

ODI Consultation Process

Preparing the Organisation

- **The on-line questionnaire-** The diagnostic is formed from an on-line questionnaire that takes 25-30 minutes to complete. It is important that people realise that future discussions, training, development and other organisational changes will be based on their response, so their time is well spent. The ODI diagnostic is a comprehensive look at an organisation, so no other surveys will be necessary.
- **Swapping to the ODI diagnostic from other surveys.** – It is always difficult to reset your organisational metrics. However, when those metrics only offer a limited perspective or where they don't result in concrete changes, it is better to change to diagnostics that are comprehensive and are also change focussed. The ODI diagnostic is designed to be a comprehensive diagnostic that alleviates the need for other surveys that only target narrower aspects of organisations.

Conducting the diagnostic

- A **Pre-survey conversation** to understand any initial survey questions that are necessary to provide comparison reports.
- A **survey link** is sent to the survey contact in the organisation who forwards it to the respondents. It can be limited to one response per computer and IP addresses can be tracked if necessary.
- **The survey can remain open** for as long as desired

The Report

- **A report is normally sent** within 7 days of the closing of the survey. This report contains charts of
 - The performance, importance and difference (performance-importance) of the 12 organisational dimensions (Organisational Health Report) or 8 cultural dimensions (Organisational Culture Report)
 - A “drill down” of 12 aspects that contribute to each of the OCR or OHR dimensions. This drill down has the performance, importance and difference (performance-importance) of each of the 12 aspects of each of the dimensions
- **The report does not contain** detailed analysis and recommendations. The action to be taken as a result of the diagnostic is discussed in the consultation. This recognises that the Senior Managers are best positioned to decide what issues are important as they are raised; and also prevents a long written report that is not enacted as it is difficult to wade through
- **Sample reports are** available at www.odi.net.au

The Consultation

- **The consultation normally includes** the CEO, OD/ HR manager and other members of the Senior Management Team who desire or are needed to contribute to the resultant change management process
- **The consultation normally takes 1 day or 2 half days**
- **Elements of the consultation**
 - **The Big Picture:** Discussion of stronger and weaker organisational dimensions
 - **Points of Tension:** Discussion of significant points of difference in the importance and performance
 - **Game Plan:** In consideration of the key points of information uncovered, what is necessary to bring development. The game plan includes consideration of the following:-
 - **Quick Wins :** what can we do quickly and easily that will give momentum to the change processes
 - **Communication:** What perceptions can we change through dialogue?
 - **Change readiness assessment:** To assess what needs to be done before change is introduced
 - **Change communication:** what will be communicated to achieve, preserve, avoid and eliminate
 - **Stakeholder management:** an assessment of who is influential and important in the processes
 - **Knowledge Transfer:** Who in the organisation knows what others need to know and how do we get that knowledge transferred
 - **Training:** What we need from internal and external trainers
 - **Systems and processes:** What changes in our performance management and communication systems are necessary
 - **Too hard basket:** What is worthwhile neglecting in the expectation that working on another aspect will directly influence it
 - **Consultation Report:** A one to two page report of the points of action resulting from the consultation. A sample consultation report is appended to this document

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Sample Consultation Report

Company: A computer services company, Melbourne, Australia
 Respondents: 120 people

The Big Picture

- Stronger organisational dimensions: Work Skills, Innovation, Organisational Cultural
- Moderate organisational dimensions: Leadership, Mission and Strategy, Management Practices, Understanding Individuals
- Weaker organisational dimensions: Systems, Motivation, Work climate, Structural, Org and Ind. Performance

Points of tension from the individual dimensions

- **Organisational Level**
 - Innovation: Brainstorming, innovation at every level
 - Leadership: Value of Individuals, emotional intelligence
 - Mission and strategy: Clear communication of mission
 - Organisational Cultural: Nil
- **Workgroup Level**
 - Work Climate: Rewards, Responsibility, Flexibility, Standards
 - Systems: Communication (upwards and downwards), Performance management, customer relations, reporting systems
 - Structures: Cross – functional, structural frustration
 - Management Practices: Resource allocation
- **Individual Level**
 - Work Skills: Unused skills, need for training
 - Motivation: Team rewards, recognition, equity of pay, expectancy of reward
 - Understanding Individuals: Empathy, Self - management
 - Org. and Ind. Performance: Performance development, training and development, stress management, job descriptions, initiative

Game Plan

Communication: Points of two-way discussion for the organisation

- Is the lack of responsibility (follow-through) an internal issue or an issue with external stakeholders (the department of education)
- The perception of what rewards are available
- The desire for goal setting
- How we can use our resources more effectively
- What training people feel they need
- What skills do people have that are unused

Development: For discussion and implementation of the managers

- Find ways to measure performance that will be acceptable to the staff, considering the different stakeholders in the staff's performance
- Discover what rewards are valued by your staff (listen) and what you rewards have to give (brainstorm) – including pay scales, flexibility, extra work, new projects...
- Make a clear public link between performance and rewards and communicate why rewards are given
- Consider the climate and systems of communication in the organisation

Suggested Training

- **Half day workshop in innovation** open to all staff: to allow your staff the opportunity to express what unused skills they have, allow innovation as well as to open up informal communication channels
- **One day workshop in performance management, rewards and motivation** for your managers to develop performance and reward systems
- **One day workshop in communication climate & systems and emotional intelligence** to enhance organisational warmth