



Training on Organisational Management
- European Youth Centre, Council of Europe, Budapest -

Organizational Development

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AGENDA



- Introduction
- Theoretical Models
- OD and NGOs
- Roadmap
- Conclusion

- Introduction
- Theoretical Models
- Organizational Development and NGOs
- A roadmap for successful NGO development
- Conclusion

What is Organizational Development?

Introduction

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- ...is a discipline that specifically addresses the capacity building of human organizations. OD has its roots in psychology, sociology, business administration, economics and to some extent in environmental science.
- Main task: Change of Corporate Culture
- Research area: Change Management

Dilemmas of Organization

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- Centralization vs. Decentralization
- Global vs. Local
- Efficiency vs. Effectiveness
- Professionals vs. Line Management

Organizational Change after Lewin

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- Steps of a successful change project:
 - **Unfreezing** the present level
 - Moving to the new level
 - Refreezing the new level

- Steps how to accomplish Organizational Development
 - Changing the individuals who work in the organization
 - Changing various organizational structures and systems
 - Directly changing the organizational climate or interpersonal style

Change Equation by Harris & Gleicher

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$$D \times V \times F > R$$

D= Dissatisfaction

V= Vision

F= First Steps

R= Resistance to change

Leading Change by John P. Kotter

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Eight Steps to Transforming Your Organization

- I. Establishing a Sense of Urgency
- II. Forming a Powerful Guiding Coalition
- III. Creating a Vision
- IV. Communicating the Vision
- V. Empowering Others to Act on the Vision
- VI. Planning for and Creating Short-Term Wins
- VII. Consolidating Improvements and Producing Still More Changes
- VIII. Institutionalizing New Approaches

Organizational Tools

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- Backward Mapping
- Balanced Scorecard
- Benchmarking
- Business Process Reengineering
- Continuous Improvement
- Cultural Change
- Employee Involvement
- ISO9000
- Kaizen
- Knowledge Management
- Learning Organization
- Management by Objectives
- Organizational Design
- Outcome-Based Evaluation
- Total Quality Management

NGOs vs. Business Organizations

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The essential difference is...

MOTIVATION

Reasons for engagement

Remuneration

“Difficult” personalities

Paradoxon:

Global Approach

✶

Locally structured

NGOs' Functional Systems

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- Programs
- Governance
- Management
- Human Resources
- Financial Resources
- External Relations

The OD of NGOs requires

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- Understanding how an NGO functions—determining where the organization is.
- Using the NGOs' human and monetary resources to build a viable organization—use what you have.
- Planning and implementing actions that enable the NGO to improve people's lives—do what you can.
- Strengthening an organization's ability and capacity to effectively provide services to its various clients, stakeholders, and constituents.
- Becoming a learning organization.
- Continually adapting to changing internal and external environments.
- Sustaining its finances, operations, and benefits.

Transformation Strategies

Introduction

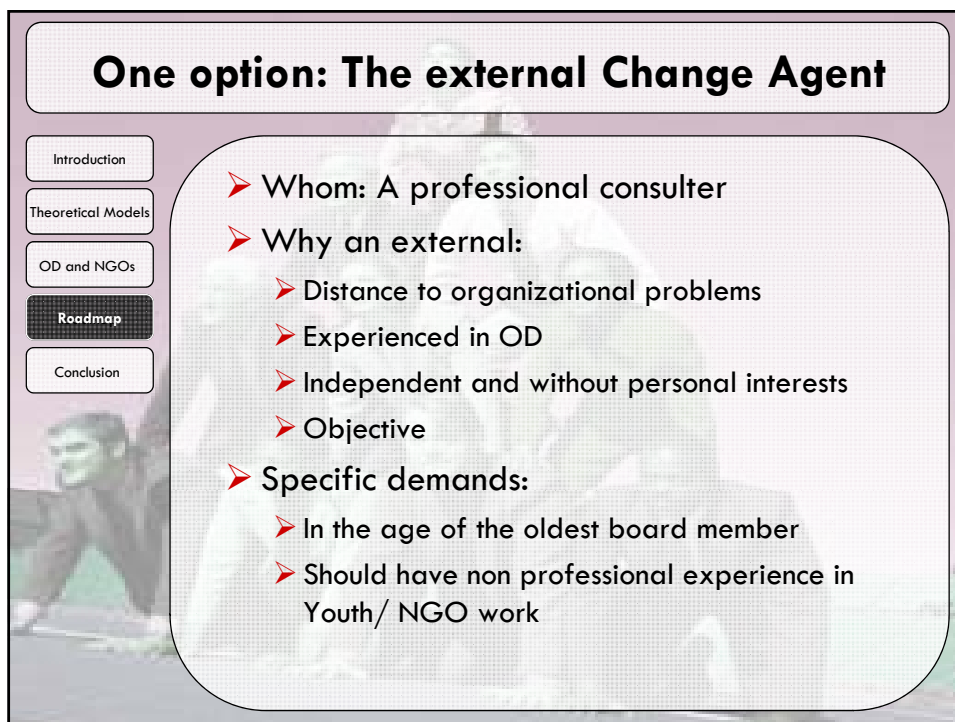
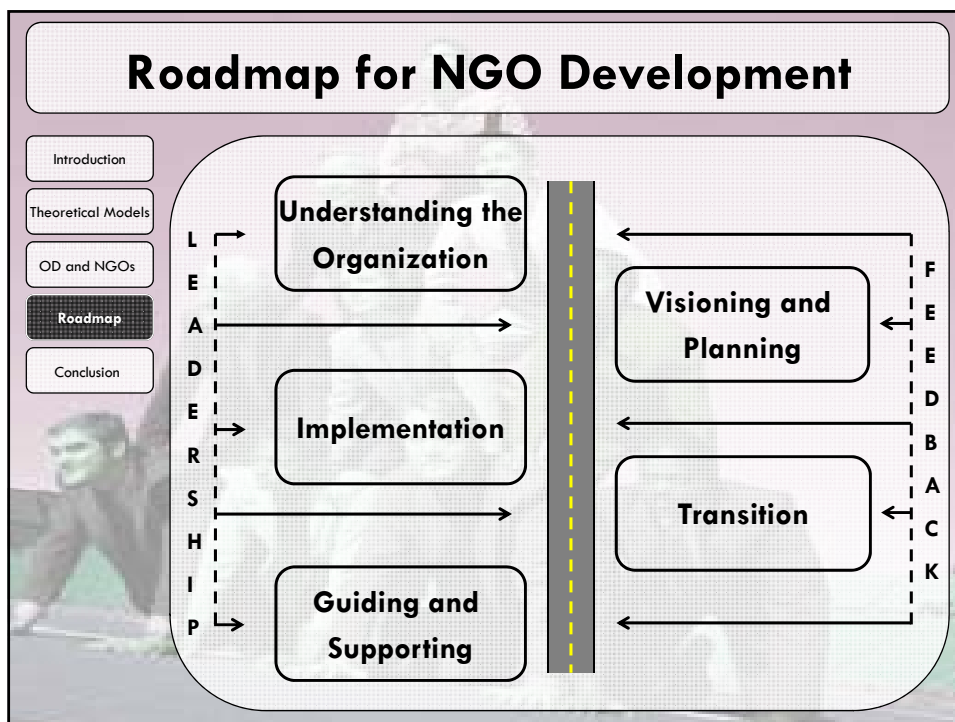
Theoretical Models

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	Incremental Change	Radical Change
Leader Centered	NGO Stable/ Strong Centralized Leadership Country	NGO Transitional/ Palace Centralized Coups Country
Team Centered	NGO Stable/ Decentralized Country	NGO Transitional/ Organization Decentralized as Organism Country



Roadmap for NGO Development

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- Understanding the Organization**
- Visioning and Planning
- Implementation
- Transition
- Guiding and Supporting

Attending meetings/ seminars

- Identify need for change
- Baseline Organizational Structure
- Review past change efforts
- Design/ Select a change model

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Role of a moderator

- Brainstorming
- Create a vision
- Analyze gap between vision and where you are
- Create short-term wins
- Formulate the Vision
- Develop plan and performance indicators

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Understanding the Organization

Design procedure

Visioning and Planning

- Dividing roles
- Making the case for change
- Techniques for communicating well
- Building capacity
- Select the change agents

Implementation

Transition

Guiding and Supporting

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Understanding the Organization

Role of an observer

Visioning and Planning

- Transition Stages
- Dealing with resistance
- Getting consistent with external systems

Implementation

Transition

Guiding and Supporting

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-- Keep in touch --

- Monitor and assess
- Report on progress
- Re-evaluate

The Ten Commandments

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- I. Analyze the organization and its need for change.
- II. Create a shared vision and common direction.
- III. Separate from the past.
- IV. Create a sense of urgency.
- V. Support a strong leader role.
- VI. Line up political sponsorship.
- VII. Craft an implementation plan.
- VIII. Develop enabling structures.
- IX. Communicate, involve people, and be honest.
- X. Reinforce and institutionalize change.



**“Be the change you
want to see in the world”**

Mahatma Gandhi

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