





Agenda

- [Examples in Action]
- OD defined
 - Requirements for practitioners and organizations
 - Tools, processes and approaches
 - Lessons learned
 - Q&A

What is Organizational Development (OD)?

Organizational Development (OD) is the act, process or result of furthering, advancing or promoting the **growth** of an organization.

OD interventions typically:

- Focus on continuous improvement
- Consider both internal and external factors
- Emphasize ways to enhance and develop performance
- Take a **human** view
- Follow a systems approach

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What is Organizational Effectiveness (OE)?

Organizational Effectiveness (OE) describes how effective an organization is in achieving the outcomes it intends to produce, or output and **measure of success of OD interventions**.

OD and OE go hand in hand...activities often include:

- Organization design and structure (and restructure!)
- Talent management, leadership practices and coaching
- Assessment (including surveys)
- Culture and values work
- Change management
- Process design and improvement

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How Org Development, Change Management & Project Management Work Together

Project Mgmt	Organizing tactics (scope, activities, deliverables)
Change Mgmt	Changing behavior and process
OD	Considering the system where change has to occur

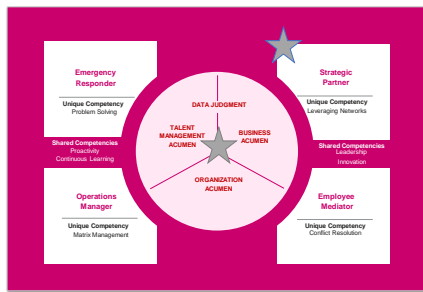


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OD is part of an HR Business Partner's DNA



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What Makes a Good Consultant?

Intrapersonal Skills

Interpersonal Skills

Consulting Techniques

Ability to Apply OD Theory and Practice

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OD Competency Model



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Why Organizations Invest in OD/OE

- Human Capital is our largest **expense**
- Human Capital is also our **product**
- Better decisions around OD/OE help us clarify responsibilities, recognize performance, make hard calls, and accelerate best practice thinking
- Research tells us that organizations who focus on OD/OE routinely see:
 - Higher engagement (eNPS/cNPS)
 - Improved productivity (revenue)
 - Improved HC management (GM), and
 - Economies of scale (SG&A)

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OD Practitioners and Organizations Can Collide

We can run into difficulties due to:

- Position (internal/external)
- Distance
- Executive Behaviors
- Emotional Demands
- Applied Knowledge – “trusting your gut”
- Ethical Dilemmas

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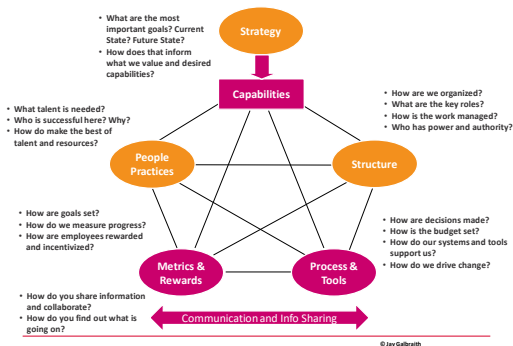


Key OD Tools

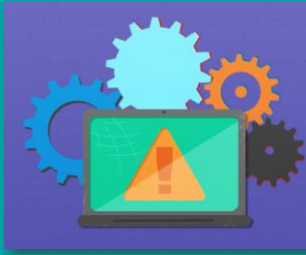
- STAR Organization Design Model
- Talent Development Lifecycle programs, process and tools
- DIGS Model of Intervention
- Change Blueprint
- Organization Surveys & Action Planning

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STAR Organization Design Model

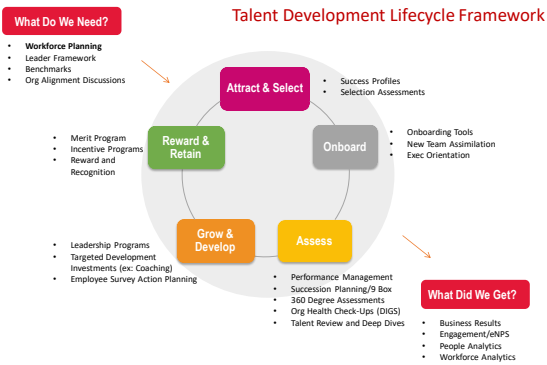


Example 1: Enterprise Technology Implementations



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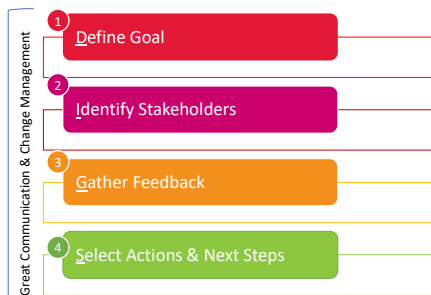
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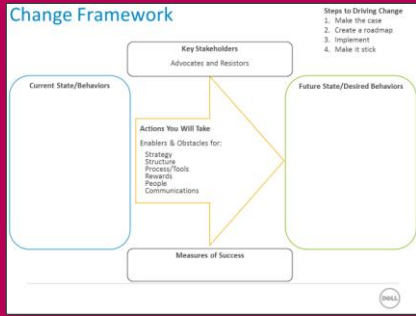
DIGS Model of Intervention



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Change Blueprint



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Example 2: Enterprise Executive Leveling

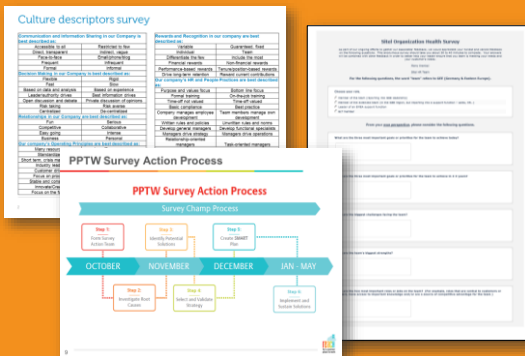
Blueprint for Success – Global Executive Leveling



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Organization Surveys & Action Planning



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Example 3: Culture Change

Top 5 most popular options

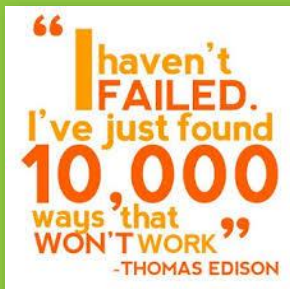
Flexible Work Solution	2008 Overall Results	2008 Results	Americas	APJ	EMEA
Telework	1	1	1	2	1
Flextime	2	2	2	1	2
Compressed Work Schedule	3	3	3	4	3
Remote Work	4	4	4	5	4
Discretionary Leave / Temporary Leave of Absence	5	5	5	3	5

Telework most popular option, except in APJ

Values represent the ranking of the top 5 popular flexible work options for each region, with 1 = most popular choice and 5 = least popular choice.

WFO 2009, March 9, 2017 | Source: Deloitte, PwC

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WFO 2009, March 9, 2017 | Source: Deloitte, PwC

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Lessons Learned

- Start with the end in mind
- Know your audience and choose your tools accordingly
- Make sure you are clear on who your sponsor is
- To facilitate development, you must have relationships across the organization
- Take time to align stakeholders
- Find champions outside of HR
- Follow the process - go slow to move fast

WFO 2009, March 9, 2017 | Source: Deloitte, PwC



- What lessons learned can you share?
- For those doing OD work, what works? What are your challenges?

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Helpful Books

Building Your Consulting Skills

- *The Advantage: Why Organizational Health Trumps Everything Else in Business* – Patrick Lencioni
- *Flawless Consulting* – Peter Block
- *The Trusted Advisor* – Maister, Green, Galford
- *Influencer* – Grenny et al
- *Executive Coaching* – Richard Kilburg
- *Talent Master*

Org Design and Talent Management

- *HR Transformation* – Dave Ulrich
- *Designing Your Organization* – Amy Kates, Jay Galbraith
- *One-Page Talent Management* – Mark Effron
- *Seeing the Big Picture (business acumen)* – Kevin Cope

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