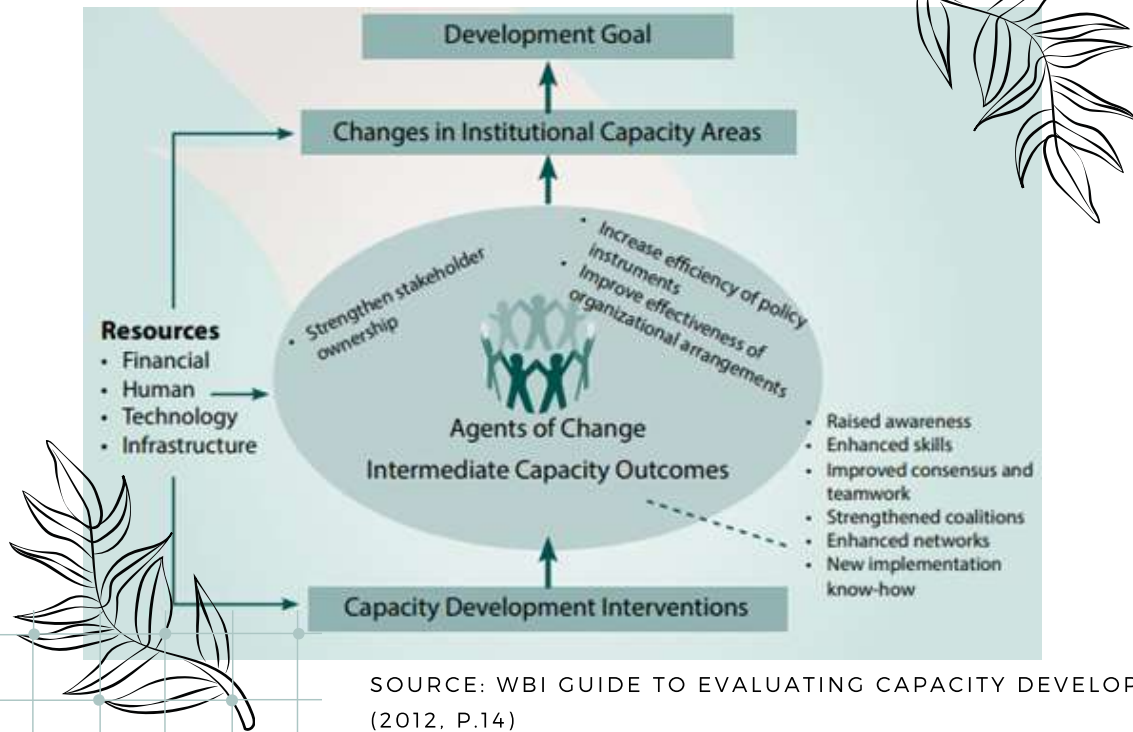
Section	Significance
Part 1 Introduction and Necessity of OD	This section unpacks the context of this guide and the necessity of OD as a field fundamental to leading sustainable strategic change, not only in Zimbabwe, but globally. The field concept is explained with reference to the three Government Departments in Zimbabwe.
Part 2 Action Steps in developing & implementing OD interventions & initiatives	Part 2 acts as a project management or work plan guide for OD scholars and practitioners when developing and implementing OD interventions.
Part 3 Challenges in OD Consulting	Complexity and chaos are defining characteristics of organizations as systems. As such OD Practitioners, encounter numerous challenges as they endeavour to facilitate transition, growth and development in Complex Adaptive Systems (CAS).
Part 4 Concluding Chapter	The concluding part wraps up the OD Blueprint in view of the context and multi-disciplinary nature of the field. The Chapter uses the Centre for Organization Leadership and Development (COLD) as a case study to review some interventions to advance the OD field and promote new paradigms.



The OD field is expanding in terms of methodological inventiveness, philosophical orientation, and transformative value. What inspired authorship of this OD guide? Besides the author's passion for OD and commitment to the field, this OD blueprint is motivated by the current economic challenges in Zimbabwe and most developing economies viz-a-vis the extent of Organization Development (OD) adoption by the corporate sector. In view of the challenges and pressures being faced by private and public sector organizations, the Zimbabwean corporate sector is an object of Organization Development (OD) informed reforms. The corporate sector in Zimbabwe demands the cultivation of a "new development scholar, practitioner and educator", who is competent to facilitate capacity-building processes, which will meaningfully impact corporate activities. There is a general consensus among scholar-practitioners from diverse disciplines that contemporary organizations need to adopt a far more assertive posture of initiating and driving change and development initiatives. The multi-disciplinary field of OD is a strategic and operational imperative for facilitating organizational effectiveness and societal development. The OD interventions, if properly developed and implemented, are essential at fostering economic and social resilience.

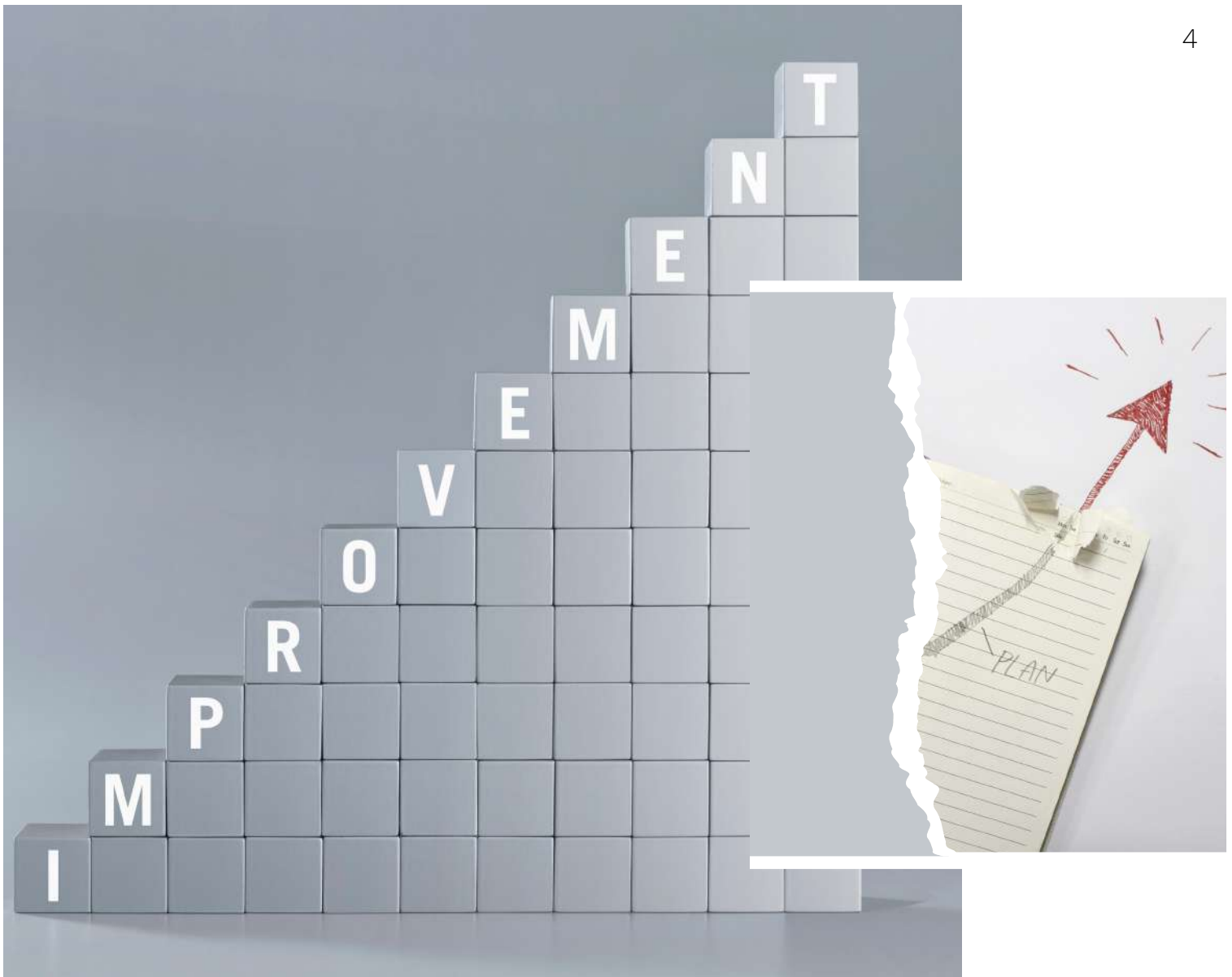
OD as an approach to development and capacity building collaborates with the goals of a people-centred development and the strengthening of organizations, and is in line with several participative approaches to development. The field of OD is continually expanding its boundaries and blossoms, yet it's yet to be fully appreciated and embraced in Zimbabwe and most highly exploited and developing countries. The many manifestations of the field has led to increased fragmentation, hence this OD Blueprint seeks to entrench fundamental OD practices in the context of the field's historical underpinnings. The World Bank Institute (WBI) Capacity Development Process is fundamental to ensuring the achievement of broader Organization Development Outcomes. As depicted in the Figure below, the WBI Capacity Development Process covers: 1) strengthening stakeholder ownership (networks or relationships, 2) policy instruments efficiency (structures and regulations), and 3) effectiveness of organization's arrangements.





The OD Blueprint focuses at enhancing the capacity of OD Consultants to affect change through: raising awareness, enhancing skills, improving consensus and teamwork, strengthening coalitions, enhancing networks, and implementing new know-how. In line with the Aristotelian Second Legacy, the blueprint advocates for the blending of the universals ('know-that') and the particulars ('know-how') in OD Consulting.

This Blueprint is guided by the wide-ranging organization change philosophies, Complexity Theory, Chaos Theory and the dual identity of the Organization Development field. The blueprint takes three philosophical stances in order to enhance the capacity of OD practitioners. First, the exclusionary stance reviews the different concepts and models used on OD consulting independently. Second, the cumulative stance discusses the OD practices, concepts and models as building blocks in a mapped domain. This stance reinforces the systems thinking pillar of OD and focuses on the interconnectedness of different models and concepts. Third, the complementary stance indicates that each model or concept complements another. This reinforces the need for decision engineering methodologies in OD consulting. OD consultants should endeavor to consider methodological pluralism approach in order to facilitate the achievement of broader OD outcomes.



In the context of Zimbabwe and other highly exploited and developing countries, this Organization Development (OD) Blueprint was developed with the following goals in mind:

- Enhance the capacity of OD Consultants and the performance of people
- Foster economic and social resilience
- Drive better, long-term business results
- Create value for private and public sector organizations
- Explore foresight tools for organization-wide strategy development and innovation
- Review tools, techniques, and process to OD consulting
- Determine certain rigidities or traps that undermine OD consulting work
- Balance humanitarianism and emerging value systems in OD and leadership engagements



Ministerial Focus

OD scholars and practitioners affirm that organizations need to adapt strategic and operational roadmaps to demonstrate alignment with emerging issues and/or concerns. Against this understanding, Kaplan & Johnston, 1998, p.14 reiterated that organizations must embrace a macro perspective of industry and economic evolution, and recognize powerful dynamics of “dislocations”, the forces that give birth to industries, foster growth, and cause decline. The Organization Development Blueprint seeks to attend and support to the strategic and operational functions of three Zimbabwean ministries:

1) Ministry of Industry and Commerce, 2) Ministry of Higher and Tertiary Education, Science and Technology Development, and 3) Ministry of Women Affairs, Community, Small and Medium Enterprises Developments. A consideration of these three and other ministries in Zimbabwe is necessitated by the need to shift from the VUCA of Volatility, Uncertainty, Complexity and Ambiguity (Warren Bennis & Burt Nanus (1986) to VUCA Prime of Vision, Understanding, Clarity and Agility (Bob Johansen, 2012). VUCA Prime looks at:

- Volatility by Vision
- Uncertainty by (Stop, Look and Listen) Understanding
- Complexity with Clarity
- Ambiguity with Agility





- Formulate and facilitate the implementation of industrial policies and strategic frameworks that promote industrial and commercial growth;
- Promote entrepreneurship and intra-preneurship;
- Promote, maintain and develop mutually advantageous trade and trade relations with foreign countries and businesses;
- Develop and implement strategies to promote consumer protection; and
- Oversee the operations of parastatals, state enterprises and grant aided institutions that fall within the jurisdiction of the Ministry.

In view of the Organization Development field's dual identity as a professional field of social action and scientific inquiry, the functions of the Ministry of Industry and Commerce can be enhanced if corporate embed Organization Development in their strategic and operational roadmaps. The science, theory, practice, and values of Organization Development are also instrumental in supporting the Local Content Strategy of transforming industrial sectors and foster realization of the aspirations of Vision 2030. The Organization Development Blueprint is an essential tool for resuscitating closed and ailing firms. It also aids in enhancing operational capacity of private and public sector organizations thereby enhancing and promoting competitiveness.





Ministry of Higher and Tertiary Education, Science and Technology Development

The Ministry broadened state universities' tripartite mission of teaching, research and community service aligns with the expanding OD field's pedagogical and methodological innovations. The focus of Education 5.0 is on problem-solving for value creation. The Zimbabwe Education 5.0 is expected to drive innovation and cutting-edge industrial revolution, the need to incorporate courses that adopt a multi-faceted approach to learning and applied and experiential activities is paramount. OD courses have the capacity to strengthen, inspire and illuminate Zimbabwe's focus on innovation and industrialization. As Education 5.0 is expected to prepare Zimbabwe for the Society 5.0 concept, some of the experiential activities that OD courses bring to support Education 5.0 include self-assessments, role plays, assessing actual organizations, small group activities, developing change designs, field lectures, focused-internships, online projects, and guest lectures. The Action Research Process of assessment, feedback, action, planning, and implementation also support this call. The behavioural sciences, organizational and whole system thinking pillars of OD brings fundamental perspectives to Education 5.0. The Organization Development Blueprint supports the following functions under this Ministry:

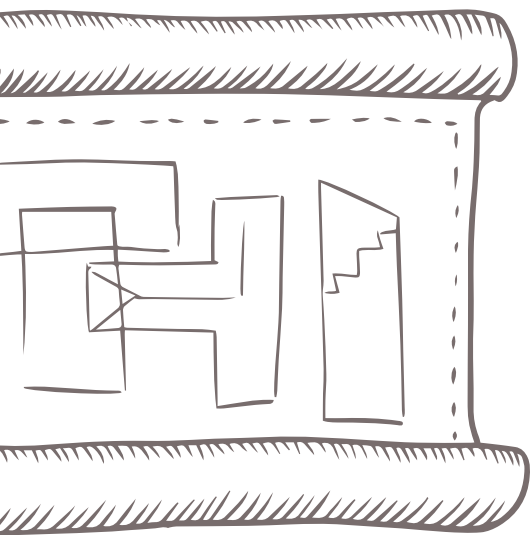
- Coordinate institutional and scientific research development and innovation initiatives in all sectors;
- Co-ordinate Science Technology and Innovation project implementation and promotion as well as facilitate technology transfer and strengthening of Intellectual Property Assets and effective knowledge translation;
- Coordinate higher and tertiary education, science, technology and innovation policy planning, review, formulation, and implementation to meet the transformational agenda;
- Develop policies and programme for human capital development through tertiary education for the country's transformational needs;
- Facilitate establishment of bilateral and multilateral collaborative Researches and development programmes;
- Facilitate access to university education and training in all sectors;
- Coordinate and regulate Technical and Vocational Education Training (TVET) through the provision of relevant and responsive curricula, validation systems, quality assurance systems, reliable examinations, trade test, skills upgrade and apprenticeship training,
- Coordination and regulate Teacher Education through the provision of relevant and responsive curricula, validation systems, quality assurance systems, reliable examinations, trade tests, skills upgrade and apprenticeship training; and
- Monitor all Technical and Vocational Education Training Programmes including registration, accreditation, qualification assessments and operations of Independent Technical and Vocational Education and Training Institutions

The impressions, insights, and informal interpretations of most OD tacit knowledge and 'deep smarts' indicates that undergraduate programs need to incorporate Organization Development (OD) in their educational curricula. The sections covered in this Organization Development Blueprint should inform curriculum within academic institutions. In line with the principles of scholarship, OD was animated by a "spirit of inquiry". The current period of epochal change should open educational leaders to re-think undergraduate curricula and incorporate OD education premised on democratic values, authenticity, and informed decision-making. This is in response to the worrisome outcry by business on talent illiquidity despite increasing numbers of graduates. Aligning curriculum to the Organization Development Blueprint will address the skills shortage in the economy.



The Organization Development Blueprint ignites conversations that support the Ministry's five strategic goals:

- Strategic Goal 1: A Higher and Tertiary Education System that Produces Goods and Services.
- Strategic Goal 2: Strong Educational Programmes Supported by Modern Physical and Financial Infrastructure.
- Strategic Goal 3: Heritage Based Higher and Tertiary Education Science Technology and Development that Produces Quality Goods and Services.
- Strategic Goal 4: Industrialized Economy that Produces Quality Goods & Services through HTEIs.
- Strategic Goal 5: Robust Governance Structures for the Modernization and Industrialization of Zimbabwe through HTEIs.





The Organization Development Blueprint enhances the following functions of the Ministry:

- Formulate and implement policies for micro, small and medium enterprises and cooperative development.
- Provide skills and management training that support entrepreneurship and growth of small businesses as well cooperatives.
- Facilitate linkages between large enterprises, SMEs and cooperatives.
- Provide business consultancy services to MSMEs and cooperatives.
- Research into investment and marketing opportunities for MSMEs and cooperatives.
- Provide technical designing and production services to MSMEs and cooperatives.
- Human Resource Management and Development services.

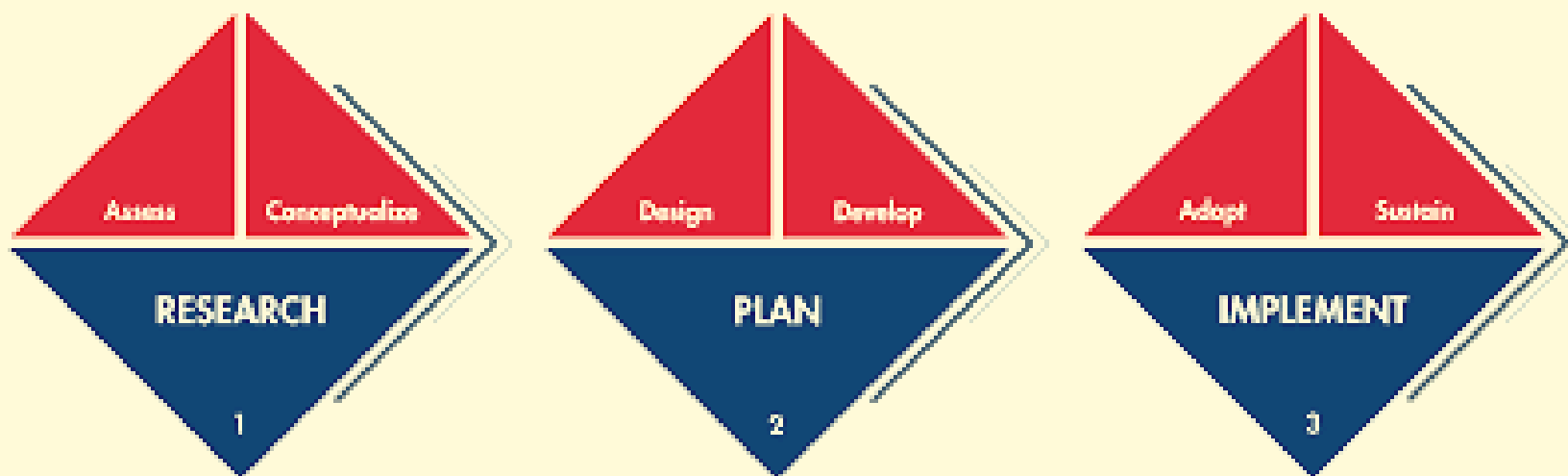
The Organization Development Blueprint further aligns to the Ministry's Mandate, which is to formulate and implement policies related to skills development and training and to promote Science, Technology and Innovation in terms of the Manpower Planning and Development Act, the 2nd Science, Technology and Innovation Policy and Statutory Instrument 1 of 2000. As the Ministry is guided by Integrity, Humility, Innovation, and Productivity, the core values of the Ministry aligns to the Organization Development field's dual identity. These core values also forms part of the broader Organization Development outcomes.

Ministry of Women Affairs, Community, Small and Medium Enterprises Development

The Organization Development Blueprint enhances the functions of the Ministry under the Women Affairs Projects, Community Development, and Small and Medium Enterprises. Organization Development values and practices are fundamental to the initiatives under these Ministerial Departments.

The Organization Development Blueprint aligns itself with the Ministry's mandate of creating a conducive and enabling environment that promotes the development and growth of Micro, Small and Medium Enterprises and Cooperatives.





Source: Lone Star College, <https://www.lonestar.edu/25619.htm>

ORGANIZATION DEVELOPMENT CONSULTING

Before reviewing the necessity of OD in contemporary organizations and the various tools, models, and interventions; it is essential to explore the consulting approaches available in the field. An understanding of the consulting approaches is essential in contextualizing the consulting engagement. Quoting from Emmanuel Danstan Chinunda's book titled *Grappling with Change in Africa*, "We, Africans can change our attitudes, expectations, perceptions and behaviours using various organisational development techniques."

OD Consultants and professionals need to understand Process Consulting as an essential approach to drive leadership and OD outcomes. Process Consultation according to Edgar Schein is "the creation of a relationship that permits the client to perceive, understand and act on the process events that occur in internal and external environment in order to improve the situation as defined by the client." This definition reinforces the need for OD consultants and professionals to work with process events and look at members as clients.

The effectiveness of process consulting demand grounding on the field; hence the need for exploration and exploitation competencies.

According to Lone Star College, OD Consulting involves three stages as depicted above

According to the model, Research encompasses consultation and data gathering to assess the needs and to conceptualize a solution. Planning involves the process of designing and developing interventions that aligns to the needs of the client and the overall strategic intent. Lastly, Implement encompasses the process of operationalizing the solutions or action plans. The focus during implementation is to maximize results as measured through leading sustainable strategic change, facilitating continuous improvement, and enhancing human condition.

The Action Research Model (ARM) elaborates the OD Consulting Process. This model is explained in the succeeding sections of this OD Blueprint. In context of the OD Blueprint's premise on understanding the field, a consideration of the OD field's dual identity, and the need for inquiry and engagement in leading OD work; this OD Blueprint is guided by the Action Research Model.

THE NECESSITY OF ORGANIZATION DEVELOPMENT IN PRIVATE-PUBLIC ORGANIZATIONS



The Organization Leadership and Development Quarterly (OLDQ) raised a query on 'Why OD?' Responses were received from Prof. David W. Jamieson, Dr. Cornel Malan, Ms. Sasha Farley, and Mr. Robert Mandeya . Varied perspectives were given, but central to the essence of OD is leading change, continuous improvement, and enhancing employee performance. Here are some of the responses:



PROF. DAVID W.
JAMIESON

OD is built around change and learning and what makes it stand out is it can produce sustainable, committed change outcomes that benefit all. We focus on inclusion, ownership, involvement, integrity, and people wanting to help with and implement innovations and better ways to conduct the “business”. We also focus on building capabilities into the organization so that they are prepared to handle what will be their future of change. In short, by including, engaging and empowering more people, the job of changing can be owned by them, lived by them and supported by their leaders and systems. This will involve understanding behavior, organizations as containers with purpose, and integrating learning throughout so the system builds capacity.

Leading change is critical in our work. We are either doing the leading or we are in partner roles to help other leaders. We need to help develop leaders who can lead change successfully and overcome the history of change failure, which is often caused by poor processes and lack of understanding change cycles and dynamics. Our theories, values, concepts and principles, coupled with how we use ourselves is all we really need. As the world grows even more VUCA, OD could beat management consulting, change management and other more technical, expertise-driven approaches to change. Remember all organizational change occurs through individuals changing!



DR. CORNEL MALAN

Organization Development plays a key role in helping organizations change themselves. It helps organizations assess themselves and their environments and revitalize and rebuild their strategies, structures, and processes. OD helps organization members go beyond surface changes to transform the underlying assumptions and values governing their behaviors.



MR. ROBERT MANDEYA

There is also the behavioural science approach to OD.
Understanding of people's attitudes is very important.
Attitudes reflect a person's tendency to feel, think or behave
in a positive or negative manner towards the object of
change.



Ms. Sasha Farley

OD's ability to look at organizations from a systems perspective, while also accounting for the impact of the individuals who make up the organization, positions the field in a unique niche that can help organizations transform and adapt at all levels to the constantly changing environment. It is up to us as OD practitioners to continue to champion our OD values and ideals to demonstrate the positive and unique impact OD can have on organizations.



Organizations face tumultuous technical and adaptive challenges requiring evidence-based interventions. Economies around the world are continually shifting, as are the businesses that make them. The challenging economic circumstances facing many organizations continue to exert pressure on already overwhelmed resources and systems. The forces of change are overriding the natural tendency of organizations to maintain the status quo and the consequences can often seem chaotic and possibly unhealthy for the organization. These forces of change have been the main concern in Zimbabwe over the past three to four decades. Amongst the chaos we can find some comfort in knowing there are ways of sorting through the 'noise-of change' to clearly identify specific items requiring more focused interventions. The corporate sector in Zimbabwe, both public and private, need to understand that development cannot be implemented by outsiders and social capital of people in organizations needs to be tapped and enhanced. Individuals, groups, and systems are constantly faced with the need to learn and change if they are to adapt to changing circumstances.

In recent times, organizations now use Organization Development & Change initiatives as the primary vehicles for instituting organizational change. This OD Blueprint recognizes that organization development is an inherently "engagement and inquiry" based approach, qualified to address corporate issues.

Organization Development helps organizational leaders to engage their stakeholders in inquiries that will lead to transformation answers. OD professionals have diverse roles in organizations, some of which are change agents, business partners, strategy consultant, diversity & inclusion consultant and so on. Essentially, OD professionals help corporate leaders devise strategic plans for change and identify actions to propel business growth and development. As business partners, those in OD guide and support corporate leaders through change process, helping them assess needs, gain commitment, encourage collaboration, and implement actions to solve critical business challenges. An article by Nancy L. Zentis and published by the Institute of Organization Development (IOD) states that:

“OD professionals have the skills to build relationships, contract for commitment, gain support from leaders, gain commitment and buy-in from stakeholders, facilitate planning meetings, encourage collaboration, conduct interviews, and facilitate focus groups to collect feedback, analyze and sort the data. We also identify priorities, generate innovative solutions, link goals and outcomes to business strategies, provide team learning, and provide scientific tools to effectively implementing change.”

The state of the Zimbabwean economy reinforces the urgent need for corporate sector reforms embedded in the arc of development. There is no doubt that the Zimbabwean corporate landscape is fertile ground for the development and implementation of novel Organization Development (OD) interventions. There is urgent need for the development, adoption and implementation of blueprints such as this Organization Development (OD) Blueprint in order to stimulate the focus on efficiency and effectiveness by the corporate players in Zimbabwe and other developing economies.





The organization landscape is characterized by uncertainty, more unknowns, faster changing environments, different mix of people and many unprecedented business imperatives. However, there are some prerequisites for the effective creation and implementation of the Organization Development (OD) initiatives and interventions:

- Full participation of stakeholders in planning and implementing OD interventions
- Cultivation of a positive attitude among individuals and the corporate players
- Enhanced sense of ownership of the country's strategic instruments by all individuals and players.
- Effective leadership at individual, team, organizational, societal (national) levels.
- Effective Data Value Strategy at corporate level.
- Adoption of nimble and agile change management processes within the corporate sector
- Enhanced training and education curriculum to align to the demands of the corporate sector and the National Strategy.

There are numerous barriers to effective change management in most economies. Some of the common reasons, according to literature, are:

- failing to establish a compelling reason for change,
- lack of buy-in,
- fear of the unknown.





The business environment is changing rapidly with advanced data analytics driving key decisions, information technologies significantly disrupting business models, artificial intelligence eliminating many traditional functions, and egalitarian cultures becoming the millennial norm. As Zimbabwe is focusing on innovation and industrialization, the capacity of the corporate sector need to be enhanced through the promotion of development focused initiatives and interventions. These initiatives and interventions should enhance organizations' ability to understand the emerging and unmet needs of their customers and adapt quickly to meet those needs.

The first part of this Organization Development Blueprint elaborates the dynamics of Organization Development (OD) in private and public sector. The questions addressed include: 1) How is Organization Development (OD) defined and used in organizations in general?, 2) What are the key concepts and pillars of OD?, 3) What are the fundamental assumptions, instruments and techniques used in OD practice?, 4) How does OD relates to the innovation and industrialization agenda in Zimbabwe?, and 5) Who should own the OD initiatives and interventions in an organization?

The second part elaborates the action steps for the development and implementation of OD initiatives and interventions at corporate level. This section builds on the concepts of contextual intelligence and collaborative capital in sustaining OD activities. It also reviews and examines the useful systems and instruments and how they can be used. The OD Blueprint explicitly and implicitly points out some rigidities or traps that the OD Practitioner or alliance of practitioners need to be wary about. From a contractual perspective, the anchoring trap need to be managed in view of the evolving business environment; hence the emphasis on numerous reviews and refinements of the consulting engagement.

The OD Blueprint makes use of numerous models that can be used in executing OD initiatives and interventions. "Models are important because they help link theory to practice " (Burke, 2011, p. 2).



The third section describes the challenges that the “new practitioner” and organizations might face in developing and implementing OD initiatives and interventions. Some of the challenges include aligning consulting activities to the national vision, leveraging collaborative capital, and scarcity of Resources.

The fourth section reviews the future of Organization Development in Zimbabwe and beyond. This review is informed by the need to ensure the OD field’s premises, practices, and values are aligned to context during consulting work.

UNDERSTANDING ORGANIZATION DEVELOPMENT (OD)

The field of OD is characterized by widening boundaries and methodological inventiveness. It is against this background that we see the many blossoms of the field leading to excitingly new ways of blending, mixing, and matching new trends and concepts. The expanding boundaries of the OD field are justified by the dual identity of the field as a professional field of social action and an area of scientific inquiry. As the field is continually expanding its boundaries and blossoms, understanding context is important in achieving OD outcomes.



THE EARLY BEGINNINGS – FIELD THEORY, ACTION RESEARCH



This OD Blueprint is informed by the view that the many manifestations in OD field or the important aspects of today are shaped by some original core principles. It is therefore helpful for OD scholar-practitioners to know the roots and branches of the field, and how the beginnings have led to the many manifestations of today. The fundamental postulate of the Field Theory was that “human behavior should be understood as a function of the interaction between an individual and his or her psychological understanding of the physical and social environment”. The following mathematical symbols were used to summarize the essence of field theory:

$$B = f(P, E)$$

Behavior (B) was broadly construed (including action, thinking, and valuing) and person (P) and environment (E) were dynamically related.

Action Research was based on the view that social problems should be central to the concerns of psychologists, and to understand a phenomenon one has to try to change it. Organizations should therefore endeavor to systematically study the technical and adaptive challenges in order to promulgate sustainable solutions. Action Research encompasses a spiral process of data collection, theorizing, and assessment.

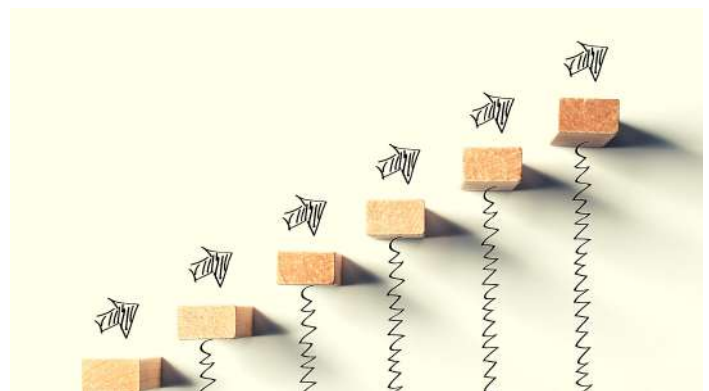
Organization Development is the process through which an organization develops the internal capacity to be the most effective it can be in its mission work and sustain itself over the long term. The objective of organisational development is to improve the organization's capacity to manage its internal and external functioning. The ultimate aim of organisational development is to increase organisational performance.

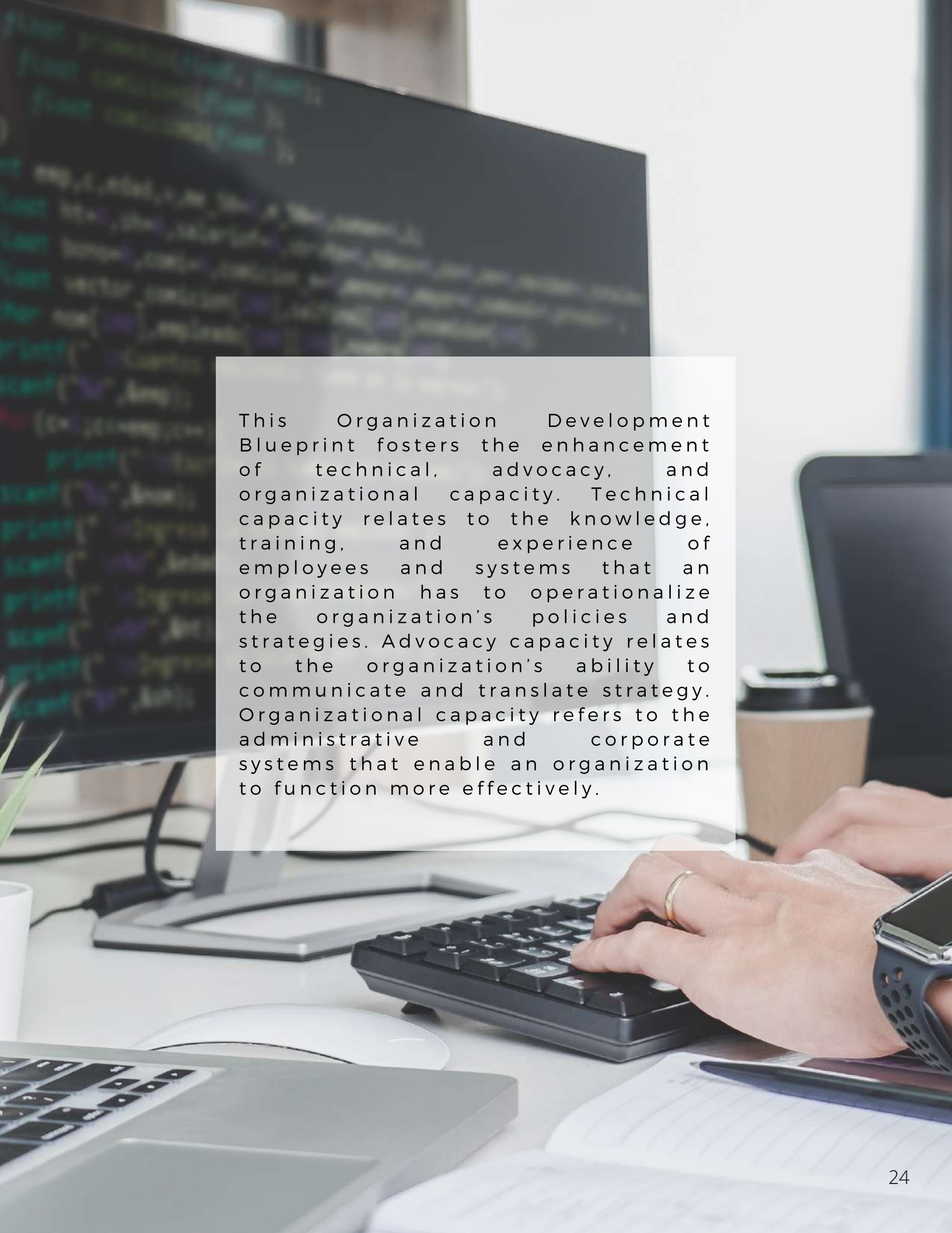
This blueprint is guided by the vision of a well-functioning and effective corporate sector in Zimbabwe. The adoption and contextual refinement of this blueprint should enhance organizations' capacity to achieve their corporate missions. Though OD is mainly viewed as involving helping organizations weather transition and change; on a much broader scale, organization development should drive:

- Organization Climate
- Organization Strategies
- Organization Culture
- Organization Stability & Continuity
- Organizational Development

OD work raises candid conversations, enhances the capacity of organizations, changes staff mindset towards possibility seeking and collaborative. OD is the basis for high performing organizations, the groundwork; hence the only way to be successful is to build this foundation.

Organizations do not operate in a vacuum (Porter & Kramer, 2006), but are integrated with society and this requires managing complexity and change, demonstrating innovation and ingenuity. This demands enhancing the ambidexterity competencies of organizations through acute exploration and exploitation.





This Organization Development Blueprint fosters the enhancement of technical, advocacy, and organizational capacity. Technical capacity relates to the knowledge, training, and experience of employees and systems that an organization has to operationalize the organization's policies and strategies. Advocacy capacity relates to the organization's ability to communicate and translate strategy. Organizational capacity refers to the administrative and corporate systems that enable an organization to function more effectively.



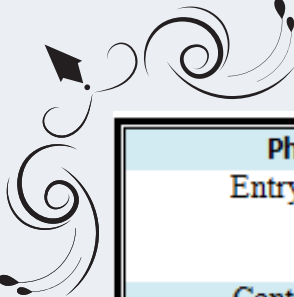
Action Research Model (ARM)

This model was introduced by Kurt Lewin in the 1930s as a way to encourage collaboration and cooperation among leaders and employees to improve their relationship and communication. As indicated in the preceding sections, this OD Blueprint is premised on the Action Research Model. This is mainly informed by the dual identity of the field.

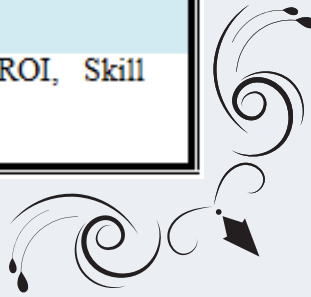
Action Research Method allows the OD Practitioner to understand the system in which s/he is involved. In such instances, the OD Professional and the client work together to realize the goals of the change process. As a problem-centred, client-centred, and action-centred model, it involves the client system and an OD change agent involved in conducting a diagnostic, active-learning, problem-finding, and problem-solving process.

The client and the change agent collaborate together to identify and prioritize specific problems, analyze data to find the root causes, and develop action plans for coping with them realistically and practically.

In this process, the OD Professional acts as a “helper” rather than an “expert”. The phases on the Action Research Method are depicted in the Figure below. The Table that follows indicates the tools used in Action Research



Phase	Tools
Entry Phase	Building Common Ground, My Story, Setting Expectations, Parking Lot, Defining Roles
Contracting	Setting Ground Rules, Brainstorming, Values Clarification, Understanding Behaviors, Encouraging Participation, Exploring Competencies
Collecting Data	Interviews, Questionnaires, Surveys, Observations, Focus Groups
Feedback	Presenting Data, Consensus Agreement, Priority Setting, Decision Making, Negotiating, Allocating Resources
Action Planning	Strategic Planning, Project Planning, Clarifying Roles Process Improvement, Seeking Agreement, Tracking Deliverables, Staying Aligned
Implementation	Training, Development, Setting Goals, Improving Processes, Providing Feedback
Post Evaluation	Reflection and Dialogue, Knowledge Management, ROI, Skill Transfer



Whole System Thinking

The "O" of "OD"

The systems perspective of OD takes into account all relevant parts of the organization in designing strategies for development and change. A system may be defined as a set of elements standing in interrelation among themselves and with the environment. Organizational change in its abstract form may be defined as the empirical observance of variation in an organization's form, quality, or state over time, but within the field of Organization Development (OD), this abstraction is further refined to focus on a specific type of change - whole-system change.

Systems Thinking is a framework of thought that helps us to deal with complex concepts or situations in a holistic way. Systems thinking methodologies are classified as hard and soft. Hard systems methodologies are ideal for tackling problems in which the quantitative dimension is dominant.

The Action Steps covered in this Organization Development Blueprint are guided by Peter Checkland (1981) seven stage model of Soft Systems Methodology.

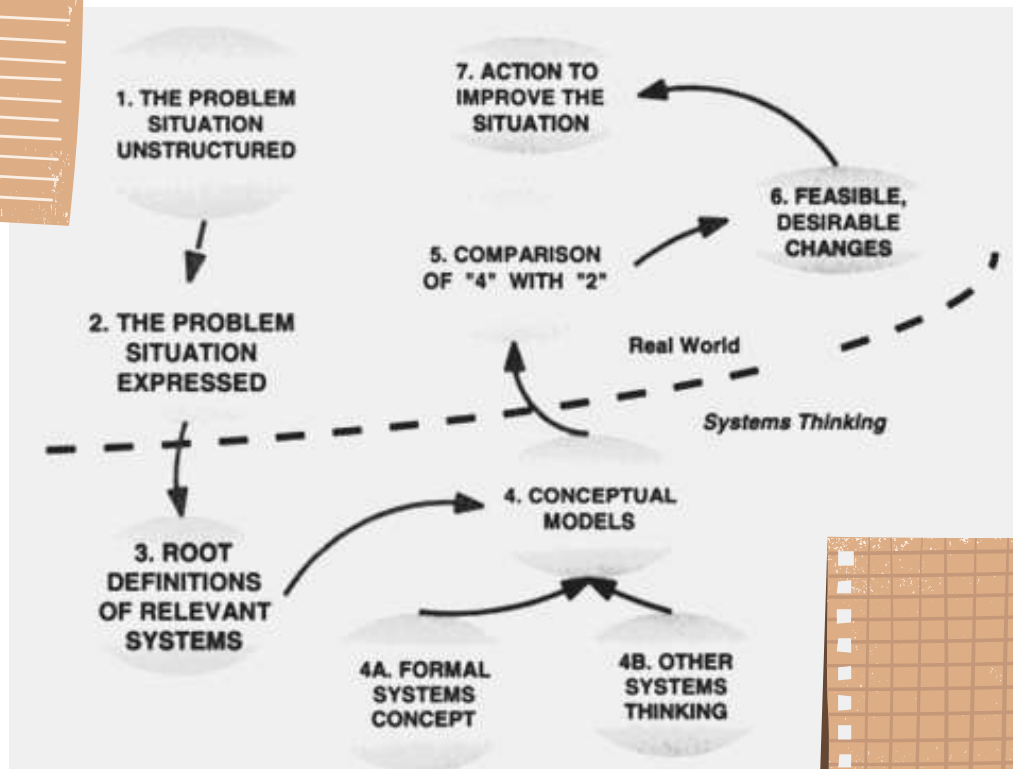


FIGURE 2: SOFT SYSTEMS METHODOLOGY

Whole system thinking requires seeing an issue from many different angles to identify potential pitfalls and to identify how they can be avoided. Adopting whole system thinking in OD consulting provides the following benefits:

- more effective problem solving;
- more effective communication;
- more effective planning;
- more effective organizational development.

The Desired Organization: Effective Learning Organization

There is no doubt that the issue of capacity utilization, production efficiency, and labour effectiveness are central to what the corporate sector in Zimbabwe needs. However, in order to drive these outcomes at organizational levels, the following core components of effective organizations should be targeted during OD work:

- Vision, Values and Mission
- Governance
- Strategic Thinking and Planning
- Program Development and Implementation
- Evaluation, Learning and Accountability

- Human Resource Management
- Organizational Culture
- Management Systems and Structures
- Legal Compliance, Fiscal Management and Public Accountability
- Resource Development
- Constituent Relationships
- Collaboration

The above components of an effective organization apply to both private and public sector organizations. These components can be used as guides to develop specific deliverables in the Work Plan or Project Management Plan. This means that the OD Consultant and the team of radicals will need to agree on the specific deliverables under each component. It is important to always assess and conceptualize the situation based on the field or operating environment. As such those involved in OD work should actively participate in research and cumulative knowledge development.



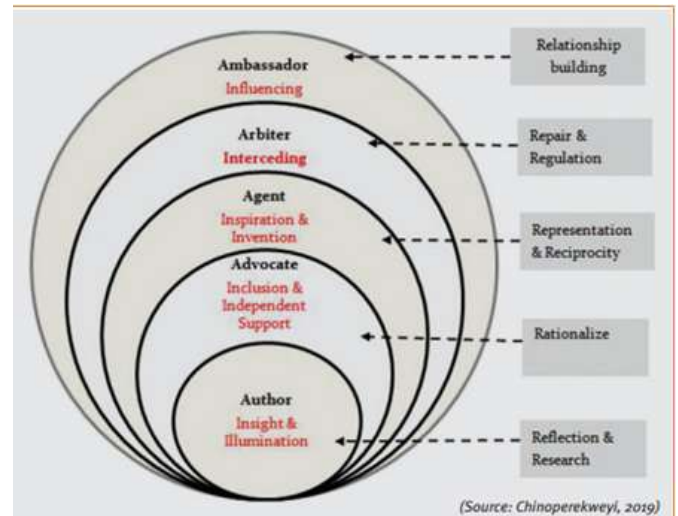
ACCEPTANCE AND RESOLUTION IN OD PRACTICE

In the 21st century, business environment organizations face a multitude of challenges based on increasingly knowledge-driven, information-based, and service- intensive economies. These demands require speed, flexibility, ongoing renewal, legislative changes, organizational changes such as mergers, acquisitions, restructuring and retrenchment.

Change leads to tension, and literature proposes acceptance and resolution as strategies to resolve internal organizational tensions. Acceptance involves social actors coping with tension. Acceptance requires social actors to “shift their expectations of rationality and linearity to accept paradoxes as persistent and unsolvable matter”. Resolution encompasses restructuring relationship between elements under tension. This calls for the need to reframe “the relations between polarized elements” to create an integrative model. Since change keeps context in a constant state of flux, acceptance and resolution should be premised on change intelligence. Contextual and Change Intelligence demand exploration (expanding knowledge, looking beyond the horizon) and exploitation (exploit and use the knowledge base and experience). According to extant literature, change intelligence encompasses Heart Strength (emotional connection with people), Head Strength (cognitive connection), and Hands Strength (behaviorally connecting with people).

BECOMING AN EFFECTIVE OD PRACTITIONER

In view of the rapid disruptive changes and the ambiguous, volatile operating environment; it is accurate to state that there is no 'Expert' in OD practice. However, the field has individuals and institutions that collaborate and blend the universals and particulars in exciting ways that brings transformative value. In the context of this OD Blueprint, the roles & responsibilities of OD scholar-practitioners are summarized through the 5As Framework: Author, Advocate, Agent, Arbiter, and Ambassador. In view of the multi-disciplinary nature of the OD field, the OD Practitioner or Professional should demonstrate a wide range of competencies in order to lead broader OD outcomes. Some of the competencies include: Organization Systems, Human Interaction, Facilitation, Influence Skills, Planning and Organizing, Problem Solving and Decision Making, Process Improvement, Change Management, Behavior Science, Research Methodology, Strategic Action Planning, Measurement, Communication, Business Acumen and Strategy, Designing Interventions, and Contracting. The 5As Framework of OD Consulting summarizes the roles, concepts, competencies, and outcomes of OD Consultants. The broader outcomes of any consulting work involve creating an environment for effective change leadership, continuous improvement, enhancing employee performance and general improvement of the human and environmental condition.



Recognizing the traditional (Expert or Doctor) and Process Consultation (Influencing and Facilitating) roles of OD Consultants, upholding the roles, concepts, competencies and outcomes specified through the 5As Framework provide routes to Multiple Methods of Knowing and Methods of Optimal Solutions that enhances the effectiveness in performing OD work.

As originally developed by Herb Shepard in 1975, those who engage in OD or general consulting work should embrace the aphorisms in the 'Rules of Thumb for Change Agents'. These are explained below:

- **Rule 1: Stay Alive** –in leading change, facilitate continuous improvement, or implementing interventions to improve the human condition, always let your whole being be involved in the undertaking. This also encompasses putting together all the parts that have been divided. Staying alive means loving yourself, and staying in touch with your purpose, using your skills, your emotions, your labels and positions ... it means not being trapped in other people's games. It signals elevated Consciousness Intelligence and Change Intelligence. Consciousness Intelligence helps to understand the essence of the change or consulting initiative while Change Intelligence involves the awareness of own change leadership style and ability to adapt it to be optimally effective in leading change.
- **Rule 2: Start where the system is** – in facilitating change initiatives, always begin by diagnosing the system. This is also referred to as the 'empathy rule'. During the initial engagement meetings, always understand how the client's perspective about the situation. This also encompasses the need to understand the culture of the system and establishing the required rapport with the client. Empathy permits the development of a mutual attachment between client and consultant. The resulting relationship may be one in which their creativities are joined, a mutual growth relationship. This demands Communication Intelligence and Heart Intelligence.
- **Rule 3: Never work uphill** - It is an appeal for an organic rather than a mechanistic approach to change, for a collaborative approach to change, for building strength and building on strength. Thus rule require pragmatic intelligence, which according to Nicole Heimann involves IQ plus experience. This is a comprehensive rule, and a number of other rules are corollaries or examples of it.

Corollary 1: Don't build hills as you go.

This corollary cautions against working in a way that builds resistance to movement in the direction you have chosen as desirable.

Corollary 2: Work in the most promising arena.

The physician-patient relationship is often regarded as analogous to the consultant-client relationship. The results for system change can be unfortunate. For example, the organization development consultant is likely to be greeted with delight by executives who see in his or her specialty the solution to a hopeless situation in an outlying plant. Some organization development consultants have disappeared for years because of the irresistibility of such challenges. Others have whiled away their time trying to counteract the Peter principle by shoring up incompetent managers.

Corollary 3: Build resources.

Don't do anything alone that could be accomplished more easily or more certainly by a team.

Corollary 4: Don't over-organize.

The democratic ideology and theories of participative management that many change agents possess can sometimes interfere with common sense.

Corollary 5: Don't argue if you can't win.

Win-lose strategies are to be avoided because they deepen conflict instead of resolving it. But change agents should build their support constituency as large and deep and strong as possible so that they can continue to risk.

Corollary 6: Play God a little.

If the change agent doesn't make the critical value decisions, someone else will be happy to do so. Will a given situation contribute to your fulfillment? Are you creating a better world for yourself and others, or are you keeping a system in operation that should be allowed to die? For example, the public education system is a mess. Does that mean that the change agent is morally obligated to try to improve it, destroy it, or develop a substitute for it? No, not even if he or she knows how. But the change agent does need a value perspective for making choices like that.

- **Rule 4: Innovation requires a good idea, initiative and a few friends** - Little can be accomplished alone, and the effects of social and cultural forces on individual perception are so distorting that the change agent needs a partner, if only to maintain perspective and purpose. This rule recognizes the importance of collaborative capital in leading change.
- **Rule 5: Load experiments for success** - This sounds like counsel to avoid risk taking. But the decision to experiment always entails risk. After that decision has been made, take all precautions.
- **Rule 6: Light many fires** - Understanding patterns of interdependency among subsystems can lead to a strategy of fire-setting.
- **Rule 7: Keep an optimistic bias** - This rule does not advise ignoring destructive forces. But its positive prescription is that the change agent be especially alert to the constructive forces, which are often masked and suppressed, in a problem-oriented, envious culture.
- **Rule 8: Capture the moment** - A good sense of relevance and timing is often treated as though it were a gift or intuition rather than something that can be learned, something spontaneous rather than something planned. The opposite is nearer the truth. One is more likely to capture the moment when everything one has learned is readily available.

<p>SELF-AWARENESS</p> <p>Level of knowledge about self, e.g., values, biases, tendencies, culture, and the extent that knowledge is applied consistently in everyday life.</p> <p>Extent to which I am self-aware</p>	<p>SELF-CONCEPT</p> <p>Self-perception. The broader collection of assumptions and beliefs one holds about one's self. Who am I to me?</p> <p>Three words I use to describe me</p>
<p>SELF-ESTEEM</p> <p>Value placed on one's self-concept. Overall evaluation and judgment of one's worth, usually viewed against one's judgment of others.</p> <p>My level of self-esteem</p>	<p>SOCIAL-SELF</p> <p>Relatability. Awareness of and healthy interaction with others. Ability to establish and manage quality relationships.</p> <p>How I rate my social-self</p>

Rainey, M.A. & Jones, B. (2014, 2017)

Understanding 'Self' and elevating consciousness is foundational to effective OD consulting. OD work requires acute strategic insight and the Consultant should strive to understand the field. As such OD Consultants should be an embodiment of Change Intelligence, Consciousness Intelligence, Emotional Intelligence, Pragmatic Intelligence, and Communication Intelligence. There is general acceptance of existence of self at four levels: spirit, emotion, mind, and body. For the purpose of this blueprint, self is defined as one's essential being different from others, socially influenced through interaction with others and the external world. According to existing literature, there are four elements of Self: self-awareness, self-concept, self-esteem, and social self.

• Self-Awareness

In a seminal article by Charlie Seashore and his colleagues, *Doing Good by Knowing Who You Are*, (2004), self-awareness is described as a fundamental building block of an individual's capacity to be an effective agent of change. Self-awareness is conscious and intentional directing of attention to oneself for the purpose of examining one's feelings, perceptions, thoughts, behavior, assumptions, biases, and motives. This form of introspection enables better understanding of one's strengths and developmental opportunities. Other means of acquiring self-knowledge are co-workers, managers, mentors, coaches, friends, family, and personal assessments that show strengths, challenges, preference, and stylistic tendencies.



Self-Concept

One's self-concept is a declaration of how one sees oneself, one's self-image. It is often explained that self-concept is like holding up a mirror or infrared camera in front of yourself and noticing what you see, visibly and below the surface. Exploring self-concept is an invitation to peer behind the curtain of self and linger for a while until the fuller self comes into focus - both the beautiful and the blemished self. Philosopher and social psychologist George Herbert Mead (1934) found that people develop self-images through interactions with others. He adds that constructing an image of self is made possible through role-taking—placing oneself in the position of other and then looking back on oneself from the vantage point of the other. Rogers (1959) identifies three components of self-concept: (1) the view one has of self, (2) the value one places on self (self-esteem or self-worth), and (3) the aspirations one has for self (ideal self).

The important thing to remember in exploring self-concept is that our sense of ourselves can change. We can continue growing, learning, adapting and transforming ourselves. Human development never stops.

This awareness alone liberates and frees us from the fear of self-exploration. Though it may not be easy, we do not have to stay fixed in a non-affirming self-concept. We can instead, embrace our potential.

• Self-Esteem

Self-esteem involves evaluation of the extent to which I approve of myself. It is a way to understand one's self-worth. Having positive feelings about self is necessary for emotional health and well-being. Self-esteem can be based on what others say about you or what you say about yourself. From our early conditioning and life experiences, self-esteem is strengthened by positive experiences and accomplishments as well as by mistakes and negative experiences and lessons learned from both feel-good and feel-bad situations. It is our responses to our experiences and our environment that let us connect with our self-worth. Self-esteem, rationality, perseverance, self-responsibility, and personal integrity are all intimately related (Branden, 2001).



Argyle (2008) believes there are *four major factors that influence self-esteem*:

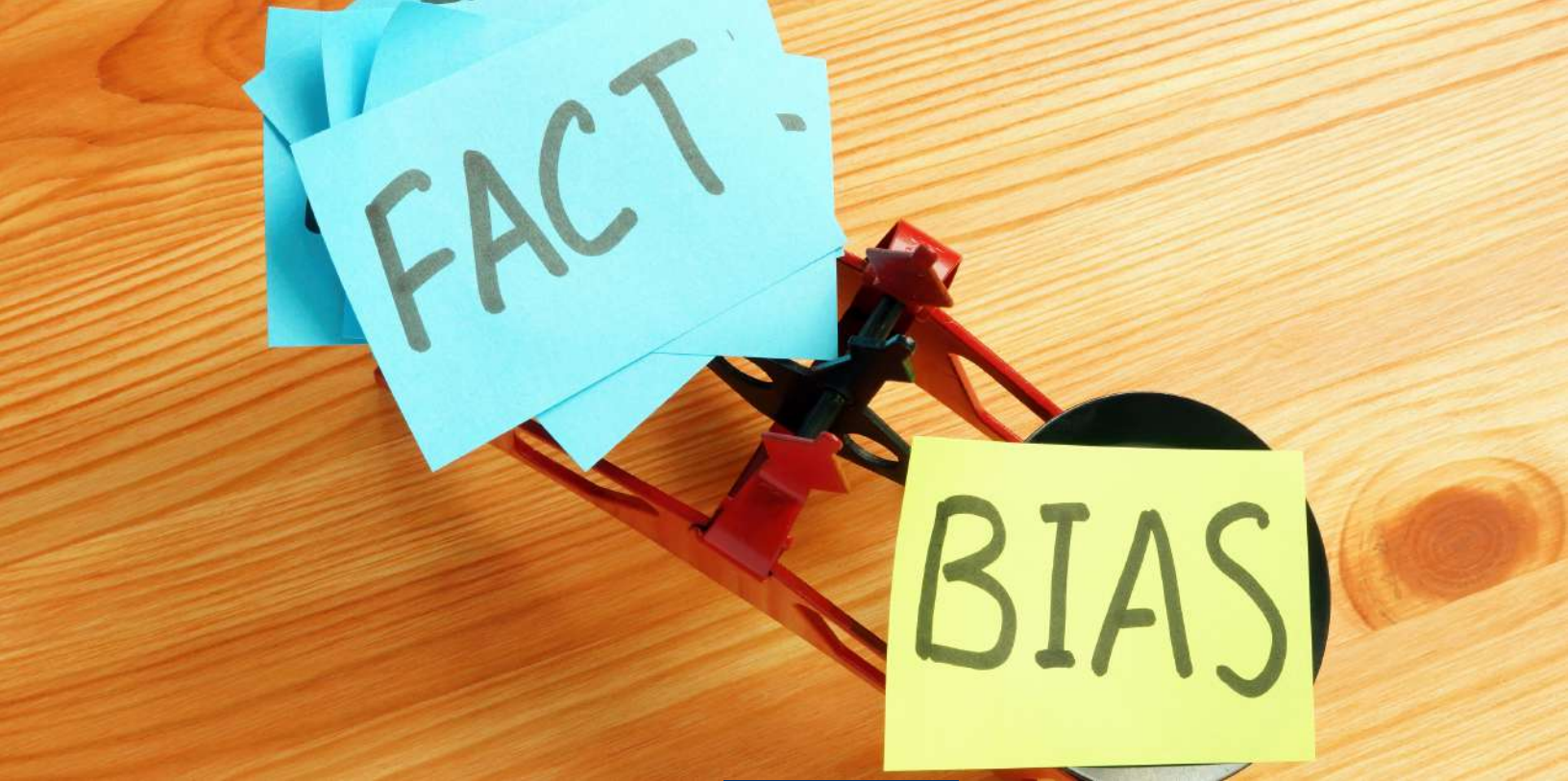
1. Reaction of others. If people admire us, flatter us, seek out our company, listen attentively, and agree with us, we tend to develop a positive self-image. If they avoid us, neglect us, tell us things about ourselves that we do not want to hear, we develop a negative self-image.
2. Comparison with others. If the people we compare ourselves with (our reference group) appear to be more successful, happier, richer, or better looking, we tend to develop a negative self-image. But if they are less successful than we are, our image of ourselves tend to be positive.
3. Social roles. Some social roles carry prestige and promote self-esteem, e.g., performer, doctor, airline pilot, TV presenter, and professional athlete. Other roles carry stigma, and may diminish self-esteem, e.g., prisoner, immigrant, homeless, or unemployed.

4. Identification. The impact of social roles is not passive. As Argyle suggests they are not just out there; they become part of one's self-perception. We identify with the positions we occupy, the roles we play, and the groups we belong to and assign a level of significance to them.

- **Social-Self**

When speaking of the social self, relatability is critical. The emphasis is on quality of relationship and not quantity. Again, in reference to George Herbert Mead (1934), this time to his critically recognized approach to sociology called interactionalism. His theory supports the notion of the individual as a social-self, not biologically created but produced through the interaction of self with other.

Understanding the social-self strengthens one's ability to manage relations in a way that builds trust, is inclusive, affirming, and confirming. One can engage fully with other with clarity, respect, and authenticity and not lose oneself in the exchange.



UNCONSCIOUS BIAS

Thorough exploration of self brings with it the need for change agents to attend to how their deeply-rooted assumptions and stereotypes creep and settle into perceptions of others, shape choices and decisions, and impact everyone associated with a particular situation. For example, if one assumes that one generation is more socially or technically competent than another generation and then bases work decisions on such assumptions, this constitutes unconscious bias. Deciding to appoint or not appoint a person to a new project without data or information because she reminds you of someone from your past is unconscious bias. Forming perceptions of others helps to manage the abundance of stimuli in the world; however, it is necessary to periodically examine the underlying assumptions behind one's judgment of others.

To be effective OD professionals and/or consultants we need to enhance our Use of Self. As a consultant you should endeavor to use what you know about yourself to intentionally draw on aspects of your whole selves to positively impact the current situation through providing service, helping change, and assisting others. Cheung-Judge and Jamieson (2018) pointed out that to achieve this state of Use of Self flow involves us:

- taking time and effort to know ourselves (both the positives and less desirable parts),
- assessing each situation we enter in terms of the other(s) present and context factors,
- ascertaining what is needed,
- determining our intention,
- weighing our capabilities,
- seeing and selecting from choices, and
- paying attention to what we may need to consciously manage about ourselves for the good of the situation.

OD PROFESSIONAL PRESENCE

OD Professionals should effectively use 'Self' as an instrument to drive broader outcomes in organizations. Presence means showing up in an open and receptive way to engage in a dynamic, relational process. This process comes from the active and sustained interplay of attention directed to self, attention directed to others, and attention directed to the situational context and broader environment.

According to Rainey Tolbert and Hanafin (2004); *"When it comes to presence, there are no duplicates, only originals. In this sense, presence can be understood as 'practitioner DNA,' a composite of unique qualities."* (p.72).

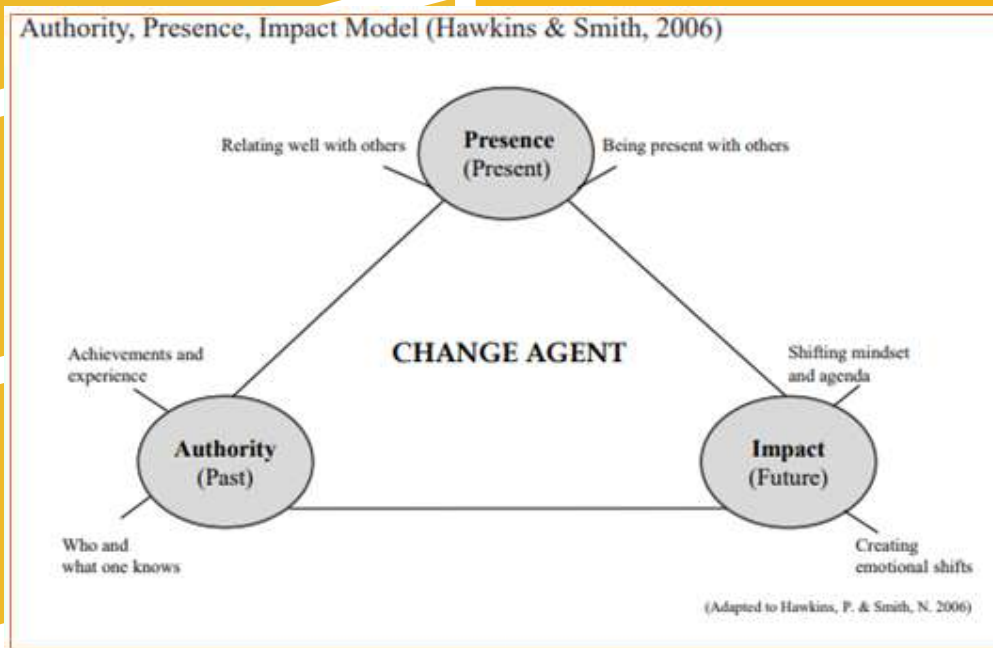
Edwin Nevis (1989) outlines the goals of presence:

"The practitioner is not only to stand for and express certain values, attitudes, and skills, but to use these in a way to stimulate, and perhaps evoke from the client, action necessary for movement on its problems. This means that the practitioner is generally more open and revealing about the thoughts and feelings than might be true in other forms of process consultation. The aim is to take advantage of the issues of difference, marginality, and attraction by the client so as to use oneself in the most powerful way possible (Nevis, 1987, p. 54).



Presence is critical when working in large, complex systems where the environment grows increasingly unpredictable and the context of work continuously changes depending on stakeholder or constituent group. Because one's presence contributes to the natural ebb and flow of human interaction, it must be calibrated, and aligned with these forces. Presence occurs in the present moment where choices are made about where and how to support the work at hand.

According to Hawkins and Smith (2006), presence also exists in the past and future, along a time spectrum, as illustrated in the Authority, Presence, Impact (API) Model. The integration and balancing of the three components are key to one's personal power.

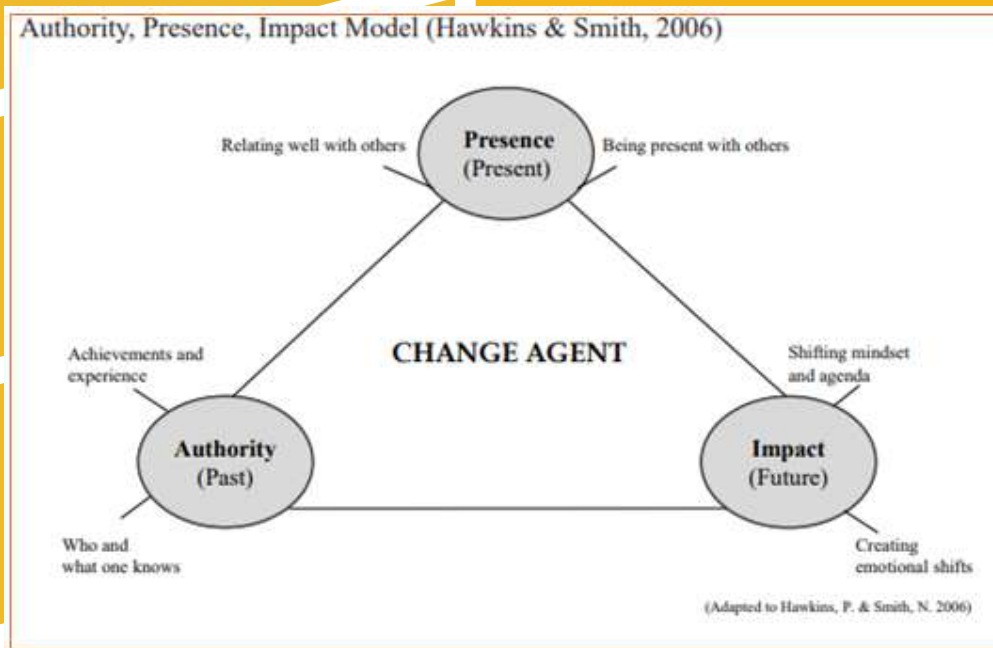


AUTHORITY (PAST)

represents whom you know, what you know, or what you have done. Some of the examples under authority factors include education, titles, qualifications, or roles. Authority is represented by one's education, references, even how and by whom he or she is introduced. One's authority can open doors and acquire initial attention; yet, alone, cannot create lasting relationships. In fact, over-use and over-referencing one's authority can lead to negative effect. Authority can also be a liability when one's use of social media provides personal information and content that is deemed inappropriate or perceived negatively by a prospective employer or client.

PRESENCE (PRESENT)

is the ability to develop relationship and rapport both quickly and with a wide range of people. Change agents who possess a high degree of presence quickly build trust and command attention and respect regardless of the context or situation and with diverse groups of individual. High-quality presence requires the ability to read the room and make quick decisions about when, where, how, with whom to engage OR not engage. It is what is known as refined gravitas but not charisma. Presence incorporates the visual, verbal, non-verbal, tone, pace, competence and perceived confidence in that competence— at the same time it is humility.



IMPACT (FUTURE)

Those individuals with high levels of impact make a difference with their presence in the here-and-now and leave a lasting impression once they have left the room. It is possessing the ability to engage and communicate in a way that changes or reframes the way issues are discussed. "The other aspect of impact is the ability to alter the emotional climate of a meeting, relationship, or conversation by skillful introduction of different emotional energy, such as with humor, assertiveness, or the expression of the collectively felt but unexpressed. Change agents with Impact leave a positive impression and hold the thoughts of the other, known as mindshare even in their absence" (Rainey & Jones (2014, p. 119-20), long after they have left the building.

As an OD Consultant, the more critical job is not to invent strategy but to provide the discipline to sustain a unique position. The OD Consultant works a guardian of trade-offs. In understanding the pervasive nature of change, the OD Consultant creates a sense of urgency and progress while adhering to a clear and sustained direction. This is enhanced by change intelligence and communication intelligence.

PART 2: ACTION STEPS FOR THE DEVELOPMENT AND IMPLEMENTATION OF OD INITIATIVES AND INTERVENTIONS AT CORPORATE LEVEL

WHERE TO START?

As briefly explained in the preceding section of this OD Blueprint, OD consulting work involves the proposal, engagement (contracting), execution, and control. This OD Blueprint covers the initiatives and activities to be conducted before, during, and after the Organization Development (OD) work. In line with the previous section on roles & responsibilities of OD Practitioners and the 'Rules of Thumb for Change Agents', it is important to ensure the work is premised on extraordinary contextual intelligence which can be enhanced through the review of the Strategic Plans of the requisite Ministries. This encompasses diagnosing context and exercising knowledge. Context consists of all the external, internal, and interpersonal factors that contribute to the uniqueness of each situation and circumstance. The OD Practitioner will therefore start from the Preliminary Proposal or Request agreed upon by the client. This proposal or request is considered preliminary at this stage because it should be subjected to scrutiny in order to determine the real issues that the client is facing.

OD Practitioners need to uphold fundamental leadership principles. According to Warren Bennis, Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential." In order to effectively execute the development and implementation of OD initiatives and interventions, OD Practitioners need to enhance and be effective across the four levels of leadership as depicted in Figure 1.

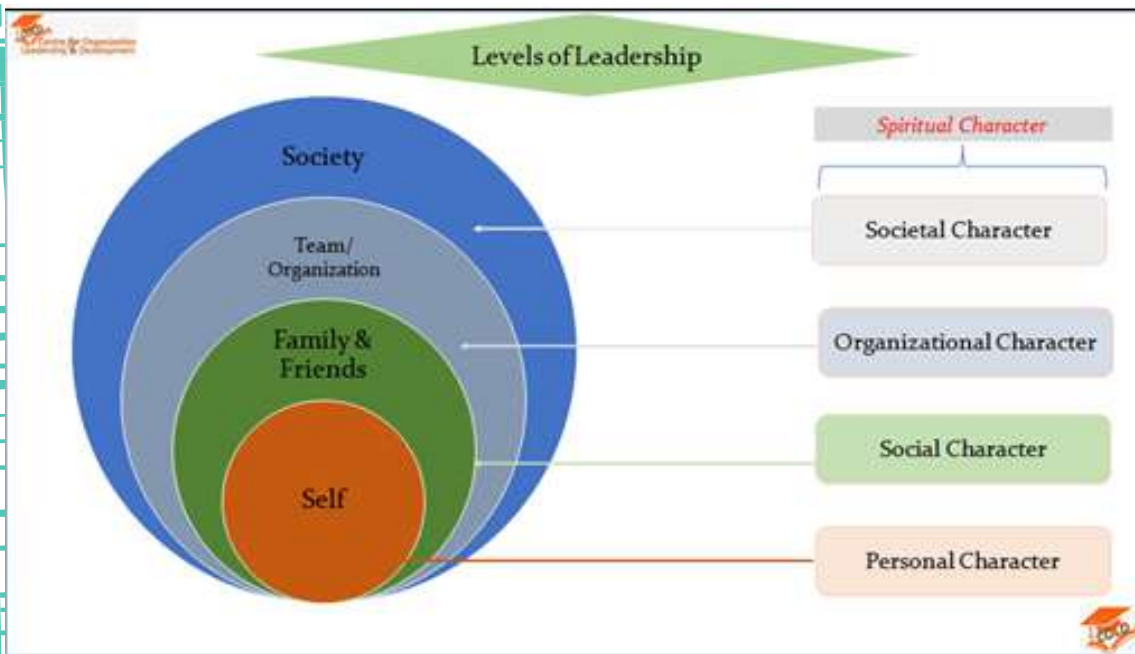


FIGURE 3: LEVELS OF LEADERSHIP

ACTION STEP 1: OD PRACTITIONER REFLECTION - KNOWING SELF

In view of the significance of contextual and change intelligence in OD practice, inquiry and reflection at personal level is essential to success. The OD Practitioner needs to demonstrate intelligence and experience. Intelligence is the ability to transform data into useful information, information into knowledge, and then most importantly, assimilate that knowledge into practice. Experience is measured by the ability to intuitively extract wisdom from different experiences and is not necessarily dependent on the accumulation of passage of time. Contextually intelligent practitioner uses the new knowledge to exert influence in crafting a desirable future. Change Intelligence on the other hand involves awareness of the agent's change leadership style and ability to adapt it to be optimally effective in leading change. Change intelligent agents demonstrate heart, head and hands strengths during consulting engagements. This encompasses the ability to connect emotionally with people, connect cognitively, and connect behaviorally.

In order to effectively execute the OD duties and responsibilities, OD Practitioners need "to be able to trust their own inner resources, make discerning judgments in the 'here and now', stay choiceful in their behaviour, and selective of the intervention which may work best in a unique context to achieve the desired outcomes. This state of being calls for a level of integration of who we are with what we have within - pulling ourselves together as instruments to serve others" (Mee Yan Cheung-Judge and David W. Jamieson).



OD Practitioner should be effective at the 'Use of Self'. As cited in Mee Yan Cheung-Judge and David W. Jamieson's Global Use of Self (UoS) Research Report, the following definitions of Use of Self are regarded applicable to this Organization Development Blueprint:

"The OD practitioner is not only to stand for and express certain values, attitudes, and skills, but to use these in a way to stimulate, and perhaps evoke from the client, actions necessary for movement on its problems...the aim is to take advantage of the issues of differences, marginality, and attraction by the client so as to use oneself in the most powerful way." Nevis (1987:54)

"Use of self is the conscious use of one's whole being in the intentional execution of one's roles for effectiveness in whatever the current situation is presenting. The purpose is to be able to execute a role effectively, for others and the system they're in, without personal interference (e.g. bias, blindness, avoidance, and agendas)... to have clear intentions and choice." Jamieson, Auron and Shechtman (2010:5)

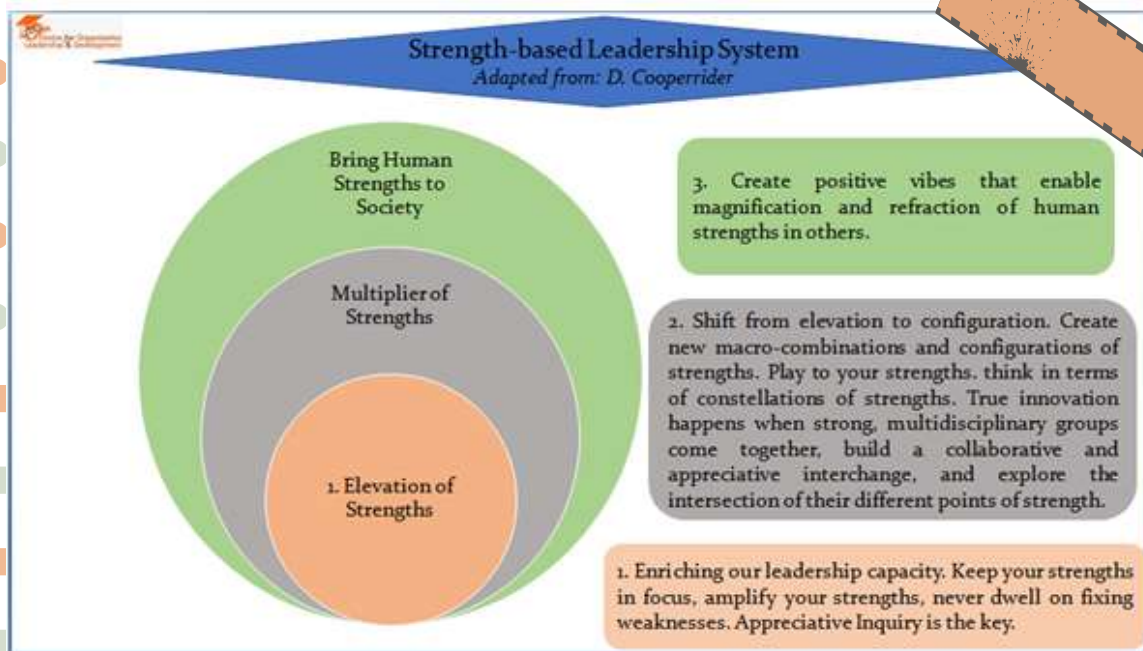
As depicted in Figure 1, the OD Practitioner need to start by assessing or reflecting on personal character, social character, organization, and societal character. Personal Character focuses on your inner strength to stay steadfast and decisive in the face of adversity. Social Character encompasses having deepest respect for others, showing compassion and valuing individual differences. Please teach yourself to love others without favour. Be an arbiter of right living. What does it mean to show love to each other? Organizational & Societal Character involves acting for the good of the community, peers, company ahead of personal needs. Figure 2 depicts the nine dimensions to defining themes of Use of Self.




1. Cognitive Cluster	2. Affiliative/Emotion Cluster	3. Courage Cluster
Cognitive power to sift through data Strategic insights in seeing the whole system Ability to frame and reframe clients' issues Deep Knowledge of our trade Perceptual insights of situational dynamics Able to separate data from interpretation Is a Systemic thinker	Being empathetic Holding positive regards of people At ease in showing compassion to others Showing grace for others Paying attention to emotional reaction (self and others) Able to sense the level of safety people need to do the work Not afraid to show emotion at work	Sense of self-efficacy Sense of self-agency Able to take evocative and provocative stances when necessary Dare to differentiate and hold one's own opinion Ability to engage in straight talking and point out the unspeakable issues Courage to put self on the line Champion partnership at work with clients Humanitarian value Committed to scientific inquiry Hold strong client centric value
4. Character Cluster	5. Skills Cluster	6. Values Cluster
Trustworthy Shows humility Respectful to others Desire to serve others Relationship centric – build good connection with others Sensitive to the flow of feedback Desire for continuous learning and growth Attempt to be non-judgmental of others Have patience to watch the unfolding of events	Good listener Tolerate confusion and able to work with ambiguity without rushing clients to come to pre-mature decision or action State things succinctly, clearly and directly Able to take advantage of issues of differences marginally Capable to take risk to achieve result Able to do experiments on the go Use inquiry in relationship building	Appreciation of diversity Commitment to Equality and inclusion practice – as well as justice and fairness issues. Commitment to using democratic processes in a learning and developmental stance Champion partnership at work with clients Humanitarian value Committed to scientific inquiry Hold strong client centric value
7. Self-work Cluster	8. Discipline (self-management) Cluster	9. Continuous self-work and growth Cluster
Aim to do work to deepen our sense of awareness of self and others; managing boundaries Work to be authentic and transparent Being congruent Call for mindfulness Continue to work on unresolved issues in own life Willing to invest in doing our own inner work Knowing how to stay choiceful and intentional Commit time for self-care	Undertake supervision Practice those skills that have high impact on others Cultivate those habits that will increase the ability of generative thoughts and emotional renewal Practice relating to others without judgement Learn when to share (or not to share issues) Stay non-reactive to challenging situation and people Can separate serving my needs from those of the clients	Continue to do deeper inner self-work Seek feedback and learning opportunities – willing to undertake supervision Continuous development of trade knowledge Continuous development to increase cognitive, perceptive, and affective capacity Reflective practitioners Track how one's behaviors/habits impact others Consciously develop presence through more integrative work

FIGURE 4: USE OF SELF CLUSTERS

- This action step demands that the OD Practitioner stays conscious and intentional in the moment. The Practitioner should enhance clarity of personas, shadows, personality, styles, attitudes, values, knowledge, skills, and identities.
- Figure 3 shows that the OD Practitioner should be guided by a Strengths-Based Leadership System.



The four clusters of leadership depicted in Figure 4 are essential in OD practice.

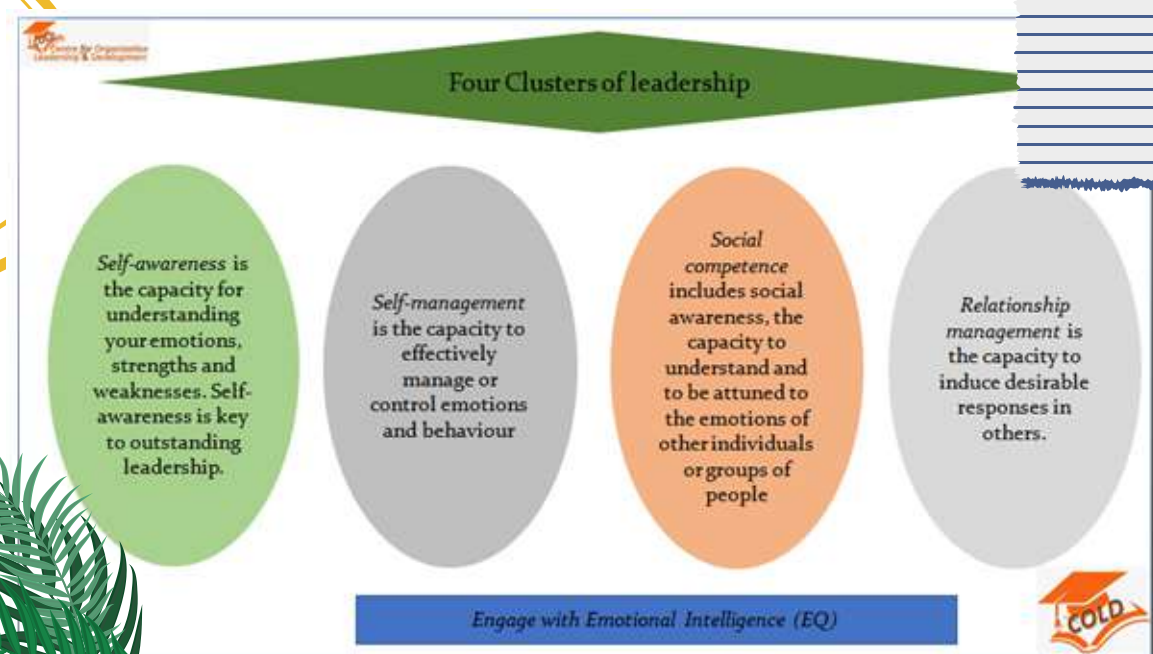


Figure 5: Clusters of Leadership

The key question is how to enhance emotional intelligence of the OD Practitioner. Figure 5 addresses this question.

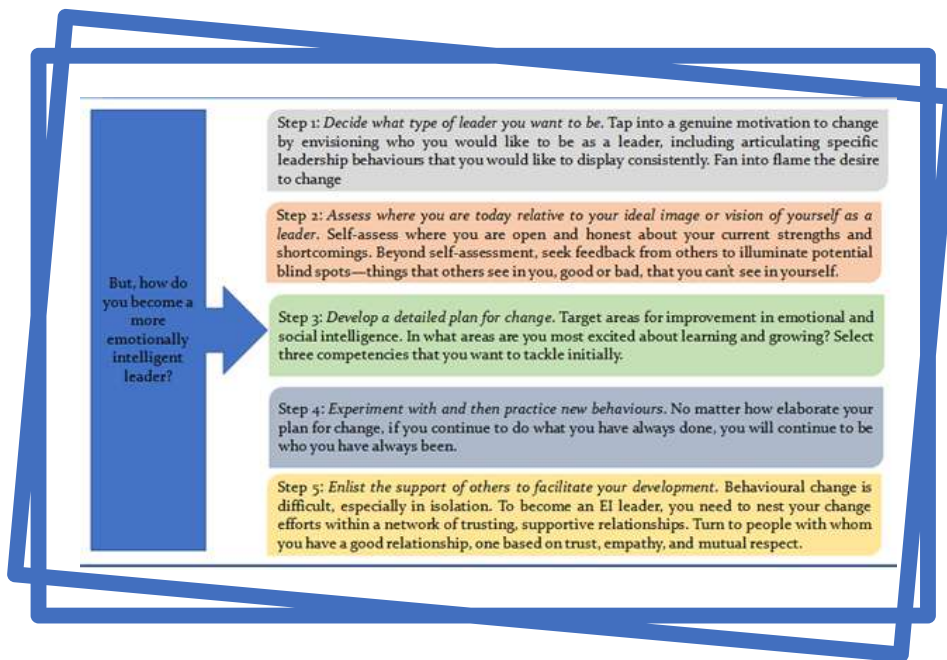
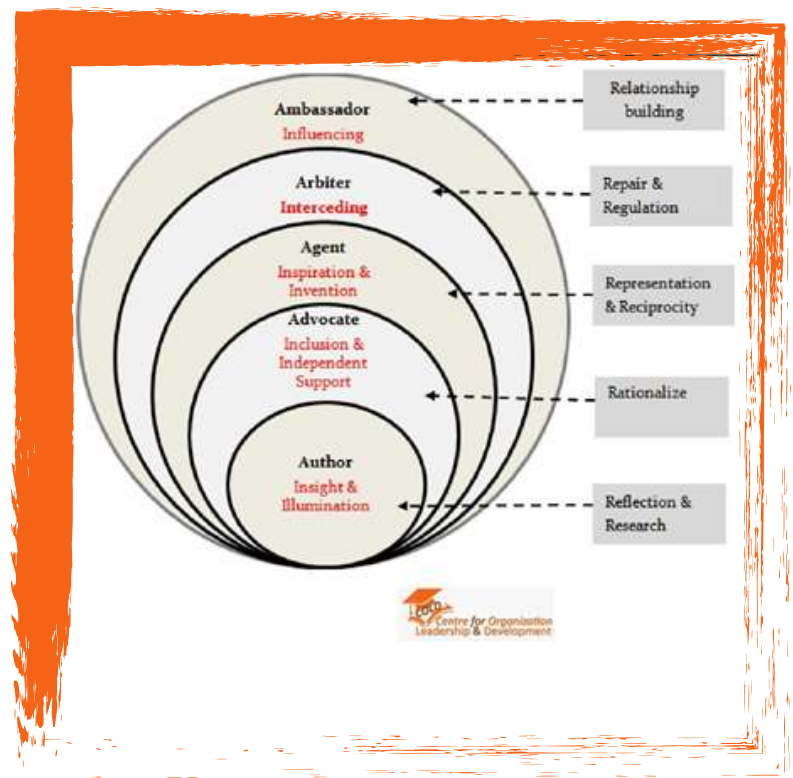


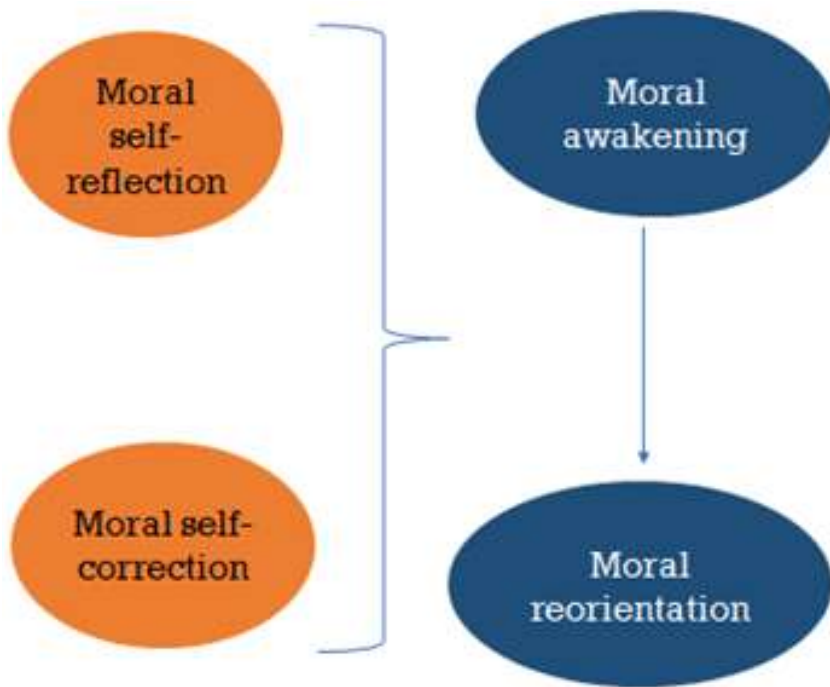
FIGURE 6: STEPS TO BECOME EMOTIONALLY INTELLIGENT

As discussed earlier, in reflecting about Self, the OD Practitioner needs to understand the roles and responsibilities of an OD Practitioner. These roles and responsibilities are summarized by the 5As Framework as Author, Advocate, Agent, Arbiter, and Ambassador. The 5As Framework to OD Consulting is depicted below.



There is a worrisome increase in socio-economic decay as a result of the rapid decay in moral values of our people. Be an agent of promoting the upholding of moral standards and building a society of distinguished persons of character. This involves character formation process involving self-reflection, self-correction, moral self-awakening, and moral self-reorientation.





In order to ensure transformational consulting, OD Consultants need to understand “what is known, what is assumed, and what is not known”. This learning attitude comes with self-introspection and knowing that there is something that you may be ignorant about. In all instances, OD Consultants should encourage divergent thinking, facilitate open dialogue and enhance listening skills. The Lead OD Consultant should always demonstrate high degree of conceptual thinking and keen insight. Through change intelligence, the consultant must be able to read others and articulate a shared vision that connects others.

Therefore, fundamental to OD and any other Consulting work is an enhanced self-concept. The Use of Self Process Model covers two primary tiers of ‘Self- the upper tier and the lower tier. According to Arthur Young (1976); the Use of Self Model states that all process consists of movement from a position of freedom to a place of constraint and then back to freedom. Depicted below is the Use of Self Process Model extracted from Russ Forester and Matt Minahan (2019) publication.



The Use of Self Model is divided into two tiers. As depicted above, the upper tier consists of four elements: Presentable Self, Emergent Self, Intentional Self, and Transcendent Self. According to Russ Forester and Matt Minahan (2019), “these elements refer to the relatively enduring but changeable status of the self as it develops beginning with the Presentable Self, opening to the Emergent self, maturing to the Intentional Self, and rising to the Transcendent Self, mapping the progression along that journey. Each one describes a position along that continuum, depicting how one’s internal machinery tends to be working at a given point in time. The lower tier consists of three elements: Self in Situ, Self in (Inter) Action, and Reflective Self. The work in these elements is more transactional and iterative. Regardless of where we stand in our top-tier progression, we are constantly putting ourselves in particular situations and doing something, whether or not we think much about it either before or after we act. The action in the lower tier is quicker and more changing. What happens in the upper tier shapes what happens in the lower tier, and the activity in the lower tier affects how one progresses through the upper tier.”

The explanations below (different types of Selves) are extracted from the publication by Russ Forester and Matt Minahan (2019):

- **Presentable Self**

The Presentable Self covers our nascent, natural, not-deeply considered self. It is where we all start, with us as the center of the universe and all else at our service. We see no real need for self-examination because we are ourselves the standard and norm by which things are judged. Most of us don’t stay in this primitive state forever. We inevitably develop at least some superficial self-awareness. The work of this stage is “Forming,” letting the incipient self take shape to a point of maturity that begins to enable self-reflection. It doesn’t depend on a lot of deliberate effort, but more a gradual, passive dawning that maybe we need to take a harder look at ourselves. What does it take to do the work of this stage? A modicum of intelligence helps, along with an awareness of cultural norms against which to judge our own behavior. These attributes would enable us to pay attention and notice reactions to our behavior and the results it is producing. We might then develop a habit of observing, questioning, and self-monitoring.



• The Emergent Self

The Emergent Self is the self better known through an unfolding discovery process, which recognizes and owns the shadow (Jung, von Franz, Henderson, Jabobi & Jaffe, 1964) or dark side (unacceptable impulses, fears, anxieties, transferences, defenses, biases, egoism, hooks) and also recognizes and embraces the core of goodness within—the crystallizing identity that I own and stand up for, the self as differentiated from others and independent of their needs or expectations. In embracing the Emergent Self, we lose a degree of freedom. Our picture of ourselves is no longer so vaporous; it has begun to crystallize. Our story is more complex. Self-doubt is introduced as our long-held beliefs are called into question, and it gives us pause.

What do we need to do to understand ourselves more fully and get more of what we need from life? How do we free ourselves from the demands to conform placed on us from outside? What do these new insights imply for the important relationships and circumstances of our lives? What do the gifts we have suggest about the kind of work we might dedicate ourselves to? Our true identities begin to emerge—values, beliefs, needs, virtues and flaws, the good, the bad, and the ugly—all in the process of being recognized, accepted, and expressed without judgment, pride, or shame.

A byproduct of our growing self-awareness is that we can begin to make more conscious choices about what to pay attention to, what to make of it, and what to do about it. We aren't blindly locked into our self-centered approach to the world.

The primary work of Stage 2, the Emergent Self, is "Disrupting": breaking the veneer of our superficial selves and coming to grips with our true selves; removing the gloss of our supposed perfect selves and exploring more deeply the parts of us that crack up the image projected by our Presentable selves. We begin exploring and coming to grips with the "undesirable" parts of the self that are not socially acceptable or consistent with what we think we ought to be; confirming more realistically the positive elements of our self-image; and embarking on a discovery mission to find the true self. This is often a painful and unsettling experience, but it is the threshold through which we pass on the way to a mature and integrated self. To push through it, some key personal attributes are helpful: humility and honesty with self, a curiosity about the inner self and openness to self-discovery, a willingness to be vulnerable, discipline, and a tolerance for discomfort and uncertainty. These qualities enable a person to take stock, confront personal issues, seek, and take in feedback, and reflect on what is learned.

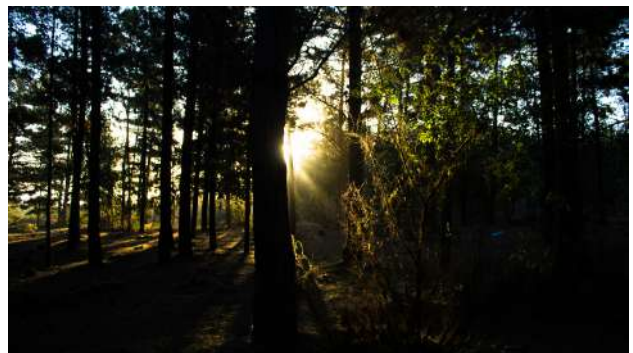
• Self in Situ

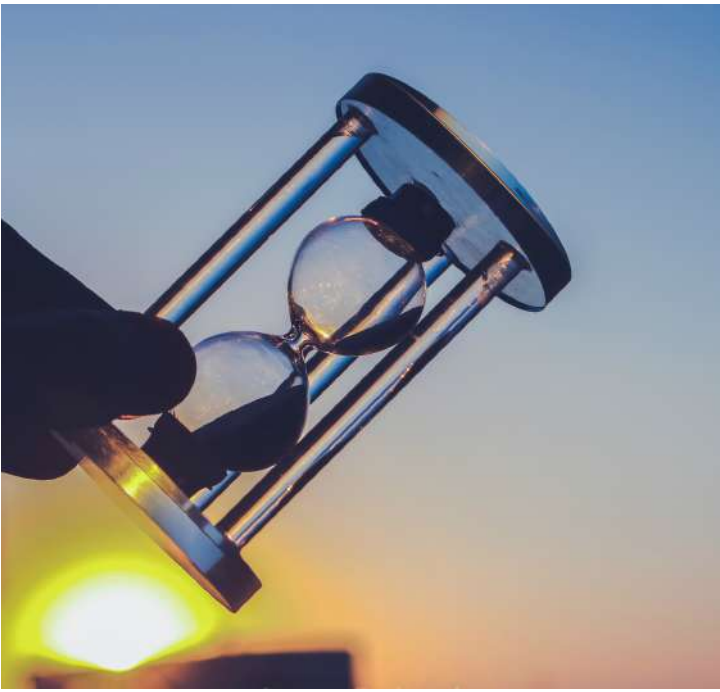
is the entry stage of the lower tier, in which we place ourselves in a particular situation interacting with other(s), calling for us to do something. In any given situation, we have the opportunity (which we may or may not take advantage of depending on where we're concentrated in the upper tier) to size up the situation, make sense of it, and decide on the best course of action. Since this stage is defined by a particular situation, it is by its nature more constrained than the previous two stages. We are confronted at a particular point in time and space with a specific set of people and circumstances. It is the moment preliminary to action where we need to make a choice about what to do or not do. The primary work of this stage is readying ourselves for action: noticing what's happening internally and externally, making sense of it, and determining what to do. If we're really tuned in, we have a lot to attend to:

- Our own feelings, intuitions, sensations, dispositions, and reactivity in the moment, requiring some self-awareness;

- Others' behaviors, appearance, reactions, and apparent states, and the impact that our behavior and that of others is having on them; and
- The current events related to the situation, context, any preceding incidents, history, local culture, possibilities, and limitations.

That's a lot to take in, and the harvest is always partial and dependent upon our own filters. Whether we make a lot of the opportunity to choose carefully depends in part on how well we know and accept our Emergent self, with its positives and negatives. There are a number of personal attributes and characteristics that enable us to do the work of this stage effectively: explicit pre-formed value and belief systems; patience; compassion; curiosity about the people and situations around us; the embrace of diversity; detachment; willingness to act and make mistakes under uncertain conditions; sense of timing; and comfort with conflict. These qualities are likely to enable us to make good choices.





They support the needed behaviors: being present and attending closely; being open; seeing multiple viewpoints; facing risks and overriding our own discomfort; considering alternative interpretations of what is going on and alternative actions; and acting while recognizing the subjectivity infusing both what we see and what we do. These are akin to the “seeing” and “knowing” competencies identified by Jamieson, Auron, and Shechtman (2010).

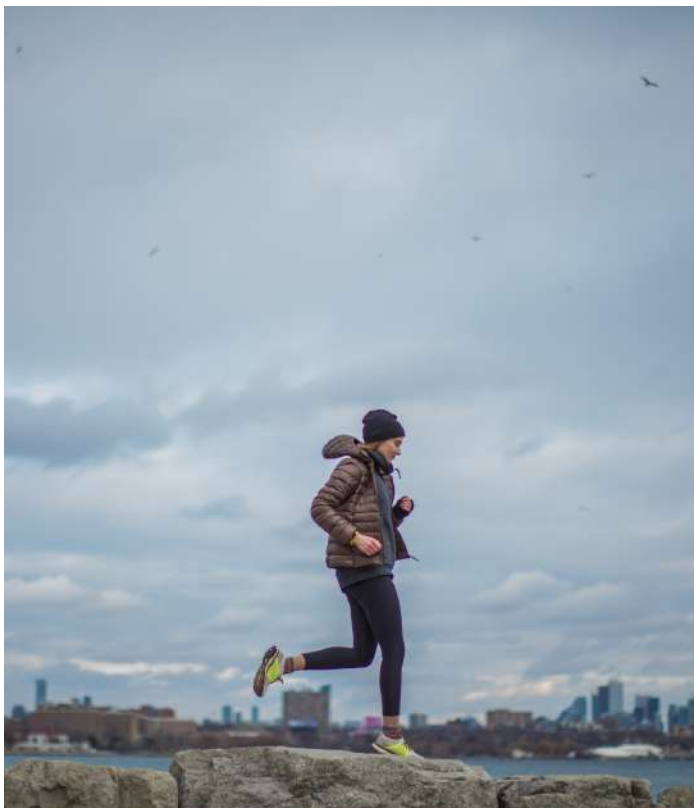
- **The Self in (Inter) Action**

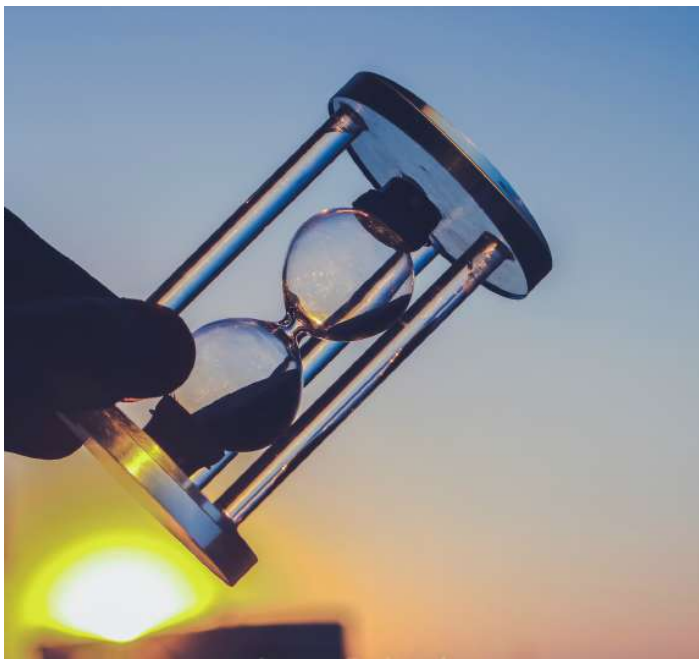
This element captures the self in action and interaction with others in a particular situation, acting more or less effectively. It consists of anything we do or don't do in a given situation: our behavior, communication, intervention, connection, influence, contact, and withdrawal—any action at all. This piece of the process is inevitable; we are all acting practically all the time. In any given situation, we have to do something (or avoid doing something, if that is our choice).

Depending on what is going on in the upper tier, we may or may not have given our action much forethought in the previous stage, and we may or may not give it a second thought in the subsequent stage. But act we will. It is the most constrained point on the passage from freedom to constraint and back. Our action is the most concrete and visible expression of our self in its particularity. We act, and we can't take it back. The action is fixed for all time. The work of the Self in (Inter) Action is to do something to achieve a more or less clear intention—to produce a result that gets us where we want to be. It may be the stage that depends most heavily on skilled behavior. Some interpersonal moves tend to work better than others. The most central feature of effective action may just be directness of communication, or straight talk.

Can we and do we say straightforwardly, understandably, and fluently what we mean? The other side of this coin is listening—can we attend to and take in what others are saying? If we are to make good choices about what to do, we need to have a repertoire of behaviors from which to choose: can we skillfully challenge others and confront difficult issues such as conflicts, and also support them and express true affection? Do we know how helpfully to reframe issues so others (and we) might see them in a different light? Are we questioners skilled to lead a conversation or train of thought? Do we assess risks well and lean into issues that need to be opened up? And what about simply using trial and error to test out new patterns of behavior? All of these skills are subject to development and contribute to action and interaction that serves the self and others well.

Skilled actions don't emerge from the ether. They flow from a set of personal attributes that make them possible. Primary among these may be simply the willingness to be a force within a relationship or social group, to make a difference and have an impact. The disposition to be a force may be needed to persist through risk-taking and challenges. That is not to say that being a force means being harsh. It means standing up for yourself and others, empathy and emotional availability, showing respect and positive regard for others, and expressing compassion. In a balanced way, fully engaging means personal openness, self-disclosure, transparency, and expressiveness.





• The Reflective Self

At this stage, the self looks back on the immediate experience and, curious about its impact, reflects on its meaning, explores the learning for the self, and incorporates the learning into its body of experience. The inclination to do this type of reflection may be determined in part by the status of the self in the upper tier elements: how open we might be to exploring the full self as it emerges and the propensity to knit all of the features of the self together into a coherent whole. The primary work of this stage is learning, to support the continuous improvement of the self.

What is to be learned? In general, the objective is greater clarity about the events and outcomes (what actually happened), the impact of our part in the event, the results that were obtained and their relationship to our intentions and expectations, and any lessons to be drawn from the experience to guide future interactions. We might examine not only the external “facts” of the event, but our own personal subjective experience of it—how what we did fits into or departs from our normal patterns of behavior, how circumstances might have affected what we did, and how we and others reacted to the unfolding events. The product of our reflection can then become the basis for planning follow-up. Compared to the Self in (Inter) Action, this stage is a move away from constraint and back toward freedom.

We have taken a step away from the concrete experience of the interaction and, with some distance from it, we can interpret what happened, explore the underlying factors, re-imagine what might have taken place, and draw conclusions. In short, we have the freedom to learn and move on.

Learning is a discipline, and so there are steps to take to make the most of it. We can go it alone, or we can solicit the views of others, either those who were involved in the experience or someone to whom we are free to report on the event. In any case, we begin by revisiting the event and then choose the aspect(s) of the event for reflection.

We might think about it, write about it, picture it, or talk about it with someone. However, we go about it, the aim is to learn things about ourselves, and it isn't easy. Learning requires not only the capacity for analysis but also the readiness to be responsible, open, honest, and humble, and to reflect analytically with some degree of detachment or neutrality. The habit of reflection is demanding but necessary for long-term maturity, a process centered in the next stage. Readiness to move on is signaled by the emergence of new insights, greater balance in my view of myself, and a sense of being galvanized for the broader project of self-integration.

• The Intentional Self

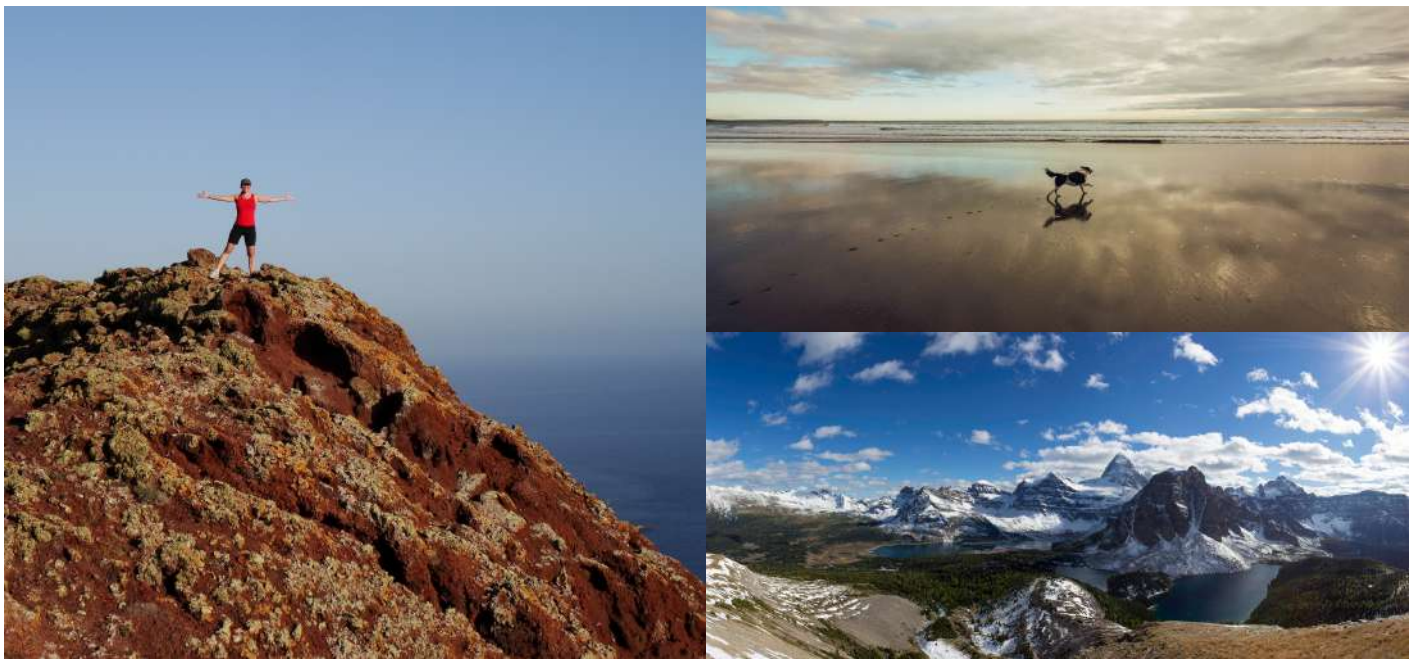
The Intentional Self is the whole self, both positive core and shadow, embraced and reconciled in more stable and refined form. It encompasses a world view and deep values that are reality-based, with a more enduring clarity about its general intentions as to what it will be and do in the world, and how. The Intentional Self is the constantly maturing self, integrating the full self with all of its darkness and light, incorporating what is learned from ever more deliberate action and careful reflection. The Intentional Self is characterized by an increasingly accurate self-concept, an articulated world view, clear beliefs and values, and clear goals about what to contribute and how to serve. It isn't the self as completed and perfected, but the self as mature and seasoned, with growing wisdom.

The Intentional Self represents another step back toward freedom, as it operates freer from the strictures that come with blindness to some of our own realities and the uncertainty accompanying vagueness about our own beliefs, values, and intentions.

In a nutshell, at this stage we are freer to own all of the parts of ourselves, what we stand for, and how we want to live our lives.

The primary work of this stage is integration, the ongoing synthesis of the elements of the Emergent Self, incorporating successive experiences—reflected upon—that continue to shape the self and its intentions. The work is done by acknowledging and embracing the whole self, clarifying values and beliefs, incorporating learning, and looking forward intentionally. Doing those things requires a depth of self-knowledge and wholeheartedness. It is an ongoing process that demands patience, constancy, steadiness, and tenacity. It may also be marked by setbacks or disruptions that demand resilience to hold on and continue the work.





• The Transcendent Self

The Transcendent Self is the self as it moves to a higher level. At this stage, we gain an ever-deepening connection to our own core identity and make an expansive effort to reach out and become part of something greater than the individual self. We are fully engaged in an ongoing effort toward personal growth, tending toward physical, mental, emotional, and spiritual self-actualization. It is boundary-breaking: the Transcendent Self is pushing the limits of its own personal fulfillment, and it is finding communion with a wider universe of consciousness.

At this point, the self reaches its point of greatest freedom through self-mastery and inner tranquility, control of its needs and drives, and independence of societal demands and conventions. There is also a freedom from isolation of the self through a striving for unity with something that transcends the self.

The primary work of the Transcendent Self is actualizing, reaching toward our fullest maturity and potential. At this stage, there is no formula for personal growth and, of course, we are never fully, perfectly actualized. It is always a work in progress.

Some things that tend to help the process are the ongoing practice of reflection, feedback, and evaluation; mindfulness practices; mindful physical exercise; seeking and undergoing personal growth experiences; experimenting and stretching or challenging ourselves; balancing constancy and change; and contemplating the possibility of the transpersonal or transcendent.

What does it look like in person? Some of the characteristics we associate with the Transcendent Self are wisdom, balance, tranquillity, independence, constancy, integrity, compassion, curiosity, openness, persistence, connectedness, and broadmindedness.



GAINING CONSULTING RESILIENCE

Consulting resilience emanates from the OD consultant's insight, hindsight and oversight premised on contextual and change intelligence. Besides the overconfidence and illusion of control traps, OD Practitioners tend to fall prey to the natural filter of information that does not coincide with our values. The OD Practitioner needs to review the assumptions, tools, models, values, and methodologies that inform practice. These should be used to guide an understanding of context as in Step 2. The OD Practitioner should enhance strategic foresight through the discovery of any biases and assumptions that can lead to a discount of new opportunities. Quoting from Yvette Montero Salvatico and Frank Spencer, Narrative Transformation can be used to uncover the OD Practitioner's current story – from the more obvious “plot” elements like educational accomplishments and work experience to the unspoken images that define how we view the world. Narrative Transformation is defined as a foresight tool based on the Causal Layered Analysis method. This process opens up the OD Practitioner's mind to new opportunities that the future has to offer. Unlocking the OD Practitioner's core passions is essential in driving and reaching the higher order purpose.

It is essential to recognize that the achievement of broader Organization Development (OD) outcomes does not primarily lie in understanding the tools and methods of OD, but in the ability of such tools and methods to alter perspectives.



In gaining consulting foresight and insight, the OD Practitioner should analyze the organization's capacity. As elaborated on the preceding sections of this Organization Development Blueprint, organization development capacity is categorized into technical, advocacy, and organizational capacity. The 5Cs of organization capability are:

- Capability to act and commit – covers the organization's orientation towards 'action'. This can be assessed through the availability of resources, level of motivation, energy and confidence in the face of environmental constraints.
- Capability to create value – covers the capability to create and sustain high performing teams and organization based on economic, social, environmental, and fiscal metrics. This can be assessed through the analysis of the organization's actions, processes, outputs, and the relevance and quality outcomes.
- Capability to adapt and self renew – this covers the capability of an organization to change and the environment changes. OD Practitioners need to assess the organization's proclivity towards environmental scanning, adaptive management, aspiration, rapid learning feedback, and imagination.
- Capability to relate to external stakeholders – this assess the extent to which the organization engages its external stakeholders. The extent of collaborative action determines organizational effectiveness as shared learning and interventions will be leveraged on.
- Capability to achieve and maintain coherence – this assesses the extent of coherence between the organization's mission, actions, strategies, and resources.



A simple checklist can enhance the OD Practitioners perception and intelligence, even before contracting. The following rating scale can be adopted and used to guide the initial contracting discussions and the broader understanding of context (as in Step 2).



Dr. Joanne C. Preston,

It is also important to understand the culture that you are in. OD consultants need to “take off Blinders and get a guide”. As you enter a new consulting terrain, build trust with everyone and:

- Be perceived as neutral
- Build relationships
- Gain acceptance
- Preserve and develop collaboration



ORGANIZATION CAPABILITY ASSESSMENT

Rate the organization's capability on a scale of 1-5, with 1 being To a lesser Extent and 5 being To a greater Extent.

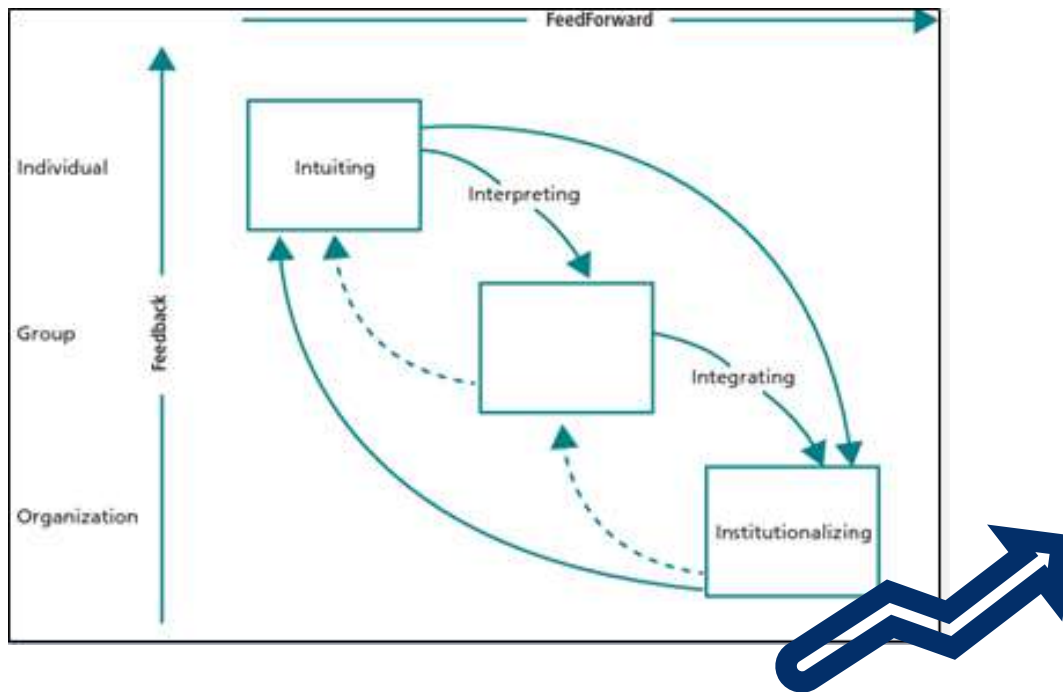
Capability	1	2	3	4	5	Comments
Capability to act and commit						
Capability to create value						
Capability to adapt and self-renew						
Capability to relate to external stakeholders						
Capability to achieve and maintain coherence						
Overall Comment						





ORGANIZATION LEARNING APPROACH

Schwandt (1993) describes organizational learning as “A system of actions, actors, symbols and processes that enables an organization to transform information into valued knowledge which in turn increases its long run adaptive capacity”



The 4I Framework of Organizational Learning

Overview

Crossan, Lane, and White (1999) propose the 4I Framework of OL as a non-sequential four step process linking individual, group and organizational levels. This framework allows us to view the perpetuation of OD&C processes and practices over the years through a different lens. According to the authors, OL is the means to the end of overall enterprise renewal. O.D.&C interventions and organizational renewal efforts work hand-in-hand.

The four I processes are intuiting, interpreting, integrating and institutionalizing. Crossan et al., propose the three levels of learning; individual, group and organizational as “the structure through which OL takes place” (p.524). The four related I processes are the “glue that binds the structure together” (p. 524). Both intuiting and interpreting occur at the individual level. At the group level, interpreting and integrating take place. And finally, at the organizational level integrating and institutionalizing occur.

The four processes flow from one to another and they are not always uniquely identifiable.

Intuiting - the “preconscious recognition of the pattern and/or possibilities inherent in a personal stream of experience”. When the individual recognizes patterns from previous experiences, they may be able to quickly take appropriate action without conscious effort.

Interpreting - “the explaining, through words and/or actions, of an insight or ideas to one’s self or others”. Although some interpreting occurs at the individual level, sharing one’s insights with others through conversation and interaction enriches the process. Language and naming are important elements in the interpreting process.

Integrating - occurs when the various interpretations and shared understanding of individuals becomes embedded in workgroups. Shared meaning is developed from the common language and discussion emerging from the integrating process.

Institutionalizing - learning from the other three processes becomes embedded in all parts of the organization: the structure, systems, routines, practices, etc. According to Crossan et al. (1999) during the institutionalizing step, the organization creates formal relationships, plans and routines for day to day work.


CONTRACTING IN ORGANIZATION DEVELOPMENT

Contracting initiates every Organization Development project. It is a process of setting mutual expectations for the task at hand. The contract is made and signed by the client and the OD Practitioner. It is imperative to ensure that expectations and guidelines are explicitly stated at the beginning of the relationship. Several meetings will be conducted before the actual signing of the OD Project Contract.

First Meeting – Describing the current situation

Through dialogue one can help the client organization and its members have a vivid picture of the outcome of the change and how it will benefit everyone. This shared vision reduces the engagement gap (Axelrod, 2010). Shared visions are regarded as targets that individuals strive to achieve. Such visions help identify what must be done, why it must be done, how it must be done, and what the outcome will be (Clawson, 2009). Dialogue here is the key: one can incorporate local proverbs, songs, and slogans if necessary, synthesizing and adapting both foreign and local knowledge in order to create appropriate responses that address pressing needs for change (James, 2004). Throughout, the goal is to arrive at a shared perception of real problems, thereby deducing real points of reference for the change and the appropriate methodology.






The main agenda of the initial meeting is to understand the problem and exchange wants. The OD Practitioner will also discuss the Organization Capability Assessment in order to gain more clarity regarding the organization's five capabilities. In order to develop a robust Statement of Work (SoW) and Work Plan, the OD Practitioner should clearly record client concerns and commitment. According to the Institute of Organization Development (IOD) there are six (6) main questions that the OD Practitioner needs to prepare for ahead of the initial meeting:

- What do you want from the client? What do you need? What do you desire?
- What are you offering the client? Personally, professionally, technically?
- What does the client want? List possibilities:
- Who is going to be in the room and can they make the decision? Who's missing? What are their roles?, Who will benefit by this project?
- What resistance do you anticipate?
- What conditions would you not proceed?

In some instances, the client provides the following documents: Consultancy Brief, Engagement Proposal definition of terms, and other business or project documents. In this case the client needs will have been clearly stated.





PITFALLS TO AVOID DURING THE FIRST AND SUBSEQUENT DISCUSSIONS

Most OD Consultants fail due to lack of listening. The more experience one has in consulting the more elevated the propensity to discount advice, mainly due to inflated self-confidence.

Listening Pitfall 1: Overconfidence

This hyper-confidence involves a situation where the Consultant see him or herself as the quintessential expert, the most experienced or accurate person in the room. This leads the consultant into a black hole. Always lean in and learn from others.

- What are the beliefs underneath what is being said?
- What are the hopes and fears underneath the surface?

Listening Pitfall 3: Bias for action

This is when the consultant is certain that they know all the answers, know the solution and urgently want to fix it. To be an effective consultant, it's not wise to rush in with the answer, unintentionally creating dependency and stunting the growth of others.

How do you conquer these pitfalls during the conversations?

- Balance self-confidence and humility
- Grow others by leveraging on a radical circle
- Cultivate an innovation mindset.



Listening Pitfall 2: Impatience and Boredom

This occurs when the consultant feels the conversations don't reflect their point-of-view. Always silence the inner voice that says "They are not getting it!" OD Consultants need to conquer judgmental self-conversations and genuinely listen. Fight your impatience and boredom by looking deeper. Here are some questions to pause and ponder:

- What are they seeing and understanding that I don't see?



PRELIMINARY PROPOSAL OR STATEMENT OF WORK (SOW): KEY FACTORS

A Statement of Work (SoW) is not a mystical vision developed by the Lead Consultant and some C-suite leaders. It is a reference document that informs of all the things that needs to get done and the essence of doing those things.

Problem/ Needs

- What event(s) led to the conclusion that a change effort is needed?
- What are the client's needs?

Work Components

- What are the main focus areas to fulfil the client needs?
- What does each component entail?
- What deliverables fall under each component?

Client Support

- Could the client change priorities as the project progresses?
- Does the client support the change effort?
- Who will be involved? When?

Deliverables/Objectives

- What end result(s) or trends are the client looking for?

Consultant/Client Roles

- What are the responsibilities, tasks, authorities, accountabilities, and level of commitment on your part and that of the client?
- How will we know if we are not working together effectively?
- Defining team member roles includes task roles and process roles.

Results Measurement

- What will indicate to the client that progress toward the objectives is being made?
- How will these indicators be measured?
- What are the deadlines?



Terms and Conditions

- What are the cost, budget, and payment schedule?
- What is the schedule for work to be performed?

Commitment

- How important is this project to the client?
- Have the client and consultant committed the needed resources?

Procedures for Proposal Refinements

- How will change proposals be raised?

Follow-Through and Termination

- When will the contract end?
- Under what conditions can it be terminated or delayed?

Conceptual Model

- What are the activities needed to bring about change?



According to literature, the conceptual model should be assessed against the following five criteria:

- Efficacy – do the means justify the ends?
- Efficiency – are the minimum and necessary resources being considered?
- Effectiveness – does the transformation process help to attain longer-term goals related to the outputs?
- Ethicality – is the transformation process ethical?
- Elegance – is the transformation process aesthetically pleasing?

In line with the OD Practitioner Reflection under Step 1, the inquiry that should happen before meeting the client include determining key issues to be discussed, understanding the client, the forecasted timeline for the project, contents of the project proposal (if any).

Building partnerships with all key stakeholders is essential. One must ask the right questions in order to bring about a better understanding of the situation to be changed. Doing so means talking “to” rather than talking “at” the client; this wins the leaders’ commitment to and understanding of the whole change process.

Debriefing the First Contracting Meeting

Debriefing sessions are essential in OD practice as they help the OD Consultant and Radicals to the VUCA Prime elements and immerse themselves in the new reality.

1. How well did you handle the contracting conversation?
2. What resistance did the client demonstrate?
3. What reservations do you have about the client? Contract?
4. Did the client have concerns?
5. Did the client agree with the preliminary Organization Capability Assessment report?
6. What were the main issues discussed?
7. What would you do differently next time?

WORK PLAN & ORGANIZATION ASSESSMENT SURVEY (OAS)

Strength of Stakeholder Ownership	Efficiency of Policy Instruments	Effectiveness of Organizational Arrangements
<ul style="list-style-type: none"> • Commitment of social and political leaders • Compatibility of social norms and values • Stakeholder participation in setting priorities • Stakeholder demand for accountability • Transparency of information to stakeholders 	<ul style="list-style-type: none"> • Clarity in defining rights and responsibilities • Consistency • Legitimacy • Incentives for compliance • Ease of administration • Risk for negative externalities • Suitable flexibility • Resistance to corruption 	<ul style="list-style-type: none"> • Clarity of mission • Achievement of outcomes • Operational efficiency • Financial viability and probity • Communications and stakeholder relations • Adaptability

Adapted from: WBI Guide to Evaluating Capacity Development Results (2012, p.30)

The first meeting provides the Consultant with a clearer perspective regarding the client needs. This will be documented in a Statement of Work (SoW). However, the meeting and the preliminary investigations will not give the Consultant a holistic perspective of the client needs. In view of Whole System Thinking, the survey should cover all the operational and strategic business areas. The Consultant, in liaison with the client representative and the Radical Circle, need to develop a Comprehensive OD Work Plan and Organization Assessment Survey.

In line with the 2012 World Bank Institute (WBI) Capacity Development Process (*as explained in the Introduction section*), the following Institutional Capacity Change Objectives should be pursued:

Checklists for Organizational Assessments

Checklist 1: Strength of Stakeholder Ownership Checklist

Capacity Characteristic	Check if the answer is “no” in relation to the target development goal
Commitment of political and social leaders	<ul style="list-style-type: none"> Was there a clear commitment from relevant leaders (such as, at community, sub-national, national levels) to achieve the targeted development goal?
Compatibility with social norms and values	<ul style="list-style-type: none"> Was the development goal consistent with the current social norms and values of local stakeholders?
Stakeholder participation in setting priorities	<ul style="list-style-type: none"> Was there an established mechanism for stakeholders to voice their opinions related to the development goal? Was the mechanism supported by the relevant leaders engaged in setting priorities related to the development goal?
Transparency of information to stakeholders	<ul style="list-style-type: none"> Was information related to the development goal shared regularly with stakeholders? Was detailed information related to the development goal accessible to stakeholders (such as, available easily on the Internet)?
Stakeholder demand for accountability	<ul style="list-style-type: none"> Have stakeholders’ demands for government accountability been affecting the quality of service delivery by the government?

CHECKLIST 2: EFFICIENCY OF POLICY INSTRUMENTS CHECKLIST

Capacity Characteristic	Check if the answer is “no” in relation to the target development goal
Clarity in defining rights and responsibilities	<input type="checkbox"/> Was there any established regulatory mechanism that could be used to support efforts and formally guide changes related to the development goal?
Consistency	<input type="checkbox"/> Were the policies or regulatory mechanism which support the development goal consistent (not in conflict) with other policies or regulatory mechanisms needed to achieve development goals of other projects?
Legitimacy	<input type="checkbox"/> Was the current process related to the development goal transparent? <input type="checkbox"/> Was the current process in formulating policies related to the development goal participatory?
Incentives for compliance	<input type="checkbox"/> Was there enough compliance by stakeholders for the development goal-related policies to function?
Ease of administration	<input type="checkbox"/> Was the current administrative capacity sufficient to implement the policy instrument?
Risk of negative externalities	<input type="checkbox"/> Did the policy take into consideration unintended (negative) effects that might occur during the pursuit of the development goal?
Flexibility	<input type="checkbox"/> Could the policy instrument accommodate revisions as necessary to adapt to changes in the social and political environment?
Resistance to corruption	<input type="checkbox"/> Did the policy include any measures to minimize opportunities for corruption?



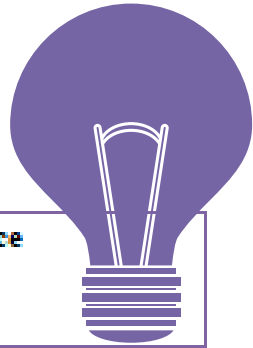
CHECKLIST 3: EFFECTIVENESS OF ORGANIZATIONAL ARRANGEMENTS

CHECKLIST

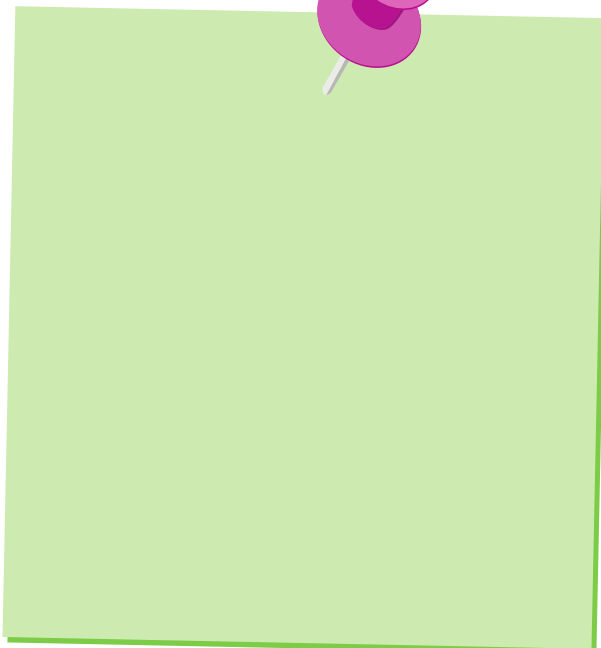
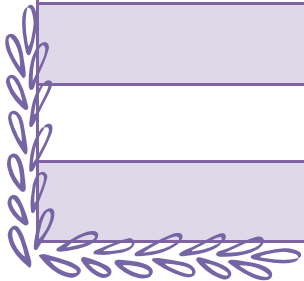
Capacity Characteristic	Check if the answer is “no” in relation to the target development goal
Clarity of mission	<ul style="list-style-type: none"> ○ Did the organization have publications (internal or external) that described the mandate (vision and mission) of the organization? ○ Did the organization have an annual business plan with clearly defined responsible units and personnel for various tasks?
Achievement of outcomes	<ul style="list-style-type: none"> ○ Did the organization have an annual business plan with clear objectives for its work? ○ Did the organization have a system (informal or formal) to periodically report the progress of its work against the objectives?
Operational efficiency	<ul style="list-style-type: none"> ○ Did the organization have an annual business plan with a defined set of activities accompanied by a budget, timeline, and responsible personnel assigned? ○ Did the organization have a system (informal or formal) to receive confirmation from its stakeholders about the completed work?
Financial viability and probity	<ul style="list-style-type: none"> ○ Did the organization have the funds to sustain its operating costs? ○ Did the organization issue annual income and expenditure reports?
Good communications and stakeholder relations	<ul style="list-style-type: none"> ○ Did the organization have stakeholders' cooperation and support to meet its goals?
Adaptability	<ul style="list-style-type: none"> ○ Was the organization proactive in obtaining up-to-date information on development goal-related areas? ○ Did the organization research innovative ways to improve its processes?



TEMPLATE FOR CAPACITY ASSESSMENT



Development Goal	Capacity Development Objective	Indicator	Data Source
<i>Increase the quality of primary education</i>	<i>Increased compliance with credentialing requirements among teachers</i>	<i>Percentage of public school teachers who meet professional standards for licensing</i>	<i>Ministry of education teacher licensing data</i>



INTERVENTIONS TO INTERMEDIATE CAPACITY OUTCOMES (ICO)

ICO	Definitions and Operational Attributes
Raised Awareness	Increased disposition to act, through, for example, improved: Understanding, attitude, confidence, or motivation
Enhanced knowledge and skills	Increased ability to act, through: Acquisition or application of new knowledge and skills
Improved consensus and teamwork	Strengthened disposition or ability to act through improved collaboration within a group of people tied by a common task. This may involve for example, among team members, a stronger agreement or improved: Communication, coordination, cohesion, or contributions by the team members to the common task
Strengthened coalitions	Strengthened disposition or ability to act through improved collaboration between individuals or groups with diverse objectives to advance a common agenda. This may involve for example: Stronger agreement on a common agenda for action, increased commitment to act, improved trust among members, or improved ability of the coalition members to leverage their diverse strengths
Enhanced networks	Strengthened disposition or ability to act through improved collaboration between individuals or groups with a common interest but not a formal common agenda for action. This may involve, for example: Improved processes for collaboration, stronger incentives for participation in the network, or increased traffic or communication among network members
Increased implementation know-how	Strengthened disposition or ability to act, arising from: Formulation or implementation of policies, strategies, or plans. This may involve, for example, discovery and innovation associated with learning by doing

ADAPTED FROM: WBI GUIDE TO EVALUATING
CAPACITY DEVELOPMENT RESULTS (2012, P.30)

QUESTIONS FOR CLARIFYING NEEDED INTERMEDIATE CAPACITY OUTCOMES

Based on understanding that capacity is a multifaceted phenomenon, the Organization Assessment Survey should determine the organization's capabilities ("5Cs"). As discussed in the preceding sections, the 5Cs is a framework consisting of:

- (i) the capability to act and commit; (ii) the capability to deliver on development objectives; (iii) the capability to adapt and self-renew; (iv) the capability to relate to external stakeholders; and
- (v) the capability to achieve coherence.

ICO	Check if the answer is "no" in relation to the target development goal
Raised awareness	<input type="checkbox"/> Did the change agents have sufficient knowledge of the environment? <input type="checkbox"/> Did they understand their role in improving the current situation? <input type="checkbox"/> Were they sufficiently motivated to take the needed actions? <input type="checkbox"/> Were they confident that they could take the needed actions?
Enhanced knowledge and skills	<input type="checkbox"/> Did the change agents have adequate technical skills and/or knowledge to make the current situation better? <input type="checkbox"/> Did they know how to apply the needed knowledge or skills in their work? <input type="checkbox"/> Did they have the managerial support to apply the needed knowledge or skills? <input type="checkbox"/> Was the environment in the change agents' workplace conducive to applying these skills?
Improved consensus and teamwork	<input type="checkbox"/> Were there any problems among or within the change agents related to poor teamwork? [check if yes] <input type="checkbox"/> Were change agents able to work effectively together on change activities? <input type="checkbox"/> Were they able to reach agreement on? <input type="checkbox"/> Were all key stakeholders (other than change agent) included in the decision-making process related to? <input type="checkbox"/> Was there effective and sufficient communication among team members? <input type="checkbox"/> Were team members committed to improving the situation related to?
Strengthened coalitions	<input type="checkbox"/> Did the change agents collaborate in any form with any external partners on? <input type="checkbox"/> Were the roles and responsibilities within established partnerships clear related to? <input type="checkbox"/> Did the members of the established partnerships or coalitions share a common agenda for action related to? <input type="checkbox"/> Was there sufficient trust among members of the coalitions to work effectively together? <input type="checkbox"/> Were the partnership or coalition structured appropriately to leverage diversities related to? <input type="checkbox"/> Was the structure of the partnership or coalition formal enough to support an effective decision making process related to?
Enhanced networks	<input type="checkbox"/> Were the relevant stakeholders' involvement in the decision making process ensured? <input type="checkbox"/> Did individual members have sufficient incentives for participating in the network? <input type="checkbox"/> Were members committed to the network's goals? <input type="checkbox"/> Were the relationships within the network appropriate for effectively addressing? <input type="checkbox"/> Was everyone connected to the network who needed to be for addressing? <input type="checkbox"/> Did the network effectively bridge differences? <input type="checkbox"/> Was there a sufficient exchange of information among network members for addressing?
New implementation know-how	<input type="checkbox"/> Did change agents have sufficient understanding of why they needed to develop a strategy/policy plan? <input type="checkbox"/> Was there a new policy or strategy that needed to be developed to make the envisioned changes in the? <input type="checkbox"/> Was there a policy/strategy/plan that needed to be implemented to make the envisioned changes in the? <input type="checkbox"/> Did change agents have sufficient know-how to identify and implement the needed action steps related to? <input type="checkbox"/> Was there an M & E plan to measure the results of the strategy/policy/plan?

OD CONSULTING WORK PLAN



The Work Plan outlines the activities and services to be performed from Initiation to Closure of the OD work. It acts as the roadmap to effectively achieve the intended goals as briefly depicted in the Statement of Work (SoW). As identified in the Statement of Work (SoW), the Work Plan should be organized by Component & Deliverables. Based on the First Contracting Meeting, the work plan should include following:

- 1.Scope of Work
- 2.Purpose, Objectives & Impacts
- 3.Anticipated Duration
- 4.Activities, Inputs and Timelines for each activity
- 5.Assumptions & Risks
- 6.Process Steps to execute the assignment under each activity
- 7.Resources Requirements
- 8.Key Milestones (outputs, outcomes, impacts)
- 9.Key Performance Indicators (KPIs)

WORK PLAN TEMPLATE

Objective	Activities	Timeline	Risks	Outputs
Component 1: General Requirements				
Deliverable 1: Strategic Plan				
Objective	Activities	Timeline	Risks	Outputs

The Work Plan should always focus on results, achievements, and impact driven engagements. The Monitoring & Evaluation (M&E) personnel from the Radicals Team will be responsible for tracking progress and results at each level. The M&E team should maintain a Project Management Plan. The Work Plan and Project Management Plan provide the implementation framework for OD Work.

Based on the work components, the OAS should be broad enough to cover all the operational and strategic areas of the business. The survey focuses on understanding the extent to which the organization is performing its core functions, solving problems to achieve both operational and strategic objectives. The assessment is used to determine the current position of the organization. The OD Consultant should also use the assessment to determine whether the organization tends towards a more transactional approach or a more transformational approach.

A transactional approach focuses on structure, systems, and management practices, while a transformational approach is concerned with vision, strategy, leadership and culture. From a whole system perspective, organizations should adopt a hybrid of these two approaches. OAS should therefore cover the soft and hard business capacity areas. The soft areas encompass implicit, intuitive issues and behaviors in an organization. On the other hand, hard areas require technical instructive focus on skills and performance of organizational staff and leaders.

The OAS can take the diagnostic or dialogic dimensions. The diagnostic and dialogic techniques will help the OD Consultant to capture the critical analytical themes in an organization and highlight ways to accurately frame issues. The results of the OAS will help OD Consultants to address the following five areas.

Component 1: Strategic Planning				
Deliverable	Activity	Findings	Implications/Risks	Remarks

Interpret the initial Statement of Work (SoW)

Key Questions

- How does the client initially define the problems, needs, and challenges facing the organization or unit?
- How does the client view the desired state of the organization?

Redefine the problem

Key Questions

- How can the problem be redefined so it can be investigated and workable solutions can be developed?
- What will be the focal points of the diagnosis?
- What assumptions about the preferred state of the organization and definitions of organizational effectiveness will be used in the diagnosis?
- How will solving the problem improve effectiveness?

Understand the current state

Key Questions

- What individuals, groups, and components of the organization are most affected by this redefined problem and most likely to be involved in or affected by its solution?
- How is the problem currently being dealt with? How do members of the relevant groups define the problem and suggest solving it?

Identify forces for and against change

Key Questions

- What internal and external groups and conditions create pressure for organizational change, and what are the sources of resistance to it?
- How ready and capable of changing are the people and groups who are most affected by the problem and its possible solutions?
- Do they have common interests or needs that could become a basis for working together to solve the problem?

Develop workable solutions

Key Questions

- Which behavior patterns and organizational arrangements can be most easily changed to solve problems and improve effectiveness?
- What interventions are most likely to produce these desired outcomes?



Organization Assessment Survey (OAS) Methods

The book Organization Development Review: Resource for Practice Academics and Instructional Practitioners, identified the following methods:

- Brainstorming
- Management-by-Objectives
- Quality Circles
- Process Consultation
- Questionnaires, Interviews, and Focus Group Discussions
- Positive Organization Questionnaire
- Direct Observation
- Training/Leaning Needs Analysis
- Workshops or Group Discussions
- Creative Thinking



Knowledge & Skills Attributes

Knowledge assessment is an integral part in not only OD practice, but the learning process.

The knowledge aspect of in OD practice covers an understanding of:

- Self
- the internal and external operating environment of the business;
- the opportunities and threats that the business faces;
- the tensile forces that exist within the business;
- management and staff capabilities; and
- processes that drive the performance of the organization and its industry

As part of personal and professional development, it is important to rate your knowledge in OD, both in terms of theory and experience. It is important to complement knowledge with the requisite skills in OD practice. To foster effectiveness, you should cultivate such skills and abilities as:

- problem solving
- analysis and critical thinking
- interpersonal skills
- pattern recognition
- technical/psychomotor skills

These skills can be developed and enhanced through the adoption of action learning practices across the organization's functions.

Our ability to effectively use ourselves as instruments of change is a function of our knowledge, technical skills, ability, interest in reflection, and life stage maturity.



KNOWLEDGE & SKILLS ATTRIBUTE SELF-ASSESSMENT WORKSHEET

(Complete this worksheet as a guide to help you to understand Self in relation to OD and to decide some of the areas for personal and professional development. Please upload your completed self-assessment worksheet through LMS)

Knowledge Aspect	What this knowledge aspects means in practice	Developing	Functional	Proficient	Your justification
Personal Commitment					
Fundamentals of OD	<i>means</i> you demonstrate an understanding of the OD science, theory, practice, and values and how these relate to individuals, families, organizations, and society. <i>means</i> you demonstrate understanding of roles and responsibilities of OD including the field's historical background and manifestations				
Self	<i>means</i> you demonstrate understanding of 'Self' including your strengths, weaknesses, opportunities, and challenges. <i>means</i> you demonstrate ability to use 'Self' as an instrument				
Environmental Awareness	<i>means</i> you are always abreast of the environmental changes and how they impact on Self and on businesses. <i>means</i> understanding of the tensile forces that exist within the business				
Management and staff capabilities	<i>means</i> you are aware of the fundamental management and staff capabilities to lead change, continuous improvement, and enhance employee performance.				
Business Savvy & Industry awareness	<i>means</i> you understand the processes that drive the performance of the organization and its industry				

Practice competently and ethically	<p>means you recognize the competencies and resources appropriate to engineering activities.</p> <p><i>means</i> you demonstrate an understanding of the ethical issues associated with OD, Change & Leadership work or practice area, and how these are managed collectively by your organization, project or team; and</p> <p><i>means</i> you demonstrate an ability to identify ethical issues when they arise, and to act appropriately.</p> <p>Mark as 'Proficient' if you have met OLDN CPPD requirement or you are RODC.</p>				
Develop safe and sustainable OD business case	<p><i>means</i> that you apply and implement current OD, Change & Leadership interventions in your practice; and</p> <p><i>means</i> that you identify the economic, social and environmental impacts of OD activities; and</p> <p><i>means</i> that you anticipate and manage the short and long-term effect of OD activities</p>				
Engage with relevant stakeholders in OD practice	<p><i>means</i> you identify stakeholders, individuals or groups of people who could be affected by the short, medium and long-term outcomes of OD activities, or could exert influence over the OD outcomes, including the local and wider community; and</p> <p><i>means</i> you identify stakeholder interests, values, requirements and expectations using the terminology of the stakeholder through consultation and accurate listening; and</p> <p><i>means</i> you work ethically to influence perceptions and expectations of stakeholders and negotiate acceptable outcomes in the best overall interest of relevant communities.</p>				
Social Sensitivity	<i>means</i> ability to perceive and understand the feelings and viewpoints of others.				
Communication	<i>means</i> that you communicate efficiently, honestly and effectively				

Performance	<i>means</i> that you demonstrate an ability to apply appropriate tools or processes to achieve corporate objectives while accounting for personal obligations to the profession.				
Judgment	<i>means</i> that you exercise sound judgment in OD activities				
Problem analysis	<i>means</i> that you define, investigate and analyze organization problems and opportunities				
Flexibility	<i>means</i> having the capacity to act in different ways as appropriate to the situation.				
Creativity and innovation	<i>means</i> that you develop creative and innovative solutions to organization problems				



DISCIPLINES OF EFFECTIVE CONSULTANTS

Discipline 1: Always take time to reflect

Take time to think, muse, and reflect—to process all that has happened, to sift through the clutter, to run ideas up the proverbial flagpole, and then to draw conclusions and project clarity.



Discipline 2: Carefully select team members (radicals)

Effective consultants select their heroes carefully. This involves those people and events they choose to revere - employees whose performance they choose to celebrate.



Discipline 3: Practice

The best leaders practice the words, images, and stories they use to help us perceive the future clearly. Having refined their speech, they seek new and bigger audiences and then give the same speech.



Integrating knowledge to make sense of complexity

The VUCA Prime model shows that we can manage Complexity with Clarity. Fahri Karakas developed a framework consisting nine mindsets for integrating knowledge:

Mindset 1: Quality and process

This (*Sensazione*) mindset is based on diligent leadership and focused on process, control, structure, and planning. Key values include efficiency, order, consistency, stability, discipline, precision, rationality, and perfection. It comes from the classical school and integrates mechanical, rational, and procedural approaches. The tool is Kaizen. The metaphor is machine.

Mindset 2: People and service

This (*Connessione*) mindset is based on servant leadership and focused on people, relationships, teams, networking, communication, and customers. Key values include empathy, satisfaction, commitment, affection, cooperation, and fulfillment. This mindset comes from the human relations school and integrates social, psychological, and informal approaches.

The tool is emotional intelligence. The metaphors are family and shelter. Central elements are motivation and communication.

Mindset 3: Goals and productivity

This (*Progressione*) mindset is based on effective leadership and focused on objectives, numbers, success, achievement, survival, and productivity. Key values include adaptability, fit, growth, progress, energy, effectiveness, persistence, ambition, and competitiveness. This mindset comes from the open systems school and integrates systemic, organic, environmental, and goal-based approaches. The tool is management by objectives. The metaphors are organism and contest.

Mindset 4: Creativity and reflection

This (*Arte*) mindset includes artistic leadership; the focus is on culture, identity, meaning, aesthetics, design, and reflection. Key values include inspiration, authenticity, depth, sharing and distinctiveness. This mindset comes from the symbolic interpretive school. The tool is the DaVinci leadership code. The metaphor is art workshop. Central elements are meanings and identity.



MINDSET

MINDSET 5: KNOWLEDGE & LEARNING

This (*Curiosita*) mindset includes expert leadership with a focus on information, technology, science, cognition, observation. Values include insight, wisdom, expertise, comprehension, and analysis. This mindset comes from the cognitive school and integrates intellectual, mental, and analytical approaches. The tool is the learning organization. The metaphor is the brain.

MINDSET 6: RISK AND COMPETITION

This (*Precauzione*) mindset includes political leadership. The focus is on risks, threats, power, competitors, interest, conflict, and ideology. Key values include caution, security, trust, questioning, loyalty, reliability, and specialization. This mindset comes from the power and politics school and integrates political, ideological, and analytical approaches. The tool is SWOT analysis. The metaphor is the cult.

MINDSET 7: INNOVATION AND COMPLEXITY

This (*Sfumato*) mindset is based on visionary leadership and focused on invention, innovation, vision, flux, chaos, emergence, and network. Its values include flexibility, novelty, dynamism, exploration, and imagination.

It is dynamic, chaotic, visionary, and futuristic. The tool is appreciative inquiry. The metaphor is flow, playground. Central elements are change, and flux.

MINDSET 8: ACTION AND RESULTS

This (*Dimostrazione*) mindset is based on charismatic leadership and focused on profits, results, change, implementation, action, and transformation. Key values include entrepreneurship, initiative, action, confidence, leadership, and risk-taking. This mindset comes from the strategic and managerial school and integrates economic and practice-based approaches. The tool is empowerment. The metaphor is skyrocket or speed boat.

MINDSET 9: DIALOGUE AND BALANCE

This (*Corporalita*) mindset is based on participative leadership and focused on stakeholders, negotiation, and interdependence. Key values include dialogue, harmony, balance, legitimacy, consensus, tolerance. This mindset comes from the institutional school and integrates societal, collective, sociological, and natural systems. The tool is Socratic Method. The metaphor is the orchestra. Central elements are legitimacy and consensus.

CHECKLIST
FOR ORGANISATIONAL READINESS FROM THE
LEARNING NETWORK ON CAPACITY DEVELOPMENT
ATTITUDES

1. What is the demand for capacity development and change, and is it sufficient to overcome challenges and resistance and lead to sustainable change?
2. What is the vision of change and is it agreed by key stakeholders?
3. What understanding do stakeholders have about how to define necessary changes?
4. Is there a clear alignment between the shared vision of the intended changes and the development goal?
5. Who holds the power to support or block change in this context?
6. Who holds visible/legitimate power?
7. Where is the invisible/illicit power and how is it used?
8. Is there political will to initiate and resource change?
9. What motivation to change do the different stakeholders' have?
10. How important is the change initiative for them?
11. What incentives are there for them to engage with change?
12. What perverse incentives would stop them from engaging?
13. Has senior management made a commitment to act as a sponsor of the change?
14. What issues in the culture, such as gender, are likely to be relevant to the change initiative?
15. Is the change consistent with the current organisational culture?
16. What is the value system and change background of the stakeholder groups?
17. What type of resistance can be expected and from where?
18. How has the leadership planned to manage resistance to change?



CONDITIONS

1. How well are stakeholder goals aligned to the development goal to enable harmonization around the change?
2. What is the scope of the change for the affected organisations, people, systems?
3. Have the necessary results been quantified and articulated as objectives and indicators?
4. What supporting legislation, policies, strategies are already in place, and are more needed?
5. How much change is already going on and how well is it being managed?
6. Is there a history of adequately helping individuals make personal changes?
7. Will human resource policies, practices and processes (e.g., salary and benefits structure) support or inhibit the change?
8. Does the infrastructure exist to enable employees by providing them with the appropriate tools and training?

RESOURCES

1. What organisational, project or programme management tools already exist that would help to plan, execute and monitor the change?
2. Are there enough staff in the right places?
3. Are staff appropriately skilled to manage and implement the change?
4. Are finance and other necessary resources available or likely to become available? If not, what is needed and where can it be sourced?

ACTION STEP 2: UNDERSTANDING CONTEXT - SCANNING THE ENVIRONMENT

The understanding of context is essential to inform the contracting stage of OD practice. This OD Blueprint reviews context in terms of the internal and external operating environment of the business. The contextual analysis should be conducted in relation to the clarity of knowing yourself as an OD Practitioner. As defined above, context consists of all the external, internal, and interpersonal factors that contribute to the uniqueness of each situation and circumstance. Step 1 of this OD Blueprint covered the personal and interpersonal factors relevant to OD consulting. It also involves the preliminary Organization Capability Assessment. Figure 5 indicates the roles, principles, core concepts, key competencies, and outcomes of OD Practitioners. These elements are essential in diagnosing and exploring context.

Role	Principles	Core Concepts	Key Competencies	Outcomes
Author	Insight & Illumination	Reflection & Research	<ul style="list-style-type: none"> • Knowledge & Passion • Research Skills • Contracting • Knowledge Transfer • Imagination • Curiosity • Attention to detail 	Communication Coaching Consulting Facilitation
Advocate	Inclusion & Independent Support	Rationalize	<ul style="list-style-type: none"> • Clarity of Purpose • Person-centred Approaches • Analytical • Creativity • Assertiveness 	
Agent	Inspiration & Invention	Representation & Reciprocity	<ul style="list-style-type: none"> • Linkages • Problem-Solving • Flexibility • Diversified knowledge • Right attitude • Results-focus 	
Arbiter	Intercession	Repair & Regulation	<ul style="list-style-type: none"> • Absolute objectivity • Sound judgment • Reasonable common sense • Process & Performance improvement 	
Ambassador	Influencing	Relationship building	<ul style="list-style-type: none"> • Integrity • Leadership • Knowledge or Appreciation • Professionalism • Gather Feedback and offer innovative insight 	

Figure 7: OD Consultants - Roles, Principles, Concepts, Competencies, & Outcomes

EXPLORE THE ENVIRONMENT

Once the OD Practitioner has enhanced clarity about self and addressed the ability to accept new information, effort should be made to understand the external and internal context of the consulting work. This involves scanning the internal and external environment in order to determine trends and emerging issues that will shape the consulting activities and pathways. Scanning the environment allows the OD Practitioner to explore and interpret the environment in order to understand how emerging issues will impact the consulting work and the organization.

SENSEMAKING

is essential in the exploration of the environment. The process of treating the unknown as knowable and of recognizing the new or the unpredictable in their environment and interpreting it either in reference to the known or to build new knowledge is called sensemaking. This process helps in creating opportunity maps; that is, identifying most important strategic opportunities and developing a positive guiding image of the future.



BUILD A GUIDING COALITION OR RADICAL CIRCLE

The importance of a change agent team, especially during transition, cannot be overemphasized. According to Dennis M. Nally's 2006 article in the Leadership Excellence Magazine, "no single leader can understand, analyze, anticipate, forecast, plan and execute around the sea of change." An effective change agent team should comprise representatives of key stakeholders, including informal or opinion leaders who have a high degree of influence which is important for the sustainability of the change.

"The achievement of OD outcomes happens when strong, multi-disciplinary groups come together, build a collaborative and appreciative interchange, and explore the intersection of their different points of strengths. This macro-minded ability to connect ideas, people, and resources paves way for something even more inspiring in OD." Chinoperekweyi (2019).

Organizations do face enormous pressure to transform in the face of the ever-changing environment. In view of the 'bounded rationality' concept, OD work demands participatory methodologies. In most instances, organizations choose to use task forces, work teams, project teams, quality improvement teams, learning circles, or redesign teams. This OD Blueprint recognizes any such terms as being premised on an appreciation of collaborative capital and constellation of strengths. While the RC may have its own stages of group development, they do not appear to be as linear as those outlined in Tuckman's (1965) "forming, storming, norming, performing, and adjourning" approach. In OD Consulting, such circles must be emergent and unplanned. The Lead Consultant should encourage members of the circle to reflect on Step 1 of this blueprint and share their views, biases, and assumptions with the team. A radical circle is defined by Verganti and Shani as:

"A set of individuals who realize they have a common sense of malaise concerning the existing vision of a business and share similar insights about future directions that challenge the existing dominant myths of their organization. Therefore, over a period of time, they work voluntarily to explore a new vision, make it grow, almost secretly, without a formal commitment, until the transformation takes off." (2016, p. 105).

The authors further pointed out that a radical circle provides the economic and social capital; the encouragement and support; and the constructive criticism necessary to identify, test and refine innovative ideas necessary to pursue organizational transformation. Key to the formation of a radical circle is the existence of "trust" among the radicals. The four cores of credibility by Stephen M. R. Covey should therefore inform the suitability of the radicals:

The radicals have a mandate to recognize current challenges and opportunities and envision an alternative vision, and/or practices, and/or products and services. The following transitions should be managed for an effective and well-coordinated radical circle:

- Friendship
- Organization Focus
- Common set of attitudes and values – driven by a sense of malaise for the current situation.





YES
YOU
CAN

In a radical circle, the Lead Consultant should always be a role model and inspiring others to act. This calls into action the five exemplary leadership practices by James Kouzes and Barry Posner in their book, *The Leadership Challenge* (1987):

- **Model the Way**

as a change and continuous improvement agent, role modelling encompasses openness and sharing the problem with all the radicals as a way to increase empowerment and involvement.

- **Inspire a Shared Vision**

envision an uplifting, exciting and meaningful future. Develop a positive guiding image of the future and align around priorities.

- **Challenge the Process**

always search opportunities for change. The Lead Consultant should facilitate conversations aimed at creating 'opportunity maps' thereby identifying most important strategic opportunities. It is also important to encourage the team to think long-term, to dream, and imagine.

- **Enable Others to Act**

foster collaboration, listen to the radicals and give each member space to act and contribute. The Lead Consultant should strive to unleash team's energy, creativity and drive, and put every member in a position to make critical and courageous judgments.

- **Encourage the Heart**

as you work with the radicals and other members from the client organization, recognize individual contribution and celebrate team achievements.

A **World Café** could be ideal technique to bring the radicals together. The guiding assumption to the World Café is that people already have within them the wisdom and creativity to confront even the most difficult challenges; that the answers we need are available to us; and that we are wiser together than we are alone. The World Café will foster the conditions for the emergence of collective intelligence by engaging people in dynamic strategic conversations around questions that matter to their lives and work. The World Café can also be used in the following instances:

- Engage people who are meeting for the first time in authentic conversation
- Conduct an in-depth exploration of key strategic challenges and opportunities
- Invite all voices into the conversation
- Create meaningful interaction between a speaker and an audience

- Generate input, share knowledge, stimulate innovative thinking and explore action possibilities around real-life issues and questions.
- Deepen relationships and mutual ownership of outcomes in an existing group

World Café Guidelines

Figure 6 and 7 depicts the guidelines and principles for adopting World Café to improve conversations with the radicals or even stakeholder segments. The Lead OD Practitioner should be critical in selecting the café hosts.



FIGURE 8: WORLD CAFE GUIDELINES



Figure 9: World Café Principles

- **Structural Elements**

Encompass communication channels, delineate roles, and can establish formal and informal forums for joint exploration and debate. Furthermore, it involves physical structure to facilitate communication among entity members, as well as organize work roles to improve sense-making or problem solving.

- **Procedural Elements**

Facilitate collective learning, as well as enable members to share knowledge and communicate across levels of the organization or across organizations. It encompasses rules, routines, methods and tools that can be institutionalized in the organization.

The Lead Consultant should promote a culture on honest conversations and ongoing interactions, based on the shared vision and purpose of existence. A Radical Circle is focused on the clashing and fusing of perspectives, rather than the more mundane generation of ideas.

Development work should start at the radical circle level in terms of defining the cognitive, structural, and procedural elements of the team.

- **Cognitive Elements**

This helps to “underpin generically subjective sense-making and enable ... [the entity] ... to operate with shared meaning”. It encompasses value and mission statements, policies and plans and other strategy documents that guide the working arrangement of the radical circle.

The Radical Circle can exchange productive feedback and challenge different perspectives without the fear of delivering a solution because the circle operates “before there is formal commitment on the deeper exploration of a new vision”.

Members of the Radical Circle can be from within the organization’s current structures or from outside. The fundamental principle guiding the formation of the Radical Circle is the promotion of diverse perspectives. The promotion of intellectual diversity leads to more open and insightful debates and discussions, subsequently paving way for radical changes. Formal engagement should be made between the Radical Circle and the organization; this is because the Radical Circle should seek a few potentially strong advocates, or champions, outside of the RC to disclose the group’s ideas to before presenting them to senior management or other stakeholders. The Radical Circle should work with senior executives of the organization. The executives should be open-minded and willing to give the emerging alternative vision full consideration.

Essence	<ul style="list-style-type: none"> • A group of individuals committed to organizational success who connect voluntarily to address their shared malaise with an organization's current vision • The circle's will to change is for the good of the organization, not just as a disruptive rebel force • The intensity of the discontent serves as the magnet that draws individuals (at times strangers) from across the organization together to explore alternative visions
Theoretical foundations	<ul style="list-style-type: none"> • Sociology: Collaborative circles (i.e., Farrell, 2001) • Organization Design and Innovation: Information processing in times of task uncertainty (i.e., Galbraith, 1974)
Key resources/functions	<ul style="list-style-type: none"> • Reframing the problem • Membership by invitation only • Secrecy • Honest dialogue • Collaboration • Criticism and Exploration
Phases of development	<ul style="list-style-type: none"> • Informal gatherings – malaise identified through discussion • Identify varying perspectives on problems with current vision • Quest for ideal solution through criticism, exploration and refinement within the circle • Selection of organizational champion from outside the circle to share criticism, exploration and divulge transformation solution • Work with champion to develop organizational support and resources for evaluation and implementation • Transition to traditional organizational change processes • Dissolution of the circle
Mechanisms	<ul style="list-style-type: none"> • Circle functions guided by a tapestry of cognitive, structural and procedural elements <ul style="list-style-type: none"> ◦ Cognitive elements <ul style="list-style-type: none"> ▪ Develop language, concepts and values imbued into the circle ▪ Facilitate group sense-making ◦ Structural elements <ul style="list-style-type: none"> ▪ Create appropriate design configuration ▪ Establish communication channels and roles for joint exploration and critical debate ▪ Facilitate institutionalization of learning into the circle ◦ Procedural elements <ul style="list-style-type: none"> ▪ Instill rules, routines and tools for the circle to function effectively ▪ Facilitate collective learning and share knowledge across the organization

FIGURE 10: KEY FEATURES OF A RADICAL CIRCLE

SOURCE: ABRAHAM B. (RAMI) SHANI, BRUCE E. GREENBAUM, & ROBERTO VERGANTI IN THE ORGANIZATION DEVELOPMENT JOURNAL, SUMMER 2018, P.80.

The other option to the Radical Circle is the Large Group Method. Large group methods bring together “the system”—all the concerned parties or stakeholders rather than just a few change makers—in one place, so that more organizational actors are involved in strategizing and planning change. Because these approaches tap into a systemic rather than partial perspective about organizational change, they increase the chances of succeeding by avoiding missing important data and perspective. Compared to traditional approaches to organizational change, the involvement of many more employees in important decisions about strategy enlists everyone in meeting the challenge and brings together diverse interest groups to work toward a common goal: building a shared understanding of the issues facing them.

Encourage abundant-thinking

In any field of practice, it is fun to work with people who are abundance-focused. This is more interesting in OD practice due to the dual identity of the field. Radicals and all client organizational members need to be encouraged to be competitive, not to beat someone, but rather to advance the mission at hand. Abundance-focused people relish other's success and achievements and leverage on that to advance the broader mission.

In view of the scarcity of resources, radicals and organizational members need to focus on the available resources to determine what they need to get results. Abundant-thinking people focus on the resources at hand rather than what they lack. They do not use lack of resources as an excuse for inaction or stasis.

The focus of abundant people is on what's possible. While presenting at the OLDN 2020 Global OD & Leadership Masterclass, Dr. Joanne C. Preston pointed out that as OD practitioners “Don't focus on what you Don't have”. This is in line with the abundant-thinking concept.



MOTIVATING THE RADICALS

OD Consultants need to be effective at managing brief interactions. These short time interactions activate more meaningful discussions. In deserving cases, hiring a Motivational Speaker would be ideal to supercharge the team of radicals. The Motivational Speaker will emphasize personal responsibility in change. Here are some of the ways to inspire and motivate the team through brief interactions:

1. See through confusion and contradictions that others cannot see to a NEW future
2. You are on the driver's seat, pick up the pace and dive directly to the heart of the matter. You can ask question like "Tell me something we need to do differently to achieve the desired outcomes"
3. Listen and Guide the member's when they initiate a conversation
4. Train the team on what you expect from them
5. Schedule shorter meetings and ensure solid communication
6. Ensure meetings are focused and efficient
7. Schedule periodic open times for free-wheeling discussions

Focusing on the OD Lead Consultant, the following are some approaches to inspire and motivate the team of radicals:

1. Create a culture of lasting excellence – this involves getting the right people, in the right seats, and headed in the right direction.
2. Build and maintain trust – trust is the cornerstone of effective OD or change management activities: How do you build trust as an OD or Change Management Consultant?
 - develop and lead a team of leaders,
 - listen to the team that you work with,
 - manage moral failings through encouraging character formation (moral self-reflection, moral self-correction, moral self-awakening and moral reorientation),
 - encourage divergent thinking and open dialogue,
 - walk-the-talk and close the promise-performance gap,
 - create service culture based on principles, communication and vision
 - elevate, magnify and refract team members' strengths, and
 - invest time to observe and discover what's universal about the team and capitalize on it.
 - Create engaging culture
 - Ace adaptability
 - Always articulate a compelling vision



KEY PRINCIPLES TO EFFECTIVELY MANAGE THE RADICAL CIRCLE

The Lead Consultant should understand that change agents (Radicals) are essential for growth and innovation and as such they should have acute strategic intelligence and understanding of the field in which the client organization is operating. To effectively manage the Radical Circle, the Lead OD Consultant need to have change intelligence (CQ). Change Intelligence is defined as awareness of your change leadership style and ability to adapt it to be optimally effective in leading sustainable strategic change. This demands Heart Strength (connecting with people emotionally), Head Strength (Connecting with people cognitively), and Hands Strength (exude positive and growth-oriented behaviour).

- Set expectations. Effective leaders create a vision that inspires the team to achieve superior performance. In Formula 1, the image of what success means is visible to all team members. It includes their driver(s) standing on the winners' podium after a race, receiving a trophy and spraying champagne.
- Encourage Divergent Thinking
- Focus on results
- Act as role model
- Make decisions rapidly
- Promote dialogue
- Develop leaders at all levels

Clarify the Intent

The overall intent of the contracting activity should be clarified before-hand. The Statement of Work (SoW) and Work Plan are essential at this stage. These documents should demonstrate a high degree of conceptual thinking and keen insight on the part of the team of radicals. This stage involves questioning the taken-for-granted and getting to the root of the issue. In order to provide more clarity and enhance understanding of the Organization's Capability Assessment, the 5 Whys Technique and the Force Field Analysis could be used at this stage. The following preliminary elements should be communicated by the Lead Practitioner to members of the Radical Circle:

1. Vision
2. Mission
3. Work Components & Deliverables
4. Goals and Objectives
5. Timelines
6. Strategic Milestones
7. Key Performance Indicators (KPIs)
8. Responsibilities.

The above elements are communicated as delivered by the client, and should then be subjected to scrutiny by the radicals. The radicals should also be asked to complete the Organization Capability Assessment and discuss their views with the entire team. The Lead Practitioner has the ultimate responsibility to consolidate, analyze, and report the findings, taking into consideration the Client's responses from the First Contracting meeting. It is also important to clarify the stage of change that the client organization is at. The three levels of organization's challenges and change are: (Spring 2011)

- **First Stage: Survival Stage** - characterized as that deadly period of time when the organization potentially is looking at its own demise if stringent measures are not invoked.
- **Second Stage: Stability Stage** - the leader charged with saving the company is rarely, if ever, the most knowledgeable about the business itself, but is someone who must act deliberately, decisively, quickly, and ethically to ensure the survival of the enterprise while maintaining the values and core principles of the organization.
- **Third Stage: Creative-Competitive Stage** - Once an organization has avoided possible catastrophe, it is necessary to establish a sense of stability.



FIGURE 11: DESIGN CHARRETTE EXAMPLE

THE 5 WHY'S TECHNIQUE PROCESS

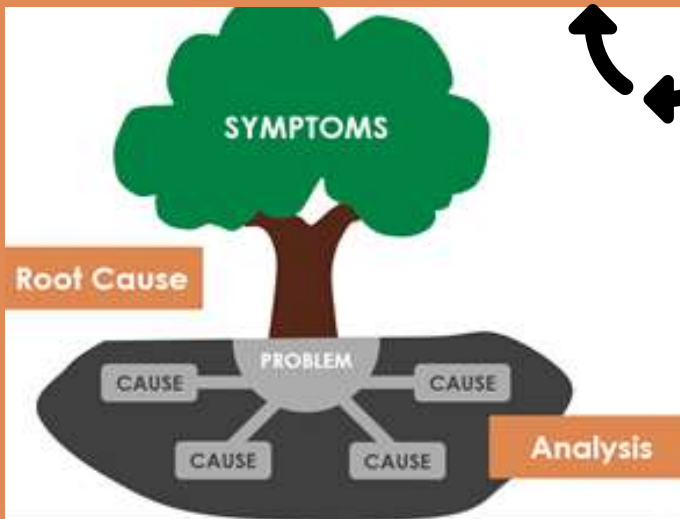
This is a tool
for root cause analysis.

'Why' is supported by answers
to find each preceding trigger until we
supposedly arrive at the root cause of
the incident.



OVERVIEW

This is an iterative interrogative technique used to explore the cause-and-effect relationships underlying a particular problem. The primary goal of the technique is to determine the root cause of a problem by severally repeating the question "Why?", rather than merely reacting to a symptom and implementing a short term fix. The two commonly used techniques for performing the 5 Whys Analysis are the Fishbone (or Ishikawa) diagram or a tabular format. By repeatedly asking the question, 'Why?' you peel away layers of issues and symptoms that can lead to the root cause. Most obvious explanations have yet more underlying problems. But it is never certain that you have found the root cause unless there is real evidence to confirm it.



THE PROCESS

- Start with a statement of the situation and ask why it occurred
- Turn the answer to the first question into a second Why question.
- The next answer becomes the third Why question and so on.
- Review your conclusions
- Take necessary action.

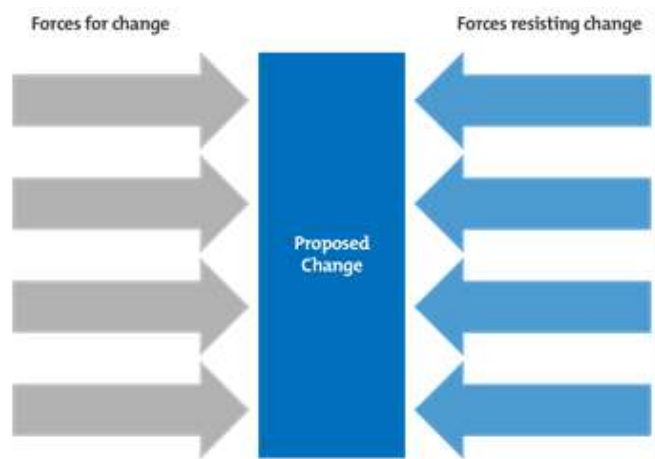
Each 'Why' should be supported answers (covering what, when, where, how, how much), evidence, and solutions.

The technical and adaptive issues in organizations have multiple causes. Conducting a critical analysis of each cause leads to the root cause. Brainstorming techniques can be used here.

FORCE FIELD ANALYSIS

Overview

This tool was developed by Kurt Lewin in 1951. This tool helps to surface different perceptions and aid communication. A force is defined as both a driver and constraint to change. The Force Field Analysis therefore helps the OD Practitioners to gain a comprehensive overview of the different forces acting on a potential organisational change issue, and for assessing their source and strength. Force Field Analysis is a technique to visually identify and analyse forces affecting a problem situation so as to plan a positive change.



The Process

- The change agents/ radicals agree on the area or issue to be explored. Try to make the problem as quantifiable as possible.
- Forces in support of the issue or change should be listed under the driving forces
- Forces working against the issue or change should be listed under the resistant forces
- Sort the forces around common themes
- Score or rank each force according to severity, magnitude, and consequences
- Clarify that if a force seems to be made of multiple elements, each component should be listed separately as a force.

Encourage rich discussion, debate and dialogue at each stage of the process. The aim is to find ways to reduce the restraining forces and to capitalize on the driving forces. Brainstorming techniques can be used here.

ADOPT OR REFRAME THE PROPOSAL OR REQUEST

The radicals in consultation with the client representatives and other stakeholders should reach a point of either adopting the proposal or request as is, or refine the proposal. The preliminary proposal is discussed under Step 1. This Step demands that the radicals embrace Design Thinking thereby becoming Design Thinkers.

The design thinking mindset among the radicals and other members of the client organization, champions change as they no longer see it as something that is forced upon them, but as something with purpose and something they can play a part in creating. The Lead OD Practitioner should be actively involved in building, embedding, and mastering capabilities among the Radical Circles members and within the organization.

THE DESIGN THINKER PROFILE



CAPABILITIES ASSESSMENT TOOL FOR TEAM MEMBERS

Design thinking is a way of thinking about problems, a creative approach to problem-solving that strives to address user needs with a focus on human values, rapid iterations (bias for action and rapid prototyping), and collaboration across boundaries.

OVERVIEW

This tool was designed by Dani Chesson in 2017. The Design Tinker Profile is a validated assessment that helps organizations understand the Design Thinking capabilities of their teams. Design Thinkers: engage optimistically, dialogue visually, explore empathetically, imagine possibilities, embrace collectively, and navigate uncertainty. These capabilities are not mystical gifts bestowed upon a selected few. Think of these skills as muscles - the more we use them the stronger they get.

THE PROCESS

- Explore Empathetically
conduct interviews, questionnaires, observations
- Imaging Possibilities
facilitate brainstorming sessions, design charrettes, brownbag sessions etc to define objectives, challenges, and pain points
- Navigate Uncertainty
take risks, experimentation, identify pain points
- Embrace Collectively
co-creation of solutions
- Dialogue Visually
make use of design charrettes, storyboards
- Engage Optimistically
meetings, briefing sessions

**Source: Chesson, D. (2017). Design Thinker Profile: Creating and Validating a Scale for Measuring Design Thinking Capabilities. Antioch University Library.*

Design Thinker capabilities present a way for organizations to overcome traditional barriers to change by creating a mindset shift in how individuals view change.

INCUBATION PERIOD

As people will be coming from different backgrounds, it is essential to encourage an incubation period for dialogue at many levels, such as within the top management team, between the Radical Circle and the management team, and within the Radical Circle. The conversations tend to lead to the strengthening of the new vision. How long should be the incubation period? Depending on the nature of consulting work, the incubation period varies from a few hours to probably a week. All members should utilize the incubation period to reflect on Step 1 of the Organization Development Blueprint – OD Practitioner Reflection. After the incubation period, the actual activities should start, and the following Organization Development techniques could be used:

Brainstorming	Management-By-Objectives (MBO)
Process Consultation	Quality Circles
Questionnaires	Interviews
Focus Group Discussions	Workshops
Training/Learning Needs Analysis	Sensitivity Training
Organization Capacity Assessment	Transformational vs Transactional Evaluation
Creative Thinking	Design Thinking
Knowledge Management	Coaching & Mentoring

Scanning the Environment

This stage demands dialogue with key stakeholders (internal and external stakeholders) in order to create context for strategic visioning. Environmental scanning is the process of diagnosing context and exercise judgment.

Internal Organization Analysis

This involves organization diagnosis based on the assumptions, tools, models, values, and methodologies that inform the OD Practitioner.



There are numerous tools that can be used for the organization diagnosis and these tools are informed by the diagnostic and/or dialogic mindsets. This process helps to better understand the structure, culture, strategy, and performance of an organization. OD Practitioners undertake organization analysis to gain insight into the company's strengths, weaknesses, opportunities, and threats (SWOT Analysis). Organization analysis creates insight in terms of organization capability: resource, knowledge, market, and internal process capabilities. Organization analysis needs to be conceived as a participatory process.



SWOT ANALYSIS

OVERVIEW

A SWOT Analysis can be used in a variety of OD situations including coaching, assessing development needs, in team building, identifying potential service improvements, and at a more corporate level to help determine strategic priorities. Listed below are some of the key questions covering each element of the SWOT Analysis:

Strengths Weaknesses Opportunities and Threats Analysis

Strengths

- What advantages does the team or organization have?
- What are the core distinctive competencies of the team or organization?
- What unique resources does the team or organization draw upon relative to competitors?
- What do people in your market see as your strengths?
- What is the organization's Unique Selling Position (USP)?

Weaknesses

- What area could the organization improve?
- What areas or elements should the team or organization avoid?
- What would others see as your weaknesses?
- What factors could lead to loss of business?

Opportunities

- What good opportunities can the team or organization spot?
- What interesting trends are you aware of? Useful opportunities can come from:
 - 1.Changes in technology and markets on both a broad and narrow scale.
 - 2.Changes in government policy related to your field.
 - 3.Changes in social patterns, population profiles, lifestyle changes, and so on.
 - 4.Local events.

Threats

- What obstacles do you face in your operations, activities or organizational pursuits?
- What are your competitors doing that might impact negatively on your operations or activities?
- Are quality standards/specifications for your job, products or service changing?
- Is changing technology threatening your position?
- Could any of your weaknesses seriously threaten your business?

Adapted from: Organization Development Review: Resource for Practice Academics and Instructional Practitioners (Justine Chinoperekweyi, 2019).

Capitalize the organization's strengths to deal with the weaknesses; and take advantage of opportunities to counter the threats. The SWOT Analysis supports both internal and external organization analysis.



BUSINESS MODEL CANVAS

A visual framework for strategic conversations about change.

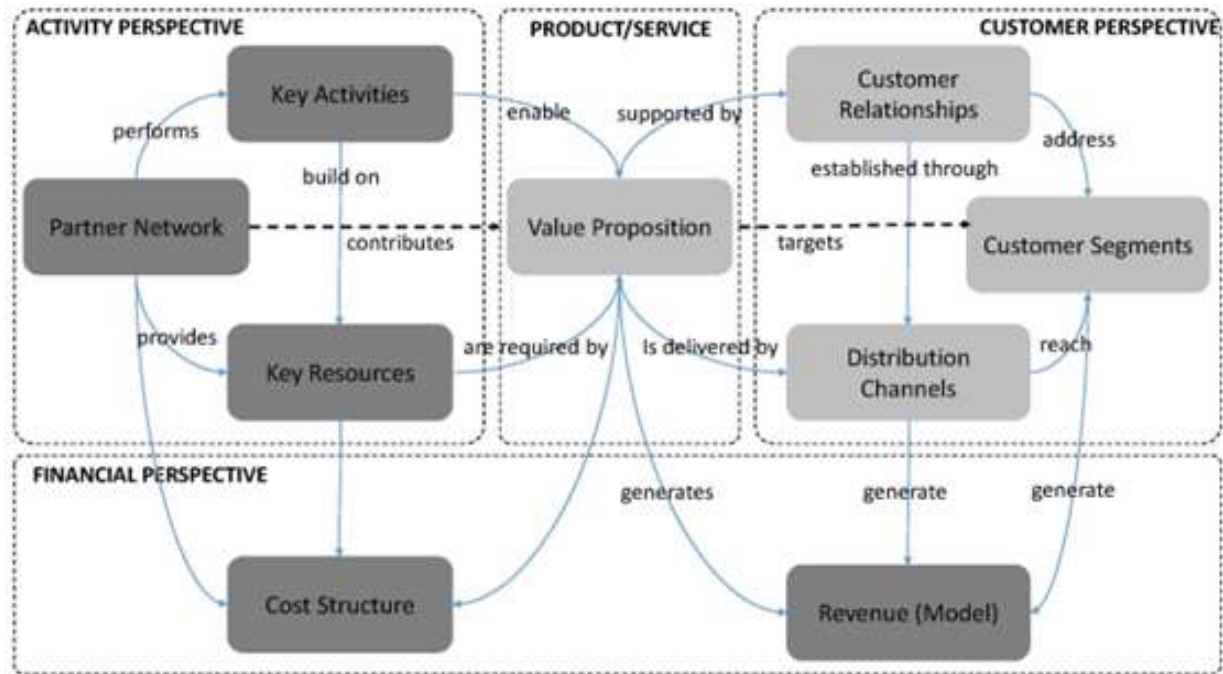
Overview

This is part of the Design Thinking tools that is helpful in understanding the business logic of an organization. The Business Model Canvas is used by entrepreneurs and start-ups to create, visualize, and test business models without wasting capital or overcomplicating their approach.

Key Questions

- What does our current business model offer to customers? What is our value proposition? This helps define the offerings (products and services) and describe how the business model caters to the target customers' needs.
- Who are our target customers? Because customers are at the heart of every business, answering this question helps entrepreneurs understand precisely which customer segments are relevant for the business model and which segments' needs are not.

- How do we produce our offerings? What activities are key for us to produce our products/services? To put a value proposition into effect, you must carry through various processes and activities. This identifies another important dimension of business model design work and of the company's value chain.
- How do we generate profit? What is our cost structure? Or more simply, why does the business model work commercially? The profit mechanism, with cost structures and revenue-generating mechanisms, clarifies the financial viability of the business model.



“Without a visual map of some sort, most groups will wander aimlessly around a closing list of issues, without closing on any of them” (Ertel et al., 2014, p. 108). In truth, it can be hard for a group to get their collective head around something as complex as a business model or diagnosing an organization for change or planning action.

This allows for more productive and strategic conversations about change, so that people in organizations start to agree on what change is, how to understand it, and what it assumes. Every effort should be made to prevent any misunderstanding when words like “change,” “communication,” “planning,” “process,” “strategy,” or “aspiration” are used.

MCKINSEY'S 7-S FRAMEWORK

Strategy:

- What is our strategy?
- How do we intend to achieve our objectives?
- How do we deal with competitive pressure?
- How are changes in customer demands dealt with?
- How is strategy adjusted for environmental issues?

Structure:

- How is the company/team divided?
 - What is the hierarchy?
 - How do the various departments coordinate activities?
- How do team members organize and align themselves?
 - Is decision-making centralized or decentralized?
- How should it be, given our plans?
 - Where are the lines of communication? Explicit and implicit?

Systems:

- What are the main systems that run the organisation? Consider financial and HR systems as well as communications and document storage.
 - Where are the controls and how are they monitored and evaluated?
 - What internal rules and processes do the team use to keep on track?

Shared Values:

- What are the core values?
- What is the corporate/team culture?
 - How strong are the values?
- What are the fundamental values that the company/team was built on?

Style:

- How participative is the management/ leadership style?
 - How effective is that leadership?
- Do employees/team members tend to be competitive or cooperative?
- Are there real teams functioning or are they just nominal groups?

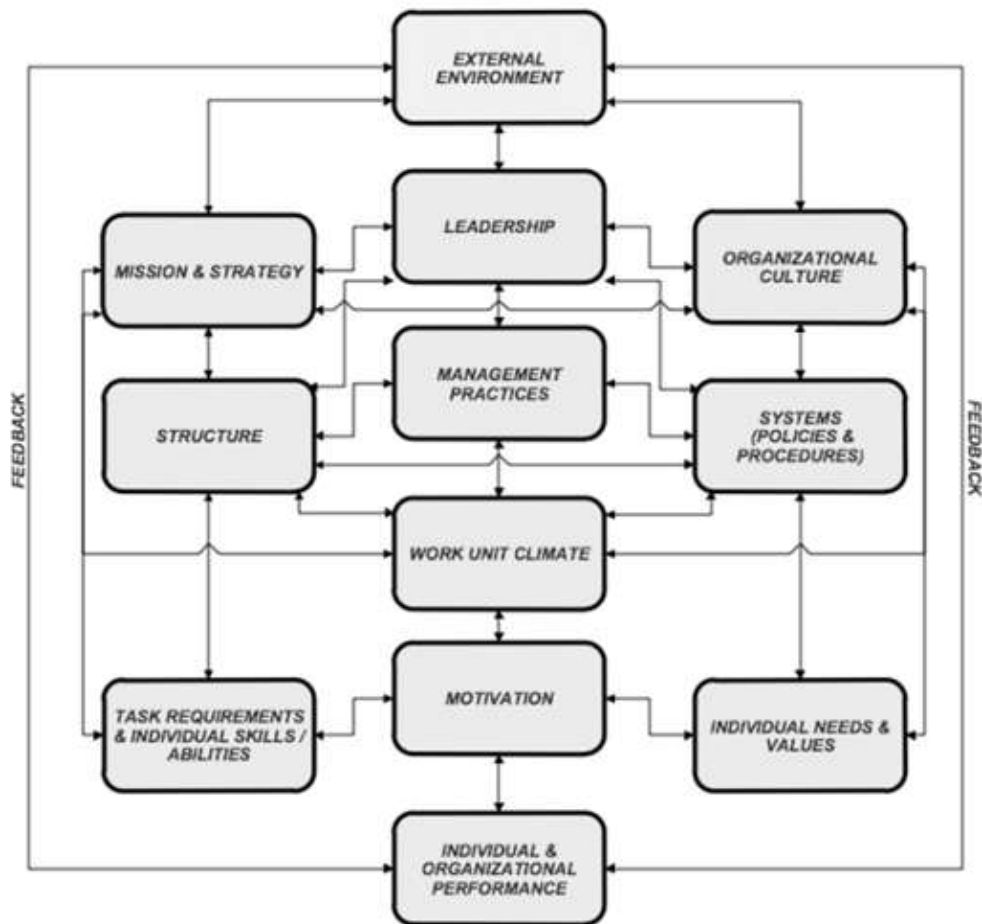
Staff:

- What positions or specializations are represented within the team?
- What positions need to be filled?
 - Are there gaps in required competencies?

Skills:

- What are the strongest skills represented within the company/team?
 - Are there any skills gaps?
- What is the company/team known for doing well?
 - Do the current employees/team members have the ability to do the job?
 - How are skills monitored and assessed?

THE BURKE-LITWIN ORGANIZATIONAL ASSESSMENT SURVEY



OVERVIEW

The Burke-Litwin model of Organizational Performance and Change (OP&C, Figure 1) is founded on open systems theory with the external environment being the input. Transformational (mission and strategy, leadership, culture) and transactional (structure, systems, management practices, and climate) factors are the throughput which influence motivational factors and drive performance as the output variable. The OP&C model is the theoretical framework allowing one to envision the cause and effect, open system foundation developed by Burke and Litwin.

The Organizational Assessment Survey (OAS) is the instrument allowing one to apply the theoretical model in order to “adequately understand current organizational dynamics (diagnosis) and help steer change in such a way that performance of an organization will be improved” (Burke, 2008, p. 203).

Factor	Definition
External Environment	Outside conditions or situations that influence performance of an organization (e.g., government policy, competition, customers).
Mission and Strategy	Overall purpose of an organization, what it wants to achieve. Strategy is the means by which the organization intends to achieve the mission.
Leadership	Most senior level executives in an organization
Culture	'Way things are done around here'; includes values, beliefs, and norms that drive people's actions.
Structure	How an organization is designed (levels, roles, responsibilities, etc.) to achieve its mission.
Management Practices	Behavior that managers exhibit in the normal course of events on a daily basis
Systems	Standardized policies, procedures, rewards, and information systems that facilitate and reinforce people's work.
Work Group Climate	Collective impressions, expectations, and feelings members of work groups have that affect their relationships with each other
Task Requirements and Individual Skills / Abilities	Specific skills and abilities that people need to do their work and how well these skills match the requirements of their jobs
Motivation	People's desire to achieve both their own work goals and the goals of the organization
Individual Needs and Values	What people believe to be important, good versus bad, and what should guide daily behavior in the organization
Individual and Organizational Performance	Outcomes, results, and indicators of individual and organizational achievement

Figure 12: BLOAS Factor Definitions

The BLOAS consists of 90 questions based on a 5-point Likert-type rating scale with each item ranging (1) through (5). There are no reverse ordered response items and participants are allowed to choose 'don't know' on any question. The anchor labels for many of the questions vary with the majority being "to a very small extent" = 1 and "to a very great extent" = 5. In addition to the Likert-type questions, 11 open-ended questions are provided allowing participants an opportunity to expand on their response. At the beginning of the BLOAS, participant information (demographics) is customized for each organization and the definitions of the 12 constructs (Table 1) are stated along with instructions for the survey participant. The BLOAS is proprietary to W.Warner Burke Associates, Inc. and permission is required to use the instrument.



External Environment Analysis

The OD Practitioner also needs to analyze the acro-environmental factors in relation to the Organization's routines: Organization Climate, Organization Strategies, Organization Culture, Organization Stability & Continuity, and Organizational Development. The commonly used tool for this analysis is the PESTEL Analysis. PESTEL Analysis considers the Political, Economic, Socio-cultural, Technological, Ecological, and Legal factors.

Appreciative Questions

Reflection and reflexivity are fundamentals to effective consulting. To be effective in OD Consulting, the radicals should boar row in the same direction. With everyone working together, you position yourself to win the race. As in the boat race, the Coxswain steers the boat, and keeps it on the most direct course to ensure the fastest speed and accuracy. The Coxswain motivates the rowers, coordinates the actions and serves as the on-the-water coach. Similarly, the Lead OD Consultant directs, motivates and coordinates the radicals as they do their best, stay the course, and deliver winning results. Having completed Action Step 1 and Action Step 2 elements, it is important to get all members to reflect on the following six questions:

- What's the organization and contract all about?
- Where is the organization going, and how does it plan to get there?
- How and where do I fit?
- What's expected of me?
- How can I make a difference?
- How am I doing?

ACTION STEP 3 – DELIBERATE ON ISSUES

OD Practitioners should be good at deliberating issues in order to promulgate sustainable solutions. The discursive and discourse analysis should enable members of the Radical Circle to immerse themselves in the critical issues relating to the business case. Deliberating issues allows the radicals to assess the validity, robustness and future-readiness of their current strategies. It also helps to uncover new ideas, products and models that could aid the process. The results of the deliberations should lead to opportunity maps and be updated in the Project Management Plan (PMP) and Work Plan.

Essential methodologies for effective deliberation on key issues include:

- Organization Capability Assessment Report
- Brown Bag Sessions
- World Cafes
- Design Charrettes
- Brainstorming Sessions
- Briefing Sessions

Some ways to ensure effective deliberation among the radicals and members of the organization include:

- Challenge assumptions and old ways of thinking
- Encourage thinking in simultaneous multiples – this involves sketching numerous divergent narratives about possible paths or futures.
- Encourage being mission-critical and vision-inspired.
- Shift conversations from mere focus on capacity and efficiency towards results or deliverables.
- Maintain the focus on stability, continuity and sustainability.

Transparency involves encouraging the free flow of relevant information understood by all. When people understand what is going on and are encouraged to get involved, they contribute to the program's success. Suspicion among stakeholders can be avoided by using feedback and open reporting wisely. The OD consultant should provide a model of good behavior and avoid being drawn into corrupt deals, realizing that the people who try to entice consultants into such deals are the same people who tell others how corrupt the consultants are. It is important to keep promises and live by one's values and, most important, by what one says (Kiggundu, 1986).

People will respect you because they know and experience you. Let trust emanate from all your dealings with the client system. Relationships are enhanced when people are respected for who they are and their cultural practices. Misrepresentations are reduced to minimum when trust and transparency exist in a relationship.

CONDUCTING A BROWN BAG SESSION

OVERVIEW

A way to promote learning

“A brown-bag seminar, session or lunch is generally a training or information session during a lunch break. The term “brown bag” refers to the packed lunch meals that are either brought along by the attendees or provided by the host.” (Wikipedia)

The Process

- Arrange Sponsorship
- Organize convenient Venue
- Engage Speakers
- Inform members
- Make handouts
- Start, Inspect, Adapt.



REFINE THE PROPOSAL OR REQUEST & THE GUIDING COALITION

The results of the environmental scanning have the potential to open a ‘can of worms’ regarding the issues facing the organization. Probably, the real issues that needs attention.

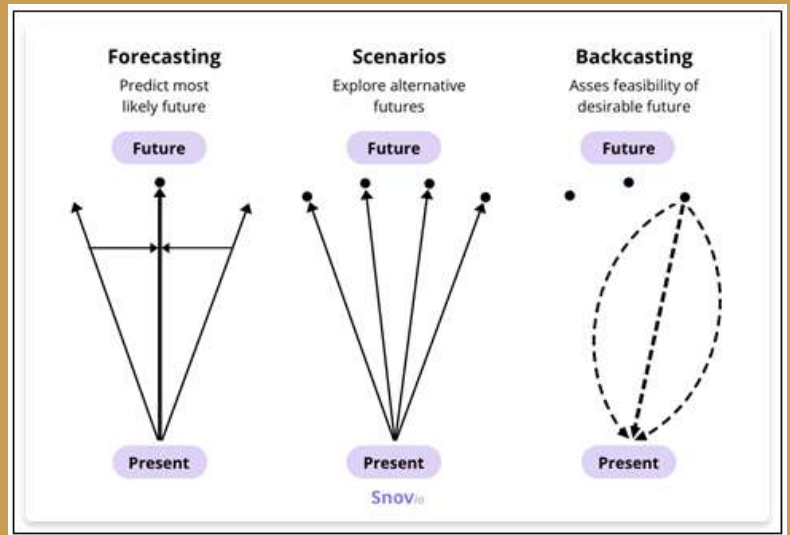
In view of the emergent change and the shifting operating environment, OD Practitioners should shirk contractual rigidities that undermine effectiveness of the consulting activities. This equates to the adoption of a transformational rather than transactional mindset.

There is need to constantly check-on the elements of the Radical Circle and ensure it evolves as the organization development work, and the operating environment evolves. The refinements of the operating routines might call for downsizing or upscaling the Radical Circle. In deserving cases, training and development interventions can be applied to the current team.



ACTION STEP 4 – DEVELOP FUTURE SCENARIOS & INNOVATIONS

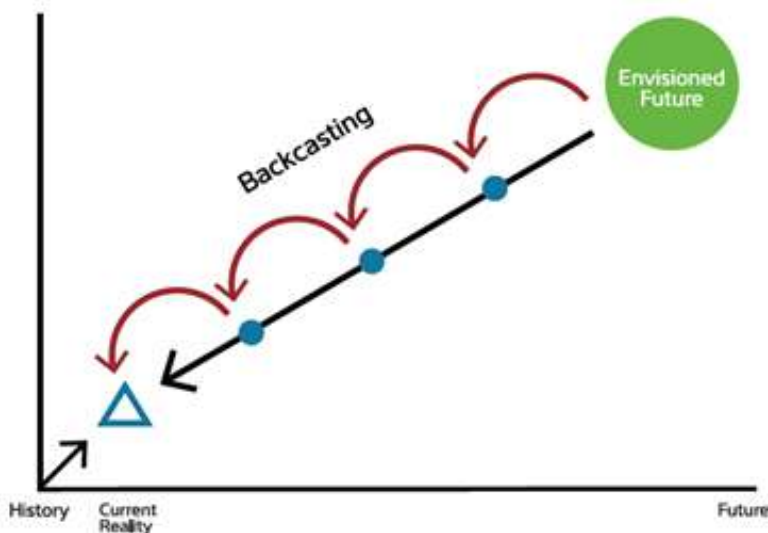
Based on the previous stages, this stage involves identifying desirable and feasible scenarios and innovations, and proposing actions to make these changes. This step equates to Scenario Planning. There is no doubt that OD Practitioners should leverage foresight tools for organization-wide strategy development and innovation. Scenario Planning allows OD Practitioners to immerse themselves into the organization's future probabilities and possibilities and aspirational outcomes. Rather than forecasting the future in a linear manner or being overshadowed by the functional rigidities, it is essential to foster an environment that creates several divergent narratives that will allow the team to be successful.



Source: Snov.io

This Step, just like any other Step in the blueprint, should be supported by active stakeholder engagement. Through inquiry and engagement, the output at the stage are opportunity maps. Opportunity Maps identifies the most important strategic opportunities and allows the consulting team to develop a guiding image of the future and align around existing priorities.

ACTION STEP 5 – DESIGN ACTION PLANS



The two main action plans that should guide the OD work are the Implementation Plan and the Communication Plan.

Based on the activities and initiatives discussed and agreed in the preceding Steps and the opportunity maps, the practitioners should design action plans. This is because thinking about the future without taking action is a fruitless effort.

There is need to agree and deliberate on the tools to design, test and execute the initiatives, interventions, or strategies. Example of design tools include backcasting, design thinking. This tool begins with the aspirations set out by the team and works backwards, detailing the physical and strategic milestones that must be implemented in order to reach the preferred future outcomes. This tool helps in suspending any disbelief about the future.

CLASSIFICATION OF ORGANIZATION DEVELOPMENT INTERVENTIONS



The Action Plans should be supported by OD interventions. OD Interventions are defined as structured program designed to solve a problem. According to Robbins and Couter (2009:279) as quoted by Emmanuel Danstan Chinunda, the most popular OD techniques *“which may seek to bring about change in the African people and make us work together better such as survey feedback (a method of assessing attitudes and perceptions, identifying discrepancies in these and resolving the differences by using survey information in feedback groups), sensitivity training (a method of changing behaviour through unstructured group interaction), team building (activities that help team members learn how each member thinks and works), intergroup development (changing the attitudes, stereotypes and perceptions that African work groups have about each other) and process consultation (whereby people from outside Africa may assist in making Africans understand how interpersonal processes are affecting the way work is being done). However, all these methods need to take into account cultural characteristics compatible with local conditions and culture.”*

OD interventions can be classified into four categories as depicted in the Table *next page*.

OD Intervention	Description	Examples
Human Process Interventions	These are change programs related to interpersonal, group, and organizational dynamics.	<ul style="list-style-type: none"> • Individual Interventions • Group Interventions • Third-party Interventions • Team Building Interventions • Organizational Confrontation Meetings • Intergroup Relations Interventions • Large Group Interventions
Techno-structural Interventions	These are interventions related to technology and structure of the organization.	<ul style="list-style-type: none"> • Organization (structural) Design • Total Quality Management • Work Design • Job Enrichment
Human Resource Management Interventions	These are OD techniques that focus on the way individual organizational members managed.	<ul style="list-style-type: none"> • Performance Management • Developing Talent • Wellness Interventions
Strategic Change Interventions	These interventions focus on the change processes that ensure continuity and stability.	<ul style="list-style-type: none"> • Transformation Change • Continuous Change • Trans-organizational Change (strategic networking)

The OD Interventions should be supported by specific OD Activities and Timelines. OD Intervention activities are designed to improve the system's functioning and enable people to enhance their performance. Some of the activities are as listed below:

OD Activities	Description & Tools
Diagnostic Activities	These activities focus at understanding the system's current functioning. Tools used for diagnosis include surveys, interviews, or looking at available data.
Sensitivity Training	These are Training Groups (T-groups) aimed at changing the behaviour of people through unstructured group interaction. The focus is at helping participants become aware of their own behaviour; how others perceive their behaviour, and increase understanding of group processes.
Team Building	This is a process of diagnosing and improving effectiveness of a work group with particular attention to work procedures and inter-group relationships.
Intergroup Activities	The focus is on improving the effectiveness of interdependent groups.
Survey Feedback	This involves collecting data about the organization through the use of surveys or questionnaires. It also encompasses conducting feedback meetings and workshops to present data to organizational members.
Education & Training	These activities are aimed at improving individual's skills, abilities and knowledge.
Structural Activities	The focus is at improving the organization's structure and job design. Also referred to as techno-structural activities.
Third Party Peacemaking	Such activities are conducted by a skilled consultant to manage interpersonal conflict in the proves of organizational change.
Process Consultation	This includes "a set of activities on the part of a consultant which help the client to perceive, understand, and act upon process events which occur in the client's environment".
Grid Organizational	As developed by Robert Blake and Mouton, these include six phase model involving a total organization.
Coaching & Counseling	These activities help an individual define learning goals, to understand the behaviour of others and to see how others see their behaviour.
Life & Career Planning	Focus at the life and career objectives of individual members and how to achieve them.
Planning & Goal Setting	Include goal setting, problem solving, and dealing with discrepancies
Strategic Management	Focus at the mission of the organization and environmental scanning.

The OD techniques can also be categorized as Behavioral and Non-Behavioral techniques. Behavioral techniques are designed to affect the behaviour of individuals and teams. Non-behavioral techniques are structured techniques focused at the organization's structure and systems.



Organization Design

According to Prof. David. W. Jamieson, design is a process of thinking and planning for how something can work better, a change will take place, people will learn something new or a strategy will be executed. It is the use of “structures” and “processes” to guide activities, interactions, engagements, and learning with desired outcomes of effectiveness and change. Design can be used on the work processes, whole organization, change strategies, and discreet organization routines. In the design of any work process, we are trying to understand the socio- and technical requirements needed to finish the work and meet the desired goals. This can involve talent, resources, technology, ways of working, managerial roles, interdependencies, and other work-based elements.

In the design of whole (or parts of) organizations, we are trying to develop structures, systems, processes, culture, talent, and leadership to effectively deliver on a chosen strategy, mission and vision. All of the design of work processes fits within this part of design work. The design of change strategies involves clarifying purposes, assembling stakeholders, considering readiness and commitment, understanding external constraints and timelines, planning simultaneous and sequential series of actions to move aspects of the system, and coordinating all of the listed like a conductor of an orchestra. Design of discreet units of purposeful interaction (meetings, training, an event, etc.) make up the components of an overall change strategy. They each have a desired outcome, specific participants, a “structure and process,” some roles, and a tempo needed to accomplish desired outcomes.



ACTION STEP 6 – EXECUTE ACTION PLANS

This stage will involve the actual work and the M&E team will be recording any modifications to the Work Plan. In order to achieve sustainability, the main strategy at this stage is for the OD Consultant to enhance coordination and capacity of all parts of the system. An integration plan should be in place in order to ensure alignment of all parts of the system.

PERFORMANCE MANAGEMENT

What you measure is what you get. There are different tools that can be used to monitor, measure and manage performance at organizational level. The Organization Capability Assessment can be used to measure, monitor, and manage performance. Other tools that can be adopted include:

1. Performance Prism
2. Balanced Scorecard
3. Business Excellence Model

Overview

The Performance Prism is primarily designed to help with the complex relationships that organizations have with their often vast array of stakeholders. Furthermore, the authors propose that the model helps management analyze the on-going performance of systems and processes already in operation within the organization and provides a new and self-sustainable performance management initiative that has the ability to transform the performance problems that face an organization. This model attempts to distinguish itself from other similar models, such as the Balanced Scorecard, by offering a unique perspective on a measuring system that can ultimately be adopted as a way of operating within an industry, rather than just measuring the performance of an organization. The designers of this model use the word 'Prism' in its title to establish a connection between performance management and the fact that a prism is a device that refracts light. A prism can reveal the "hidden elements behind something as apparently simple as white light" (Neely et al., 2002, p. 4). This is relevant to the thinking behind Neely et al.'s model of the Performance Prism. It illustrates the hidden complexities behind the issues of performance management that can affect an organization.

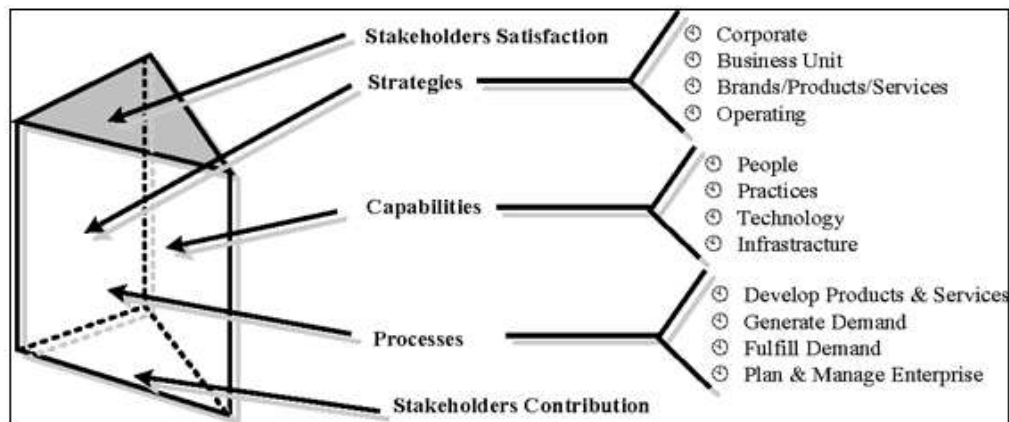


Figure 13: The Performance Prism (Neely, Adams and Crowe, 2001)

The Process

The Performance Prism attempts to establish five different fundamental organizational questions for management to draw upon in order to assess the true scope of the organization's performance management issues:

- Stakeholder Satisfaction: What are the wants and needs of our stakeholders?
- Stakeholder Contribution: What can our stakeholders provide to us?
- Strategies: Which strategies are best to implement in order to satisfy stakeholder demands?
- Processes: Which processes should be adopted to satisfy stakeholder demands?
- Capabilities: What practices, people, technology and infrastructure is required so processes and strategies can be fully implemented?

'Success Mapping,' which Neely et al. (2002) describe as the identification of critical links between stakeholders and strategies, processes and capabilities (p.7), is one area in which this model has somewhat distinguished itself from the others and essentially epitomizes the essence of the Performance Prism.

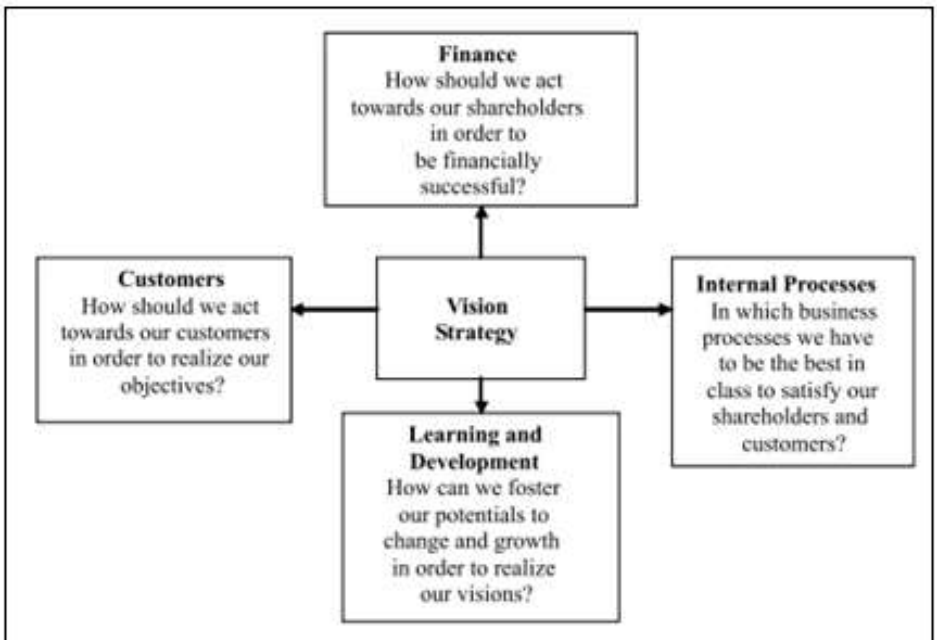
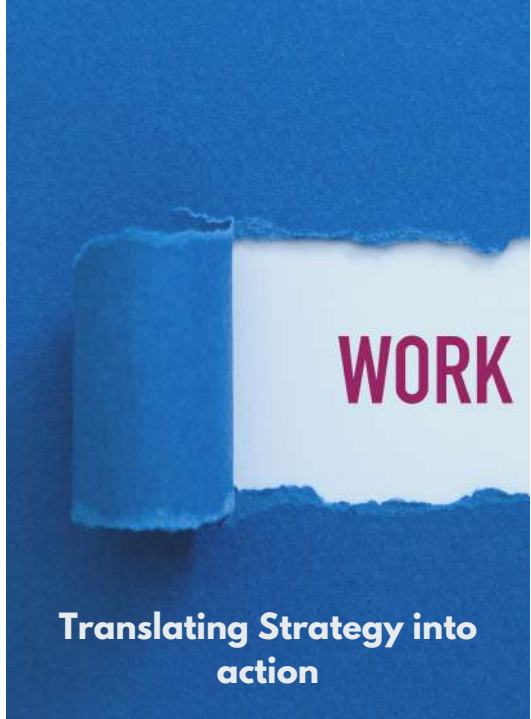


Figure 14: The methodology of the Balanced Scorecard (Kaplan and Norton, 1997, p. 9)

The Balance Scorecard

Overview

The balanced scorecard (Robert Kaplan & David Norton, 1992) only outlines four different aspects of an organization to be measured: finance; customers; internal processes; and innovation and learning. As a result, Neely et al. (2002) suggest that it ignores the crucial role that the various stakeholders of an organization have in determining the success or failure of its strategic objectives. The balanced scorecard method translates an organization's strategy into performance objectives, measures, targets and initiatives. It is based on four balanced perspectives, and links them together with the concept of cause and effect. A proper balanced scorecard can predict the effectiveness of an organization's strategy through a series of linked performance measures based on four perspectives including finance, customers, internal processes, employee learning and growth. The Balanced Scorecard provides 'enablers' that focus on the achievement of strategic goals in the future (leading indicators) as well as results (lagging indicators) to depict the effectiveness and efficiency of measures in the past.

Strategies can be usually interpreted as a set of hypotheses of causes and effects. The Balanced Scorecard Links Performance Measures

- How do customers see us? (customer perspective). Examples of this perspective include the amount of time spent on customer calls and customer survey data.
- What must we excel at? (internal perspective). Examples of this perspective include the length of time spent prospecting and the amount of rework required.
- Can we continue to improve and create value? (innovation and learning perspective). Examples of this perspective include the amount of revenue that comes from new ideas and measures of the types and length of time spent training staff
- How do we look to shareholders? (financial perspective). Examples of this perspective include financial ratios and various cash flow measures.



By defining and communicating performance metrics related to the overall strategy of the company, the balanced scorecard makes the strategy come alive. It also enables employees at all levels of the organization to focus on important business drivers.

The Process

The starting point of the Balanced Scorecard is the vision and the strategy of a company. The BSC takes the vision and the strategy as a given - the BSC should translate a business unit's mission and strategy into tangible objectives and measures. The measurement focus of the BSC is used to accomplish the following management processes: 1) clarifying and translating vision and strategy, 2) communicating and linking strategic objectives and measures, 3) planning, setting targets and aligning strategic initiatives and 4) enhancing strategic feedback and learning. Kaplan and Norton recommend a nine-step process for creating and implementing the balanced scorecard in an organization.

- **Step 1** - Perform an overall organizational assessment.
- **Step 2** - Identify strategic themes.
- **Step 3** - Define perspectives and strategic objectives.
- **Step 4** - Develop a strategy map.
- **Step 5** - Drive performance metrics.
- **Step 6** - Refine and prioritize strategic initiatives.
- **Step 7** - Automate and communicate.
- **Step 8** - Implement the balanced scorecard throughout the organization.
- **Step 9** - Collect data, evaluate and revise.

Critical Success Factors	The Little Things That Make a BIG Difference
BEACH	Show respect for the client by understanding and accepting the client's perspective. Differences in BEACHes are not weaknesses but differences in perspective. Know and utilize each BEACH for success.
Adequate Resources	Ensure there are adequate funds and resources from the onset to sustain the program to its conclusion. Have a backup plan to cater for eventualities.
Change Agent Team	Thoughtfully develop a change agent team by including informal/opinion leaders who have a high degree of influence. Build their capacities for effective implementation of the change. Encourage peer and management support for effective transfer of training.
Transparency and Trust	Know your values and stand by them. Let trust emanate from all your dealings with the client system.
Partnership Building	Talk "to" rather than "at" the client to ensure you are on the same plane. Convince, neutralize, and accommodate skeptics and risk-averse individuals, and win them over if possible.
Shared Vision	Through dialogue help management and employees have a vivid picture of the outcome of the change and how it will benefit all so as to bring everyone on board.
Unity of Purpose	Partnership building and shared vision leads to joint problem identification and selection of appropriate solution. Agree on real points of reference and appropriate methodology.
Commitment	Establish good relationship where facts are shared and people are encouraged to become successful through teamwork. Actively involve as many people as possible from the onset. Create a critical mass of active participants who will support the change (Axelrod, 2010).
Ownership	Encourage people to suggest ways of contributing to the success of the change. Give feedback and appreciate contributions. When people know their efforts are making a difference and are valued, they take pride and own what they are doing (Axelrod, 2010).
Good Leadership	Good leadership is not one champion but many champions (Axelrod, 2010). Cultivate a common leadership approach: engage and empower individuals and teams, and seek to unearth the hidden talents and potentials of everyone involved.
Resource Maximization	Help client to arrive at the best way of allocating resources for success. Identify talents and capacities and make maximum use of as many people as possible. Encourage resources optimization.
Creativity, Innovativeness, Risk Taking	Reward performance appropriately. Celebrate small achievements, and let people know how their performance is contributing to the progress and sustenance of the change process. Assign tasks, and encourage calculated risk-taking. Back activities with flexible policies to guide actions.
Effective Change Implementation	Set milestones with timelines based on which evaluation can be done intermittently to celebrate successes for improvement and learning.
Learning and Knowledge Generation	Identify lessons learned as the program progresses. Organize durbars (feedback sessions) to share lessons. Confidence levels of individuals are boosted during these sessions, thus promoting entrepreneurial abilities development.
Sustainability of Change	Build individuals and team competencies. Identify, mentor, and coach individuals who will assume key roles and responsibilities when the change program is over.

Figure 15: Quick Reference Guide on Critical Success Factors Framework

Source: Enyonam C. Kudonoo, Organization Development Consulting in Sub-Saharan Africa: The Little Things That Make a Big Difference. Organization Development Journal (Spring, 2013).

CELEBRATE SMALL WINS

In line with James Kouzes and Barry Posner's leadership practice of 'Encouraging the Heart', OD works well when small achievements are celebrated and people know how their performance is contributing to the progress of the whole change effort. The OD consultant should also acknowledge lessons learned as the program progresses and encourage people to take calculated risks, to be creative and innovative in order to achieve results. In so doing, confidence levels are boosted, laying the right foundation for developing entrepreneurial and extrapreneurial abilities that lead to self-efficacy.

The development of such abilities cushions people in times of retrenchment, especially during interventions involving downsizing. People capitalize on acquired skills in order to start their own small-scale businesses when retrenched.

The Business Case of OD Consulting

A business case is a well-considered, fact-based proposal advocating a specific course of action. The OD consultant helps the client to build a robust business case based on the activities discussed in the preceding chapters of this blueprint. The following outline can be used when building a business case for OD work:

1. An Executive Summary
2. A problem or opportunity statement
3. Rationale for the change
4. An overview of the proposal and considerations
5. Cost/Benefit Analysis
6. Implementation Timeline
7. Assumptions and Risks
8. Actions and Next Steps
9. Conclusions and Recommendations

PART 3:
THE CHALLENGES THAT THE "NEW PRACTITIONER"
AND ORGANIZATIONS MIGHT FACE IN
DEVELOPING AND IMPLEMENTING OD INITIATIVES
AND INTERVENTIONS



Change keeps context is a constant state of flux. However, OD Consultants work in such volatile, uncertain, complex and ambiguous environment. Complexity and chaos in social systems and the operating environment brings about numerous challenges that the OD Practitioner need to address in order to effectively achieve the broader OD outcomes. This section summarizes some of the challenges that new practitioners need to pay attention to. Since, OD is not a normative field; these challenges are also helpful to already practicing OD Practitioners.

- **Aligning the different 'Selves' in OD work**

This is the challenge of achieving real consensus and commitment from all participants. Organization Development (OD) work demands significant constellation of strengths from different people. Collaborative capital among the members of the radical circle and client representatives drives positive effect and social bonding. OD professionals should be good at tapping into the 'magic of collaboration'. Collaboration drives effect change management and the deliberation, design, and implementation of OD initiatives and interventions. However, the greatest challenge that the "new practitioner" need to be wary of is that of conflicting views and interests of the different 'Selves' in OD work.

- **Addressing the rigidities & OD Practitioner Emotional and Ideological Over-Identification**

This emotional stance becomes a dilemma as it might interfere with the professional practice of OD. Most OD Practitioners are affected by the overconfidence trap and field rigidities. However, OD is not a normative field and as such it is important to uphold greater flexibility in OD consulting. There is also need to address the emotional attachment to certain tools, models, or frameworks. This dilemma can be addressed through methodological pluralism or adopting the Postmodern Philosophy to managing OD & Change initiatives.

- **Resource Scarcity**

OD initiatives are greatly constrained by scarcity of resources. Scarcity is evident in terms of human resources, financial resources, time, and at times physical resources. This demands extensive deliberations between the consulting team and the client in order to ensure optimization of the available limited resources.

- **Convincing & Neutralizing Skeptics**

Another challenge is to convince, neutralize, and accommodate skeptics and risk-averse individuals and bring them on board if possible. Traditional ways of managing change in such unique cultures involve working with whole communities (whole systems approach) employing durbars or open forums. For instance, chiefs summon whole communities to discuss issues affecting them and solutions arrived at through exchange of ideas. When the circle of involvement is widened, everyone's voice counts, good judgment is found, creativity is promoted, and accountability occurs automatically throughout the system. Consequently, people become supportive of the change because they helped create it.

- **Aligning consulting activities to the field (national vision)**

The significance of Field Theory and Fitness Landscape Theory cannot be overemphasized. This Organization Development Blueprint is guided by three Ministries in Zimbabwe. OD & Change initiatives and interventions need to be guided by the environmental factors and forces. The main challenge is that of aligning consulting activities to the always changing environment. In view of the politicization of national vision statements, OD consultants seem to shun the strategic goals and thereby work in contrast to the overall nation's strategic direction. In order to manage tension, corporate activities need to be aligned to the national vision and roadmap.





- **Dealing with resistance between sub-systems**

Sasha Farley pointed out that the future of OD is uncertain and there is need to address the issue of resistance between sub-systems. This resistance is partly due to an inherent consequence of defining a field; namely, excluding some practitioners who consider themselves part of OD. This very idea of excluding groups, or individuals, conflicts with a core OD value around inclusion. However, without clear definitions of what is, and what is not OD, the larger professional and business community will continue to struggle with distinguishing the OD field from the numerous related fields that, historically, have been better at defining themselves, such as change management and organization design.

- **Communicating to the larger community that OD is cross-functional**

Sasha Farley also pointed out that the challenge for the OD field in the future is to communicate to the broader community that OD is a cross-functional field that can apply systems thinking, holistic approaches, continuous learning, and leverages interdisciplinary sciences to create the capacity for organizations to undergo sustained, iterative transformations.

- **Methodological overkill**

This mainly happens during diagnosis. This phenomenon leads to over-diagnosis and many problems will be identified that the diagnosis becomes a ritual of continual analysis. This can damage the consultant-client relationship. In some instances the problem is that of consultant's favorite diagnosis and mere diagnosis of symptoms

- **Upholding the traditional OD values while embracing emerging values**

The OD field was introduced at the end of World War 2 in order to attend to the social injustices of the time. According to Edgar Schein (2015), during its early days, the OD field was animated by a “spirit of inquiry”. The founders believed that engaging stakeholders in inquiry, framed by humanitarianism would improve the human condition. The main focus of OD during its early days was to facilitate democratic values and social values in organizations as the founders felt organizations were lacking in effectiveness and were characterized by unhealthy environments for the workers (Prof. David W. Jamieson, 2017). The challenge that the field faces now and into the future is the ability to uphold those foundational values and integrating the new values.

- **Specialized knowledge**

This encompasses in-depth knowledge in a certain field. In this case the OD Practitioner suffers from expertise in the methods, models and analytical frameworks related specifically to that field. This becomes a challenge if the specialized knowledge is leading to certain rigidities that only deepen reliance on old paradigms whilst shirking new thinking. However, a tree does not grow new leaves before shedding the old ones. Collaborative capital, divergent thinking and open dialogue help in addressing this challenge. The creation of service cultures rather than cultures of shame will address this dilemma



APPROACHES TO BECOME AN EFFECTIVE OD CONSULTANT

The introduction Chapter of this OD Blueprint made reference to the need for OD scholar-practitioners to be acquainted with Psychology, Anthropology, and Group Dynamics. Additionally, it has been pointed out that a values-based approach, understanding the complexity of change, and increase self-awareness are essential characteristics of the OD scholar-practitioner. Other approaches to becoming an effective OD consultant are as listed below.

- Think outside the boundaries
- Leverage on synchronicities - Find the meaning in Coincidences and make Connections to Future Possibilities!
- Be a critical observer
- Be a Generalist Not a Hammer
- Go in with a Intervention Plan BUT If it is not working, then Change it on the Spot!
- Build Trust – since trust is mutual, it is important for OD consultants to be trustworthy. The following are some values and virtues of trust-based OD consulting:

Values (team or organization-wide)

- 1.A client-focus, for client's sake
- 2.A habit of collaboration
- 3.A mindset of long-term relationships, not short term transactions
- 4.A default instinct for transparency, except where illegal or injurious



Virtues (personal)

- 1.Effective Use of Self
- 2.Credible: telling the whole truth
- 3.Reliable: integrity of word and deed
- 4.Intimate: commitment to discretion; to see, respect, and relate to others' feelings; willing to take risks and constructively confront when necessary.
- 5.Low self-orientation: calmly, objectively deal with emotional and political realities, both yours and of others
- 6.Authenticity

OD Consultants also need to enhance their capacity to inspire and motivate their teams. This demands numerous activities premised on Heart Strength, Head Strength and Hands Strength. These activities to inspire and motivate consulting teams are summarized in the following Table.

Activity	Outputs/Remarks
Create Excellence	Get the right people, in the right seats, and headed in the right direction
	Invest time to observe and discover what' s universal about each individual and capitalize on it.
	Develop and lead leaders not followers.
	Encourage divergent, open dialogue thinking and Listen to the team members
Build Trust	Manage moral failings through robust character formation
	Walk-the-talk and close the promise-performance gap
	Create service culture – culture of principles, communication and vision
	Elevate, magnify and refract strengths of team members

PART 4: CONCLUDING CHAPTER

ORGANIZATION DEVELOPMENT IN ZIMBABWE AND BEYOND: COLD INITIATIVES

There are various groups and organizations that are promoting OD & Change in Zimbabwe and beyond. The need to have more Organization Development initiatives and interventions in Zimbabwe cannot be overemphasized. As the OD field is premised on inquiry and engagement, there is need for significant stakeholder consultations and industry specific conversations targeted at advancing the science, theory, practice, and values of the field.

In association with other OD organizations, the Centre for Organization Leadership and Development (COLD) is focused at advancing the OD field in Zimbabwe, Africa, and all other regions of the world. In context of this OD Blueprint, the three Ministries in Zimbabwe will be the focal points for advancing the OD field.



The Organization Leadership and Development Network (OLDN) has initiated different Chapters in countries such as Nigeria, Kenya, India, Afghanistan, Botswana, South Africa, Zambia, Uzbekistan, Morocco, UAE and so on. These OLDN Chapters are guided by the mission of advancing OD & Leadership through igniting insightful conversations. The OLDN is a global community of scholars and practitioners focused at advancing the OD field. The OLDN TV is also focused at providing professional, educational, and evidence-based global news about developments in the field. Through this OLDN Media strategy, the focus is at advancing the understanding of the OD field and marketing and profiling existing OD scholars and professionals.

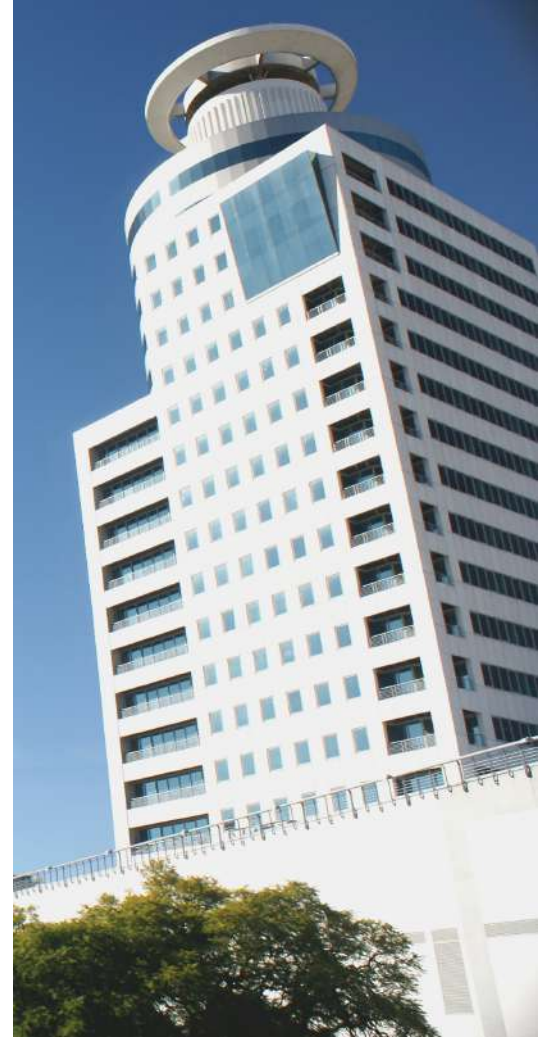
The OLDN TV takes a global approach to OD, Leadership and Governance education as a way to facilitate the cross-pollination of ideas. In collaboration with the relevant Government Departments, the OLDN TV will be sharing OD success and failure stories as a way to ignite insightful conversations and lead sustainable strategic change.

The OLDN has introduced eight segments (8) to capture the multidisciplinary nature of the field and facilitate customized conversations to advance OD in each sector of the global economy. The eight segments will produce a Global Report entitled 'OLDN Global Report: Multi-disciplinary Insights to Leading Strategic Sustainable Change'. The OLDN Global Report provides an overview of key themes that OLDN believes influence the global economy.

The sector-specific report covers trends, challenges and opportunities in the seven segments of the global economy. The report explores both structural and cyclical trends in the global economy and the role of OD, Leadership, Governance and related fields in driving sustainable strategic change. The target contributors and readers are scholars, professionals, investors, policy makers, government departments, civil society organizations, and progressive private sector players. The OLDN defining feature of Global Intelligence guides the development of all the reports. In each of the seven segments, the Report forecasts the future, key skills and strategic priorities at individual, organization, national, and global levels.

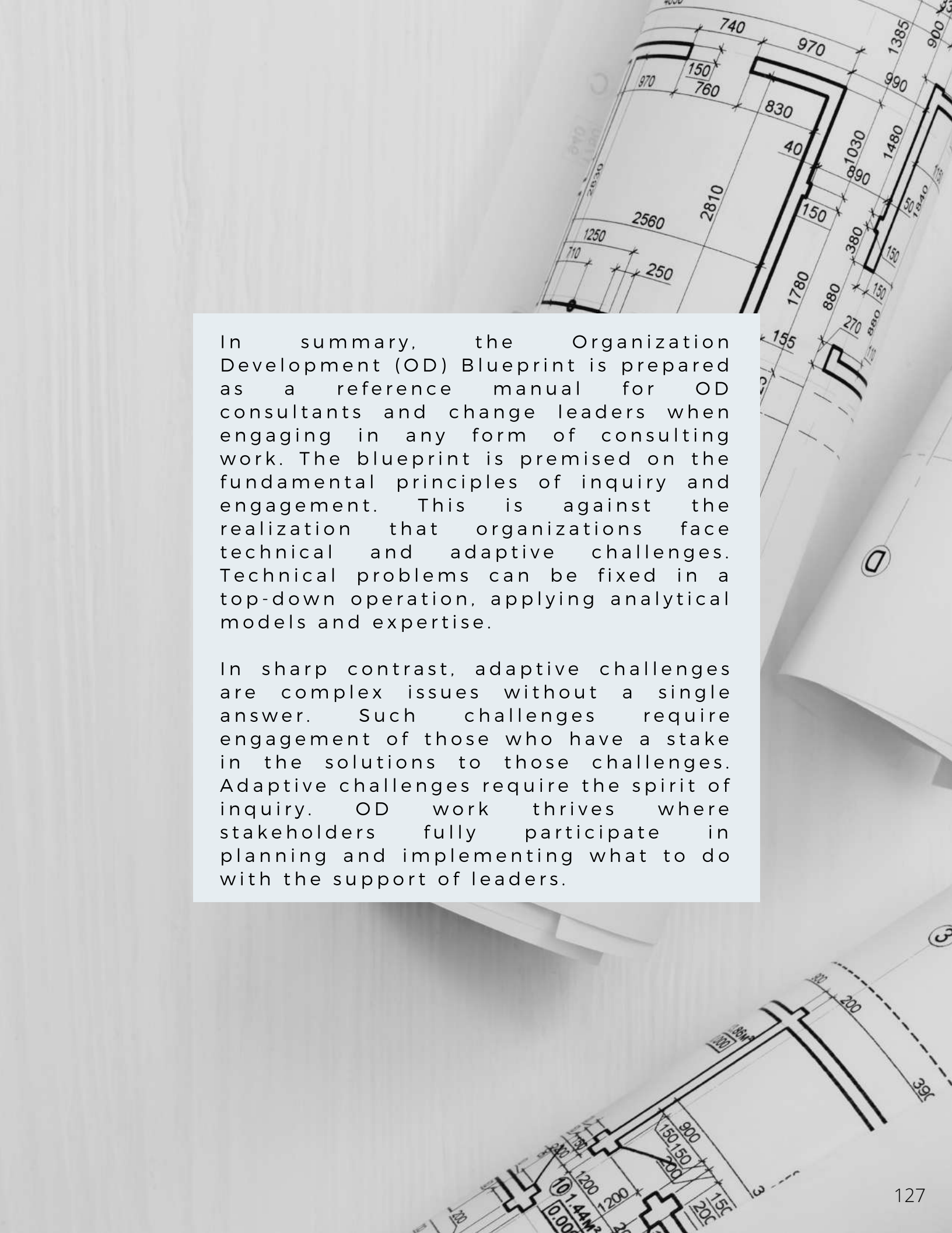
- Banking, Accounting, Finance & Economy (BAFE)
- Community and Organization Capacity Development (COCD)
- Industry, Commerce & Entrepreneurship (ICE) (Manufacturing, Retail, Engineering, Tourism)
- Education, Technology, Health & Environment (ETHE)
- Students Rethinking Education & Learning Forum
- HR, Law, & Security, (HLS)
- Executive Coaching & Consulting (ECC)
- Women Reorientation & Capacity Development (WRCD)





What are some of the approaches to raise the standard of OD in Zimbabwe and globally? The book 'Organization Development Review: Resource for Practice Academic and Instructional Practitioners' identifies the following:

- OD scholars and practitioners need to innovate multi-disciplinary approaches to continually stretch the boundaries of the field.
 - Those in OD scholarship and practice should shirk systematic biases in research through fostering insightful methodological inventiveness.
 - Though the field is not normative, there is need to clearly define certain norms of practice and epistemological issues that bridge the scholarly-practice domains of OD.
- There is need to promote ethical scrutiny among organization development professionals
 - Effort should be made to guard against fragmentation of the field through popularizing central OD traditions, models, and concepts.
 - There is need to promote standards of cumulative knowledge development, dissemination, and application of the field to real problems.
 - There is need to strengthen the network of OD organizations, scholars, and professionals across the globe.



In summary, the Organization Development (OD) Blueprint is prepared as a reference manual for OD consultants and change leaders when engaging in any form of consulting work. The blueprint is premised on the fundamental principles of inquiry and engagement. This is against the realization that organizations face technical and adaptive challenges. Technical problems can be fixed in a top-down operation, applying analytical models and expertise.

In sharp contrast, adaptive challenges are complex issues without a single answer. Such challenges require engagement of those who have a stake in the solutions to those challenges. Adaptive challenges require the spirit of inquiry. OD work thrives where stakeholders fully participate in planning and implementing what to do with the support of leaders.

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ABOUT THIS BLUEPRINT

The field of Organization Development is fundamental to organizational effectiveness. Contemporary organizations need to prioritize Organization Development as strategic and operational imperatives for building high value teams and high value organizations. The Organization Development Blueprint is tailored for use by scholar and practitioners in the field of Organization Development, Leadership, Change Management and other related fields in Zimbabwe and other countries. The blueprint is also useful to those involved in Human Resource Management, Community Development, Organization Capacity Building (OCB), Organization Design, and Strategy. The OD Blueprint explores the models, tools, and interventions that scholars and practitioners need to embrace in leading sustainable strategic change, continuous improvement, and enhancing employee development in organizations.

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