

The

CORNERSTONE

PERFORMANCE AUDITS • STRATEGIC PLANNING • ORGANIZATION DEVELOPMENT • TRAINING

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On Intervening in Organizations: Our Consulting Philosophy...

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Citygate Associates' philosophy for intervening in organizations is based on the concept that organizations are open, living systems in which there are countless interdependencies among the sub-systems and processes—and that people are truly the most valuable asset of such systems. By giving people the opportunity to be involved in the processes of the organization, through such techniques as action research, they can become all they can be as individuals, and the organization can reach its highest potential in efficiency and effectiveness. A major reason for the long-term success of organization development (O.D.) as a technology is its use of behavioral science approaches and action research to involve the people of the organization in solving the problems of the organization related to the management of change.

On the focus of O.D...

Citygate Associates believes an O.D. intervention must address both the general and specific needs of the client organization and therefore must be tailored to that organization's circumstances and

environment. The O.D. process generally follows a cycle of participant contracting to determine desired outcomes, expectations and standards; assessing to determine the needs (issues, concerns, problems, opportunities, desired future state, etc.) of the client organization; planning to develop the best strategies and actions to apply in this situation; implementing to effect the planned actions; and evaluating to determine whether the desired outcomes have been accomplished. If they have not, the cycle must be repeated either until the desired outcomes are achieved or until new, different outcomes are identified as being more appropriate. Through all of this, the primary focus of O.D. is the management of change so as to make it useful, constructive, and, to the extent possible, enjoyable.

*The focus of organization
development is the
management of change.*

On the role of trust...

Citygate Associates believes the strongest foundation of influence between people is trust. The behavior and actions of leaders are what people will trust, more than their words or intentions. More importantly, *congruent* behavior in which the actions and words are aligned is trustable. To produce and sustain a climate of trust within an organization, leaders, facilitators, and consultants have a profound obligation to model the ethically

congruent behavior. A large share of Citygate Associates' data gathering and observations on behalf of a client is directed at assessing the extent to which leaders and followers at all levels are manifesting congruent behavior, i.e., walking their talk, saying what they mean and meaning what they say, and behaving themselves as they expect others to behave, especially in the realm of ethics. We feel so strongly about the need for a climate of trust as a basis for effective change management that we are especially watchful for the behaviors and attitudes which reflect on trust, and we provide feedback when appropriate and desired to individuals who are perceived as not exhibiting congruence. Citygate provides coaching and training to individuals and work groups to assist them in aligning their words, behaviors, and actions so as to achieve congruence.

*Congruent behavior is
trustable.*

On clarity about expectations and standards...

Citygate Associates believes organizational leadership (including the facilitation provided by consultants) can be more effective when there is clarity up front about what is expected and about the standards of performance. This is why we are especially careful about the desired outcomes of an inter-

vention, the expectations about what will be done and not done, and the desired standards for performance. We also model this approach at every opportunity in working with the people in the organization, such as when conducting interviews and facilitating small groups. Our experience is that people will perform significantly more effectively when they are clear about what is expected of them and how well they are to perform.

Expectations and standards must be clear.

On clarity in communications...

Citygate Associates believes clarity can be achieved most effectively when there is high quality communications between individuals and within work groups. Such communication includes both sending (verbally, non-verbally, in writing, and in symbols) and receiving (listening, attentiveness, empathy, and sensitivity). It can be

achieved when people understand and accommodate the differences in the ways individuals form their *models of reality* and communicate those differences. We use the Precision Communications Model of Grinder & McMaster to achieve the highest quality information possible during data gathering, feedback, planning, evaluating, and reporting.

On handing off the skills...

Finally, Citygate Associates believes a consultant's mission is to assist an organization in learning how to learn about itself as an open system, so it can renew its own processes without the aid of the consultant. To do this, we believe in coaching the members of the organization on how to perform action research on their own. We believe a good consultant will work himself/herself out of a job.

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For more information

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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: _____

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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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