SOS Political Science and Public Administration
Jiwaji University, Gwalior

MBA HRD IV SEM
PAPER: 404
SUBJECT NAME: MANAGING CHANGE IN ORGANIZATION

TOPIC NAME:
ORGANIZATIONAL DIAGNOSIS

Definition

Organizational Diagnosis is an effective way of looking at an organization to determine gaps between current and desired performance and how it can achieve its goals.

Marvin Weisbord's Six-Box Model to Effective Organizations

Purpose
What business are we in?

Structure
How do we divide up the work?

Relationships
How do we manage conflict among people? With technologies?

Leadership
Does someone keep the boxes in balance?

Helpful Mechanisms
Have we adequate coordinating technologies?

Rewards
Do all needed tasks have incentives?

ENVIRONMENT

Diagnostic Process

- Orientation
- Goal setting
- Data Gathering
- Analysis
- Interpretation
- Feedback
- Action Planning
- Implementation
- Monitoring/Measurement

purpose

- Collection of data
- Shared understanding of a system
- Identification of strengths, opportunities and problem areas
- Determine whether change is desirable
- Feeding data base back into the organization

Phases of Diagnosis

- Entry
- Data collection
- Feedback

Challenges at the entry stage

- Client resistance
- Expectations from the consultants
- Role of client and consultant
- Vested interests
- Info provided to consultants
- Rejection of consultant
- Managing of client relationships

Solutions

- Clear letter of contract
- Effective liaison system
- Clarity about who will participate

Data Collection

- Useful data
- What to collect
- Who to collect it
- How to collect it
- Confidentiality
- Accesses to archives

Data collected from----

- Organizational environment
- Groups inside and outside organization
- Individuals whose lives are shaped by organizations

methods

- Unstructured observations
- Examination of documents
- Individual interviews
- Group interviews
- Questionnaires

Analysis

- Environmental(O-T)
- Institutional(S-W)

Understanding the Pressures for.. Favor & Against Change

Force Field Analysis is a useful technique for looking at all the forces for and against a decision. In effect, it is a specialized method of weighing pros and cons.
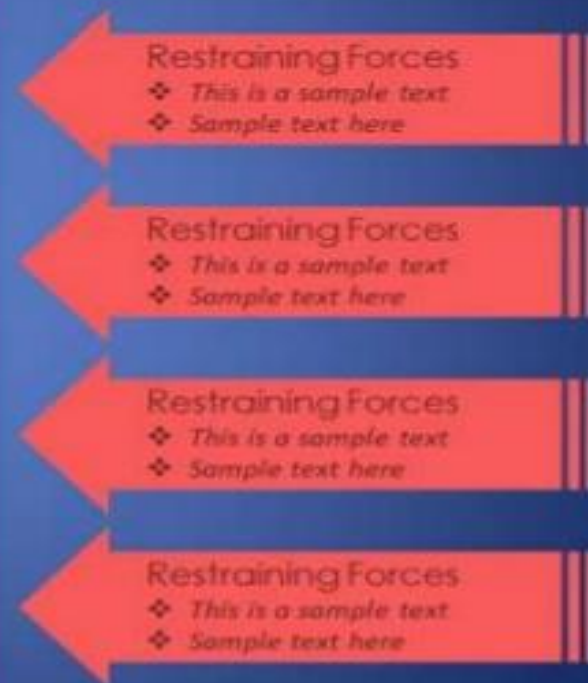
By carrying out the analysis you can plan to strengthen the forces supporting a decision, and reduce the impact of opposition to it.
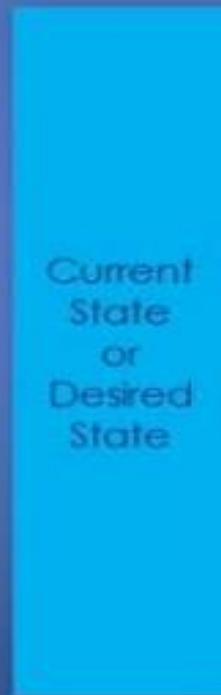
Depends on---

- Quality of information preserved/presented
- Factual information/data
- Feelings about data concerning human behaviour
- Type of industries being serviced.

Feedback

- Possibility of conflict
- Effect on culture
- Effect on working relationships
- Reduced interaction prior to feedback
- Groups to whom feedback is being given
- Feedback meetings
- Recommendations for change
- Increased understanding of the client system

Peer group- intergroup model
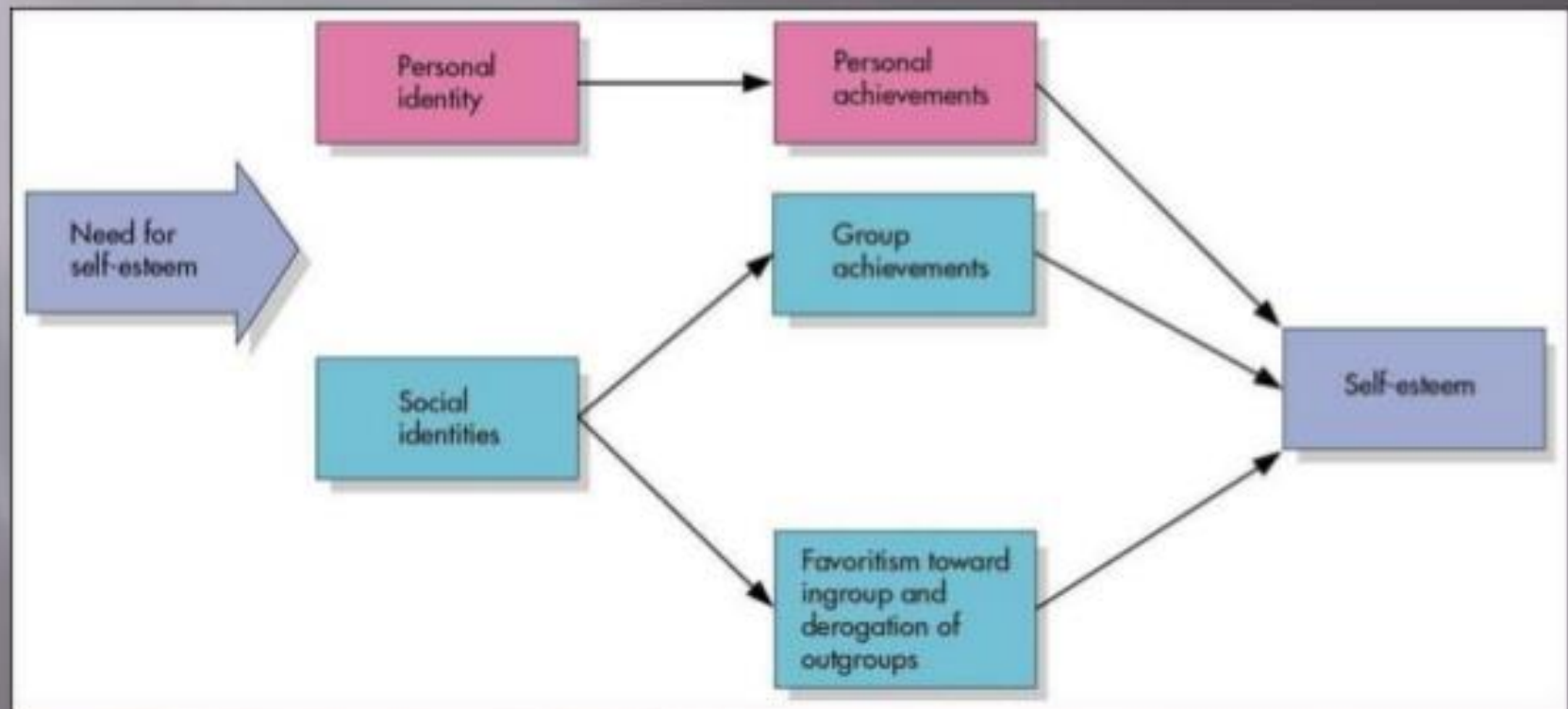
Case study

- The company
- The environment
- Product/services
- Posed problem
- Documentation required
- Intervention

Final remarks

- Consultant – client relationship
- Specific interventions
- Accuracy of data
- Methodology
- Timely and relevant feedback
- Management of conflicts
- Constant communication