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The complex block features a background image of a cable-stayed bridge. Overlaid on the right side are seven horizontal bars of varying colors (black, blue, teal, black, blue, teal, black) containing white text for various services. In the bottom left, there is a circular badge with a scalloped edge containing the text 'For Training & Consulting Services'. In the bottom right, there is a blue square badge with a decorative border containing the text 'Since 2010'.

PERFORMING ORGANIZATION DEVELOPMENT

By **Adetola Ajibade Asa**

PERFORMING ORGANIZATION DEVELOPMENT

Executive Summary

Many organizations want to be among the great organizations known as the “Top Ten”. Organizations exist for the sole purpose of creating value. An organization is said to be effective if it meets the customers’, shareholders’ and employees’ satisfaction, even with minimum resources. It is not essential for an organization to have billions of dollars capital investment before the satisfaction can be met.

Companies, like General Electric, Motorola, Honeywell, did not become big in one night. It took a lot of refining and restructuring of the employees in these companies before the goal of development was met.

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OVERVIEW OF THE BOOK

What is development? According to the Oxford Advanced Learners' Dictionary, development is “the gradual growth of something so that it becomes more advanced, stronger, etc:” Therefore, developing an organization or company is a gradual process. The development process takes a lot of planning. Effective planning, and the execution of the plan, can be achieved by groups of selected employees which I call Self Instructed Teams (SITs). These teams are created by the top management of the company.

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SITs are small groups of employees selected to share the same responsibility for some selected services in a company. There will be a team leader and also a team coach for each team.

The purpose of this paper is to

impart the knowledge organizations

need in order to move from the

bottom of the ladder to the top.

This paper will also help to

stress the need for companies

to carry along their employees,

from the top ranked level to the

lowest ranked level, in the process of

developing the organization.



The author of “The Team Coach” is Donna Deeprise, a training consultant and business writer who specializes in executive, management, and employee development. She is the author of “How to Recognize and Reward Employees” (AMACOM), as well as numerous articles on management and leadership topics. She lives in New York City.

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“The Team Coach” is a very good book that explains well how to build and develop an organization. “The Team Coach” is easy to read and filled with practical and powerful ideas. It clearly outlines how to understand exactly what self-directed work teams do, make the transition from supervisor to coach, build essential skills needed by team coaches, and coach a team to self-manage its work and its members.

❖ **Enabling Environment for Organization Development (EOD)**

Among the primary objectives of an organization is to

keep customers’ requirements in mind. The customers or clients are the ones that influence the decision making process in an industry and for whom steps are taken to improve efficiency and performance.

Customers are indirectly the marketing officers for most companies, because they are the ones that will be involved in connecting their friends and family members to the company if the

conditions of service are satisfactory.

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In developing an organization, the business process and business system of the organization must be reviewed by the top management so that amendment can be made where loopholes are detected.

A process is a sequence of events that leads to an output. A business process is a coordinated effort that produces great results. It is a mixture of different parts which include raw materials, resources, manpower, and roles and actions to accomplish a certain task. A process is continuous and leads to the production of goods and services.

Organizations' business processes differ; they may include establishing customer relations, communication, manufacturing and providing great service to customers.

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A 'business system' encompasses more than a 'business process', several business processes make up a business system. When a process is implemented and the inputs are in place, a business system is developed. The main aim of a business system is to continually develop the process and outputs. One of the main responsibilities of a business system is the regular collection and scrutiny of all data on the business processes to improve the final output.

Tasks in every organization are varied and their processes are quite complex. Therefore, to achieve better results, it is very important that cross-functional teams should come together and contribute their skills towards achieving the process goal, instead of each department working under a departmental authority.

❖ **Enabling Change for Organization Development (ECOD).**

Businesses are always resistant to change. Big and successful

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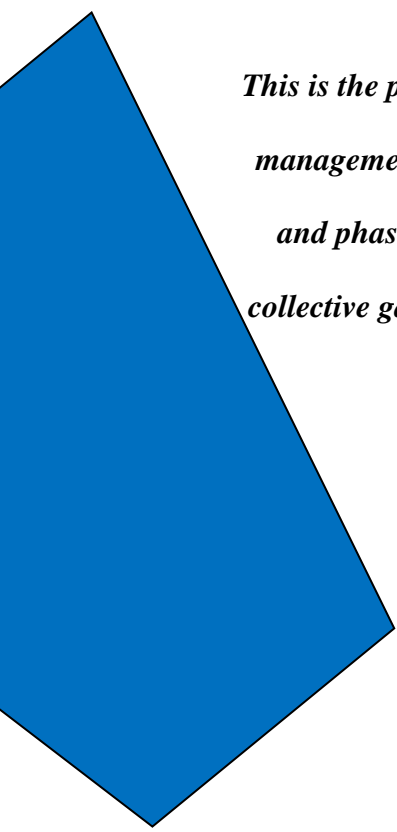
organizations are prone to resisting change, because these companies and their senior managers find it very difficult to bend towards a new idea, especially if it comes from a lower management level.

The first reaction to a change will be resistance. If the customer or end-user is not satisfied with the process or product or service, no process improvement initiative will succeed. Therefore, anticipating the change resistance and getting really prepared with the strategies to deal with the resistance is imperative to the success of any organization.

Change is frequent in our world today, therefore organizations need to build their capacity for change. This can be done by promoting a strategy or culture that encourages open, safe discussion of conflict and difficult problems.



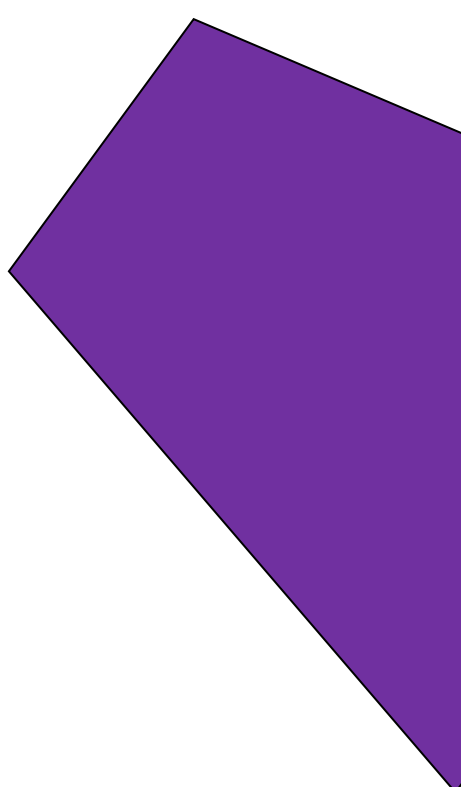
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This is the point where Self Instructed Teams (SITs) step in. Organizational change management is the practice of developing change in an organization in a planned and phased manner. The main objective of change management is to facilitate collective gains for both the organization and all personnel involved in the change.

SITs can also be called change agents. Their main goal is to change the way people in the organization think, change the standards or patterns of the organization to the best, and also change the organization's systems or processes.

Change agents hold important positions in the organization so they have a lot of influence in bringing about quality improvement. They are able to help in coordinating the development and implementation of the change. SITs make sure that the top management team is giving enough time and commitment to the change effort, without which the change effort will be a waste of time. These senior executives act as 'coaches' to the senior managers by advising and reminding them if the goals are not being met.



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The Self Instructed Teams can deal with the resistance to change by the following methods:

- Create a sense of urgency for the change
- Give prior information about the process of the change to the people directly or indirectly involved in the change.
- The change process should be made difficult to refuse, by binding the success of the process with personal training and other important processes.
- Enough and appropriate research must be done in order to validate the change by citing examples collected from the research. The change agents cite these examples to the employees.
- The change must be implemented as soon as possible.
- Contingency plans must be prepared in case the effect of the change does not prove to be positive.

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❖ **Enabling Communication for Organization Development (ECOOD).**

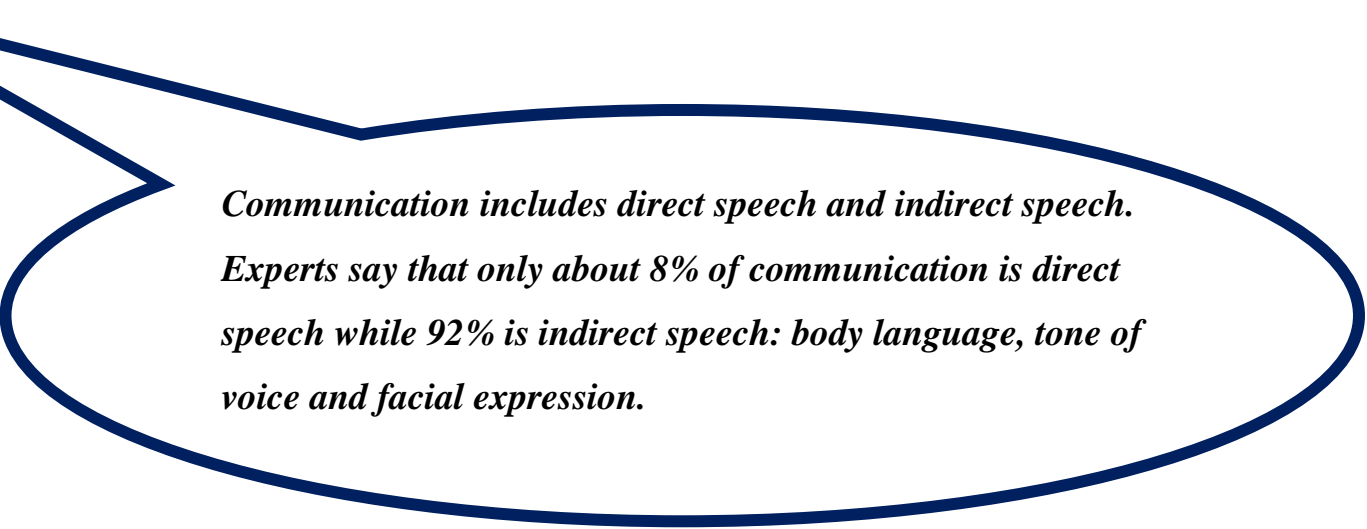
Communication is a vital issue in developing an organization. An organization without a good communication link between the organization's executive management team and the lower ranked employees or to the customers will soon be out of business.



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The Oxford Advanced Learner's dictionary explains communication as, "the activity or process of expressing ideas and feelings or of giving people information".

Whether you are the chairman or the Chief Executive Officer (CEO), or the lowest level employee on the company's payroll, the way you handle communication with your fellow workers is crucial.



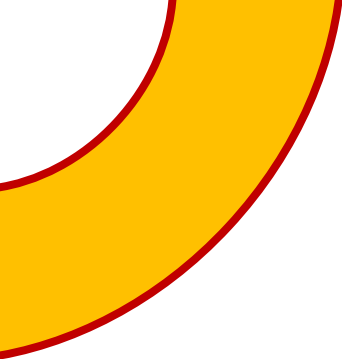
Communication includes direct speech and indirect speech. Experts say that only about 8% of communication is direct speech while 92% is indirect speech: body language, tone of voice and facial expression.

For communication to be complete, the receiver must understand what has been communicated.

It is unsafe to assume that the other party understands what has been communicated without distinct confirmation. Feedback from the person receiving the message ensures that a communication has been successfully delivered.

The mistake most top managers make is to

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assume that employees must know what needs to be done, even when no instruction has been given.

Experts say that there are mainly six points to note when communicating.

- What is meant to be said.
- What has actually been said.
- What the hearer heard.
- What the hearer says about what has actually been said.
- What you think the hearer said about what you actually said.

This is the main reason why a lot of consideration should be given to communication skills in organizations.

The recipient of a communication needs to hear and understand what has been said and the communicator needs to be sure that the message has been understood.

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❖ **Enabling Conflict Resolution for Organization Development (ECROD).**

Conflict is common among two or more people.

Conflict occurs because every individual has a different upbringing (background), and when people of different backgrounds gather, conflict is likely.



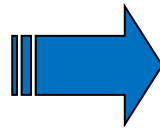
Conflict is sometimes good, because it brings out the hidden truth of something that is being discussed, but if the conflict is not stopped at the right time, it will be like stepping on a serpent's tail.

Conflict that becomes worse because it is not being treated successfully can be detrimental to the organization.

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If conflict between the SITs (change agent) is not resolved quickly, it can poison their relationships and slowly extinguish the team spirit for success.

There are some steps to take in resolving conflict. In “The Team Coach”, Donna Deeprose gave a list of steps team coaches should take to resolve conflict that involves the whole team, including:



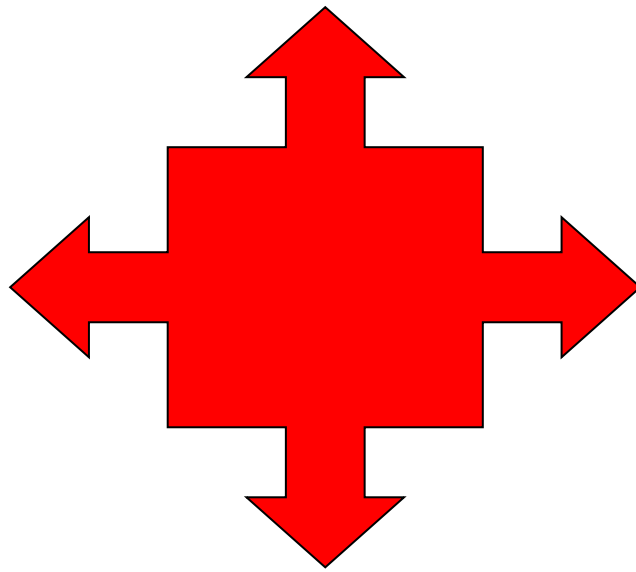
- i. Help the team acknowledge its non-productive behavior.
- ii. Help the team define the issue in terms of a shared need, rather than opposing points of view.

With the problem defined as a shared need, apply the problem solving steps which are:

- a. Identify the problem**
- b. Identify the causes.**
- c. Determine the criteria for a solution.**
- d. Generate options.**

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- f. Determine the solution(s).**
- g. Develop implementation plans.**
- h. Review results regularly.**
- i. Encourage everyone to listen to other points of view.**
- j. Get everyone involved¹.**



Organizations should be alert and make sure that all conflicts are resolved so that they do not affect the way customers and vendors are dealt with.

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¹ The Team Coach, Donna Deepröse, pp. 143 & 144.

❖ **Enabling Self Instructed Teams for Organization Development (ESITOD).**

*O*nce the SITs have been created, they must be briefed on the basic

objectives and any confidential information necessary to perform effectively. The team must have a coach and a leader, who are top managers with



enough experience of coaching and leadership to meet the organization's objectives.

When the objectives have been stated, teams have to be organized and developed. The coach has an important role in developing teams because he is responsible for the team's success.

The coach has to work on building and initiating team communications.

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After the formation of the team, the role of the team coach role is not only to be a leader, but also a facilitator and a motivator, and he should have knowledge of team dynamics and conflict mediating skills.

A well chosen and developed SIT will be effective and successful in achieving suitable and sustainable success in any organization.



According to Donna Deeprose in her book “The Team Coach” she stated some steps to take to guide a conflict-ridden team they are:”

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1. Help the team acknowledge its nonproductive behavior: - Encourage the team to avoid blaming others, making assumptions, and projecting motives.

2. Help the team define the issue in terms of a shared need, rather than opposing point of view.

3. With the problem defined as a shared need, encourage the team to identify causes, determine criteria, generate options, determine solutions through consensus, and develop implementation plans.

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4. During problem solving, keep the focus on issues, not personalities.

5. When the team is determining criteria for a solution, encourage each side to propose and objectively explain its bottom-line requirement.

6. When they are generating options, keep reminding people of the transforming ground rule no criticizing statements by other people.

7. Encourage everyone to listen to other points of view.

8. During the stage of identifying solutions, keep asking for points of agreement on which to base a win-win resolution.

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9. Get everyone involved: - people who lean back and stay silent may be the ones to get everyone riled up again when the meeting is over –get all the issues on the table and discussed.

10. Don't stifle occasional outbursts of new anger. Let them be heard, and then restate the issue objectively and encourage the team to move forward with problem with problem solving.

11. Throughout the process, help team members express their feelings openly and honestly, show them that they can disagree and still move on out of disagreement often comes a better solution".

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