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A place for partners in change across health, care and wider public services to connect and learn together about helping to enable positive change. By Scott Thompson Updated December 07, 2021 Organizational development is the application of behavioral science principles to the study of what makes organizations more functional and effective. Organizational development practitioners analyze companies and other organizations from the top down to determine what changes might make those organizations into top performers in their field. Most OD practitioners work as independent consultants. As explained in The Princeton Review, the process of organizational development (OD) is a consciously planned, systematic and controlled attempt to make an organization as a whole more effective by staging interventions in the systems and processes of which it is composed. These interventions are always based on behavioral science research. For instance, an OD practitioner might assess how the company rewards performance and suggest changes based on research into effective motivation. The Organization Development Network developed a framework for practitioners competencies of an effective OD practitioner. According to the Global OD Competency Framework (TM), an OD practitioner has 5 roles: efficient designer, business advisor, credible strategist, informed consultant and systems change expert. Under each of the roles in the framework are specialties. For example, the "efficient designer" role includes specialties as a process consultant and data synthesizer. Visit the Organization Development Network website for more information the 5 roles, their specialties and guidelines for developing competencies of an effective OD practitioner in each area. The core skills needed in organizational development include organizational skills, people skills, direction-setting skills, and process skills, as follows: Organizational skills include the ability to redesign organizational structures to increase both productivity and accountability. People skills include the ability to design systems that facilitate trust and improved performance. Direction-setting skills include the ability to assess a company's approach to leadership and overall vision. Process skills include the ability to redesign an organization's processes in ways that contribute to quantifiable improvements. In addition, OD practitioners must be able to explain the results of their assessments and recommendations to clients who may be strongly resistant to perceived criticism, having already hired a consultant to make changes. Professional certificates in organizational development can be earned through a college program such as the organizational leadership certificate program offered through DePaul University. DePaul University recommends its certificate program not only for OD consultants but also for training and development professionals. Like Depaul, there are a number of institutions nationwide that offer certificate programs through in-person and online learning. The U.S. Bureau of Labor Statistics (BLS) lists a median 2020 salary for training and development managers as \$115,640 per year, or roughly \$56.00 per hour. Median salary means that half in the profession earned more, while half earned less. The job growth rate for this occupation is expected to be 11 percent through 2030, a rate considered faster than average when compared to other jobs. Depending on the organization, the job title can vary. Titles associated with organizational development include director, manager, consultant and coordinator. For the most current information on job requirements and salary offerings, look at job announcements on employment websites such as Indeed, LinkedIn, Monster and ZipRecruiter. Organizational Development (OD) is the work of facilitating organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate.Go to our Organisational Development programmes and find the right one for you!The Short Guide to Organisational Development What is Organisational Development?Organisational development (OD) is concerned with facilitating change in organisations through a holistic and humanistic approach that puts people at the heart of the process.Here at Roffey Park, we define Organisational Development as the work of facilitating organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate.At the heart of good organizational development is the deep connection between the best business processes and structures on the one hand, and the people working within the organization on the other. In short, it is to create great organisations!There are significant differences between organisational development and 'culture change', 'change management' and 'business transformation'. Find out more about the definition of OD here.What is Organisational Development trying to fix?To achieve high performance and competitive advantage, organisations are often in the midst of significant learning and change.In traditional organisation and leadership theory, the inspirational, top-down vision for the organisation is supposedly created by a few and thrust upon the many.Such change initiatives may result in a successful change of procedures and structures (the easier bit), but rarely trigger sustainable change in working methods, culture and organisational effectiveness which is at the root of real return on investment, profitability and long-term transformation. Organisational Development (OD) is an area of expertise which addresses this challenge with decades of internationally tried and tested research and practice, spanning thousands of professionals.Key Characteristics of Organisational DevelopmentOrganization Development (OD) is the work of facilitating organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate.Characteristics of OD include:Changes to the structure, culture, strategy and processes of an individual job through to an entire organisation.The application of behavioural science knowledge and practice to facilitate transformation within an organisation.The improvement of organisational effectiveness by involving members of the organisation in understanding the challenge whilst enabling in them new skills, knowledge and ways of thinking.The promotion of high productivity, performance, quality products, financial performance and continuous improvement.The facilitation of change in a flexible, adaptive and often participative way.Sustainability, so consistent change in the right direction continues beyond the life of the initial change initiative.OD also operates from a particular set of values that shape how the work is done. Key to this is the valuing of human potential and therefore the importance of understanding the systemic challenges from a range of stakeholders and to then engage those stakeholders directly in shaping the change, partly so that change is well conceived of but also so that, through broad ownership, its chance of being understood and implemented are maximised.The History of Organisational DevelopmentThe roots of Organisational Development can be found in the USA, in the work of Kurt Lewin (1898-1947). Seen as the founding father of OD, he founded the 'Research Center for Group Dynamics' at MIT, experimented with collaborative change processes, and proposed the first concepts of group dynamics and action research, which underpin OD. Lewin found that using participative methods in small groups led to positive changes in attitude and greater commitment from the people in organisations. A parallel interest in what happens in individuals and groups in work also arose in Europe and the UK over a similar period, with Roffey Park founded in 1946 and The Tavistock Institute in 1947.Abraham Maslow (1908-1970), a psychology professor most famous for his 'hierarchy of needs', and another important figure in the history of Organisational Development, believed that when an individual's needs were met, it led to 'self-actualisation'. When an organisation was open, and the individual's contributions were recognised, this was more likely to occur. Other theorists advocated participation as a means of motivating employees and achieving a greater performance, and leadership styles that were democratic and involving were shown to lead to better organisational performance and employee satisfaction.In 1969, Warren Bennis introduced the concept of organisational culture, identifying that OD is 'a complex educational strategy intended to change beliefs, attitudes, values, and structures of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself'. Edgar Schein at the start of the 1990's, developed this idea of 'organisational culture', using metaphors of the cultural iceberg and lily pad. With the iceberg, Schein shows how difficult it is to see what underlies the behaviours of an organisation, as most is hidden below the surface. With his lily pad analogy, he proposes that we can easily see the flowers on the water (the behaviours explicit in an organisation), however unless we drop down to the stems (the values supporting those behaviours) and then the partly hidden roots (the assumptions behind these values and behaviours), we cannot truly understand what drives the organisation's actions and thoughts of the people within the organisation.Behavioural sciences, including anthropology, economics, psychology, and sociology have all had their impact in the evolution of Organisational Development, and as a result, in 2002, Toby Egan identified there had been 27 definitions of OD between the period 1969 and 2003.Why is Organisational Development useful?If you're involved in any way in helping an organisation to move forwards and evolve, then it's imperative to do this with eyes wide open to the big picture. Organisational Development not only addresses what may be more obvious changes that are needed (structural, business objectives, product development, strategic direction, stakeholder requirements, etc), but also the hidden aspects of organisational culture and details how to utilise or change these for effective, sustainable, long-term success which brings the organisation along with you.The Benefits of Organisational DevelopmentOrganisational Development is adaptive, flexible and evolving. It puts people at the heart of change, emphasises creativity and innovation, and positively affects the bottom line.OD creates a continuous cycle of improvement, from strategy, through to implementation, evaluation and further change.OD increases communication across all levels of the organisation, aligning employees to shared values and manifesting change from employee feedbackOD increases innovation through employee development and engagement and an effective analysis of the market.OD increases profit by improved productivity and creativity, reducing costs, minimising staff turnover and creating a culture of openness and adaptive and ongoing changeYour OD needsTo discuss your organisational development requirements in more detail, please contact us by email, or phone on 01293 851644How Roffey Park helps your organisation benefit from Organisational DevelopmentAs more and more practitioners and clients are adopting the values and applying the principles of OD, we are working with a number of those organisations to build their capacity and confidence in taking an OD perspective and developing OD expertise.We can achieve this for your organisation through:OD ResearchYou can commission Roffey Park to conduct research specific to your organisation on the theme of organisational development, to help build an organisation-wide OD strategy unique to your organisation. We also have a wide range of OD Research PapersOD ConsultingEither through consulting alongside your own internal consultants or through taking the brief directly, we work with a range of businesses to do OD work directly. This may take many forms from job and team redesign, to wider organisation redesign but more often by looking at engagement and strategy processes, large group events and dialogue processes as means to supporting culture change alongside leadership development work.Open programmes in ODOur OD training and development programmes run regularly throughout the year in open format - where you attend as an individual, forming a group with like-minded people from different organisations. We offer a full pathway of programmes from the essentials of OD through to our online Masters in Organisational Development qualification.Customised programmes in ODAmost all of the programmes delivered as residential open programmes at Roffey Park (below) can also be delivered in the same format in your organisation, anywhere in the world or as Custom OD Programmes. The benefit here is that there is greater opportunity to get into the specifics of your organisation. Training is scalable to reach different groups, divisions or continents.Training & Development Programmes related to Organisational Development (OD)MSc in People and Organisational DevelopmentThe MSc in People and Organisational Development is an innovative two-year, part-time Masters Qualification validated by the University of Sussex. This OD qualification programme deepens your theoretical knowledge and practical ability to transform organisations in a holistic way which brings the people along with you. It will increase your confidence, your personal impact, effectiveness and credibility in your role either inside an organisation or as an external consultant or change management practitioner. Roffey Park's unique academic approach will empower you to pursue your own study path through the programme to tailor the outcomes to your current and future needs. Find out more about the MScDiploma in Organisational Development PracticeThis is a highly practical and in-depth level 5 diploma in OD. It will equip you with a core understanding of what OD is, improve your skills and provide you with greater awareness of your self and group process. We achieve this by bringing theory to life through practice - using your real world situations and experiences as the starting point for deep learning. Find out more about the Diploma in Organisational Development PracticePractical Facilitation SkillsThis programme is fundamentally about learning to be a cutting-edge facilitator. The connection with OD comes through in our global, holistic approach which is embedded in best-practice OD. That means we'll help you evolve into a facilitator who is adept at working with groups of all sizes, whilst also having a firm eye on the bigger picture. This 2-day programme is available here at Roffey Park UK, in our Singapore office and in your organisation anywhere in the world. Find out more about the Practical Facilitation Skills programmeAdvanced Facilitation SkillsThis is a deeper dive into facilitation which again encompasses the best of OD whilst allowing more time for the exploration of self. This programme is all about you, and how you interact with others as a facilitator in your organisation. The group you become a member of here on the course at Roffey Park becomes a test bed for your OD awareness and personal facilitation skills. Find out more about the Advanced Facilitation Skills programme.OD Case Studies at Roffey ParkExamples of recent organisational development work include:Working with a FTSE 100 telecoms company to increase OD capacity and confidence at a senior HR professionals level by providing an OD qualification.Working with a Housing Association to support a culture change initiative following a series of mergers.OD consultancy with a large, multi-site organisation to explore the effectiveness of their different structures and ways of working, resulting in some specific interventions to improve efficiency.Coaching with a large national charity to support the development of their OD strategy.Find out more about our client workOur Organisational Development Programmes

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