



CORNERSTONE

PERFORMANCE AUDITS • STRATEGIC PLANNING • ORGANIZATION DEVELOPMENT • TRAINING

Summer 96

Organization Development: The Management of Change

BY ROGER C. BUNTING

The modern manager is confronted by a plethora of "solutions" for improving the organization, both in the private and public sectors. There are numerous programs, approaches, interventions, processes, and techniques for making an organization function better, and it seems that each year new management books from a legion of management gurus propose new approaches to reinventing, reengineering, rededicating and revamping the organization.

City managers may be especially vulnerable to suggestions of council members that the latest new approach be applied to the municipal organization. Sometimes that may work. Many times, it will not. The latest new management approach, no matter how persuasively presented, just may not be what the organization needs at that time.

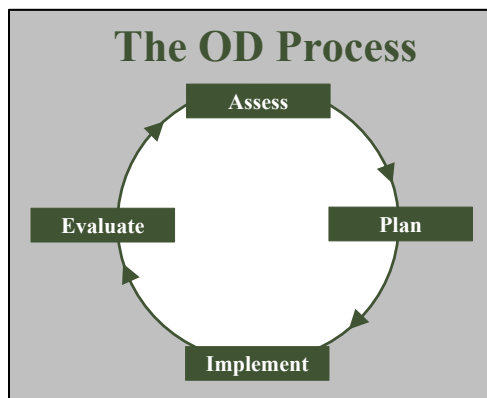
How's a manager to know the right solution?

Citygate Associates believes the answer lies in correctly *assessing* the current and desired future states of the organization, *planning* what that organization needs to do to get *its* desired future state, *implementing* the planned actions, and then *evaluating* the outcomes. That elegantly simple process is the essence of organization development (OD).

the need for business process reengineering (as described in the last issue of the *Cornerstone*), then that is the appropriate solution for that organization at that time. A neighboring city's assessment might disclose the need for TQM to improve the quality of its service delivery. Still another community might assess the need to develop a clear vision and elaborate a strategic plan to provide direction as it moves into the future. Each organization's situation is unique to that organization, to its culture, and to its operational environment. The solutions chosen must fit the organization's culture, must be appropriate for the needs of the members of the organization, and must be relevant to that organization's problems. A basic tenet of the systems approach which underlies OD is that *the problem with problem solutions is the solution problems*. What that simply means is that if the solutions chosen aren't right for the organization, then those solutions may produce their own even more serious problems.

The Challenges

- Reinventing Government
- Business Process Reengineering
- Reengineering Management
- Total Quality Management
- Team Building
- Empowerment
- Community Participation
- Employee Development
- Performance Measurement
- Principle Centered Leadership
- Principled Negotiations
- Doing First Things First
- High Performance Organizations
- Strategic Planning
- Visioning
-etc.



What is the strength of OD?

Its strength lies in the fact that it enables an organization to customize the solution to fit the specific needs of that organization. For example, if the symptoms of the organization point to

How can OD help?

The OD process, with its full, rich data collection and analysis approaches, can have a high probability of selecting the most feasible, suitable, and acceptable solutions.

What are the keys to OD's success?

OD has been around now for well over four decades. The process has endured through dozens of manage-

The problem with problem solutions is the solution problems.

ment and leadership fads because it is an effective, straightforward *process* for the management of change. The keys to its success are the use of:

1. a *systems view of the organization* to highlight the countless interdependencies amongst the subsystems and processes of the organization; and
2. the *action research model* which uses the talents, energies, and insights of the people in the organization, who know best what the organization needs, to assess the organization's situation, to identify what needs to be done, to do it, and to evaluate whether it worked or not.

OD has been empowering members of organizations for over 40 years through

its application of behavioral science to facilitate the direct involvement of the members of an organization in the change management process. That involvement is the key to overcoming resistance to change and to developing relevant solutions, which have the enthusiastic support of the members of the organization.

Citygate Associates believes in facilitating the OD process in ways which will enable the organization to become a learning organization, to have the capability on its own, without further consultant assistance to proceed through repeated cycles of action research so that the organization can continuously accommodate new requirements, new legislation, new technologies, and new challenges. Through this process, the organization can continuously renew itself, its processes, its subsystems, its structures, the ways in which it fulfills the needs of its people, and, most importantly, its mission accomplishment.

For more information

Complete this form and mail it to:

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- We have a need for organization development. Please contact us for details.
- Send information regarding Citygate Associates' services and qualifications in organization development.

Send the above to:

Name: _____

Organization: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____



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*The Cornerstone is
Published by
Citygate Associates, LLC*

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Citygate Associates, LLC is a management consulting firm providing services to local and state governments across the Western United States. Headquartered in Folsom CA, Citygate specializes in:

- Performance Audits
- Process Improvement
- Management Studies
- Strategic Planning
- Organization Development
- Facilitation
- Employee Training.

Citygate's clients benefit due to their ability to provide more effective and cost-efficient services through improved management approaches and systems, clarified focus, and upgraded skills.

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