

Oda diagnostic model

An organization is like an open system. It interacts with the external environment through marketplace drivers – competition, suppliers, regulators, economic conditions etc. – and, also through the products and services it provides for its customers. These external factors define the forces that the organization will need to deal with during its lifecycle.

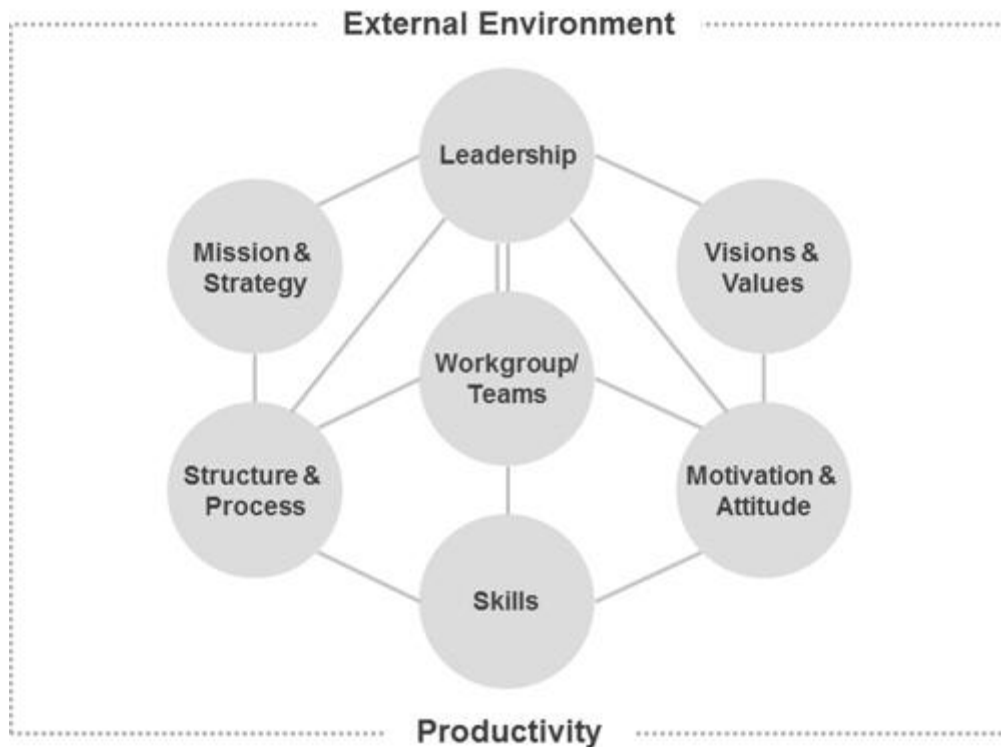
Internally, an organization is made up of an interesting mix of an enduring ‘culture’, a volatile and changing ‘climate’, and a combination of its employees’ skill sets. Together, this internal mix defines an organization’s ability to tackle the external environment and deliver its own performance. These internal factors also predict how the organization will react to a change in any of the external factors.

For us at ODA, all training needs – provided they arise out of a real business concern – are to do with the organization’s need to change. This change can either be transactional or it can be transformational. A need to address dysfunctional teams, to drive operational efficiencies, to facilitate a market segmentation strategy, to revisit a performance management strategy, or to put a renewed focus on our organizational values, are all examples of transactional changes. Transformational changes, on the other hand, are more revolutionary and deal with a broader organizational makeover – mergers and acquisitions, redefining our vision, mission, and values, or strategic diversification are some examples.

Within the above areas of organizational change, ODA specializes in managing the human side of change, and by doing that we facilitate our organization’s growth and transformation.

In order to partner the organization on its journey of change, it is critical to understand the various factors at play and the human interface matrix.

Let us take a closer look at the internal factors. These can be divided into



three main categories:

1). THE CULTURE DRIVERS

- Vision and Values
- Leadership
- Mission and Strategy

Organizational Culture is a derivative of an organization's vision, its core values, and the assumptions, norms, and tangible signs of how these are put into operation by the leadership when implementing the mission and strategy of the organization. It orients employees towards the company's goals and suggests the kinds of behaviours necessary for success. It is enduring and long-term.

2). THE CLIMATE DRIVERS

- Motivation and Attitude
- Workgroups and Teams
- Structure and Processes

Organizational Climate, on the other hand, is a mirror of the organization's members' work-related motivations and attitudes, and the resultant matrix of their interactions when dealing with the organization's hierarchy, its policies, work processes, the external

environment, and the intra-workgroup chemistry. It is transient and short lived - although with some effort it could also be sustainable.

3). INDIVIDUAL SKILLS

These are specific, task-related competencies - a mix of subject knowledge and functional behaviours.

We firmly believe that while a lot of effort is put into developing individual skills to enhance performance, it is the first two drivers, of culture and climate, that are far more critical in delivering sustained performance and growth.

At ODA, our diagnostic model therefore looks holistically at the organization before creating an intervention framework to facilitate the journey of change.

EXTERNAL ENVIRONMENT

This refers to an outside condition or situation that influences the performance of an organization. This could include the marketplace (competition, partners, suppliers etc.), global economic changes, social factors, statutory regulations, and political / governmental circumstances.

MISSION

This is what top managers believe and have declared as the organization's objective, often highlighted as a milestone to be achieved. It is also what employees believe is the central purpose of the organization and the means through which the organization intends to achieve its purpose over time. It describes what an organization does and who it serves, as well as reflecting its priorities.

STRATEGY

A strategy represents the way an organization uses its resources to gain and sustain a competitive advantage. It is an amalgamation of the stream of decisions about how the organizational resources will be configured to meet various demands, constraints, and opportunities, all within the context of the organization's history and its future course.

LEADERSHIP

Leadership refers to the executive behaviour of the management that

provides direction and encourages others to take any necessary action. It includes followers' perceptions of executive practices and values and leaders' role models.

VISION AND VALUES

A Vision is the set of fundamental reasons for the existence of an organization; a shared image of a desired future state.

Values represent the core priorities in the organization's culture, including what drives members' priorities and how they truly act in the organization.

A well-defined Vision clarifies the general direction for progress and change, motivates people to take action in the right direction, and helps coordinate people's actions, while values determine what is important for an organization.

STRUCTURE AND PROCESS

Structure is defined as the skeleton of the organization - its hierarchy represented as an organizational chart. The mechanisms which enable the formal organization to carry out its work are termed organizational processes.

WORKGROUPS AND TEAMS?

A team is a group of people with the complementary skills required to complete a task, and which is accountable for the collective performance. This is a well-structured group, with individuals aware of their roles and responsibilities, as well as the governing norms. Workgroups usually refer to temporary teams which are formed for a specific task or project.

MOTIVATION AND ATTITUDE

This refers to the behavioural tendencies to move toward goals, to take any necessary action, and to persist until satisfaction is attained (i.e., the energy generated by the combined desire for achievement, power, affection, discovery, and / or other important human values).

SKILLS?

These refer to the behaviours required for effectively completing a task - including specific knowledge and functional behaviours (cognitive, technical, and interpersonal).

PRODUCTIVITY

The usage of this term in the model is a reference to an organization's products and services in its interactions with external customers, and also to its own definitions and measurements of its performance levels to deliver those products and services.