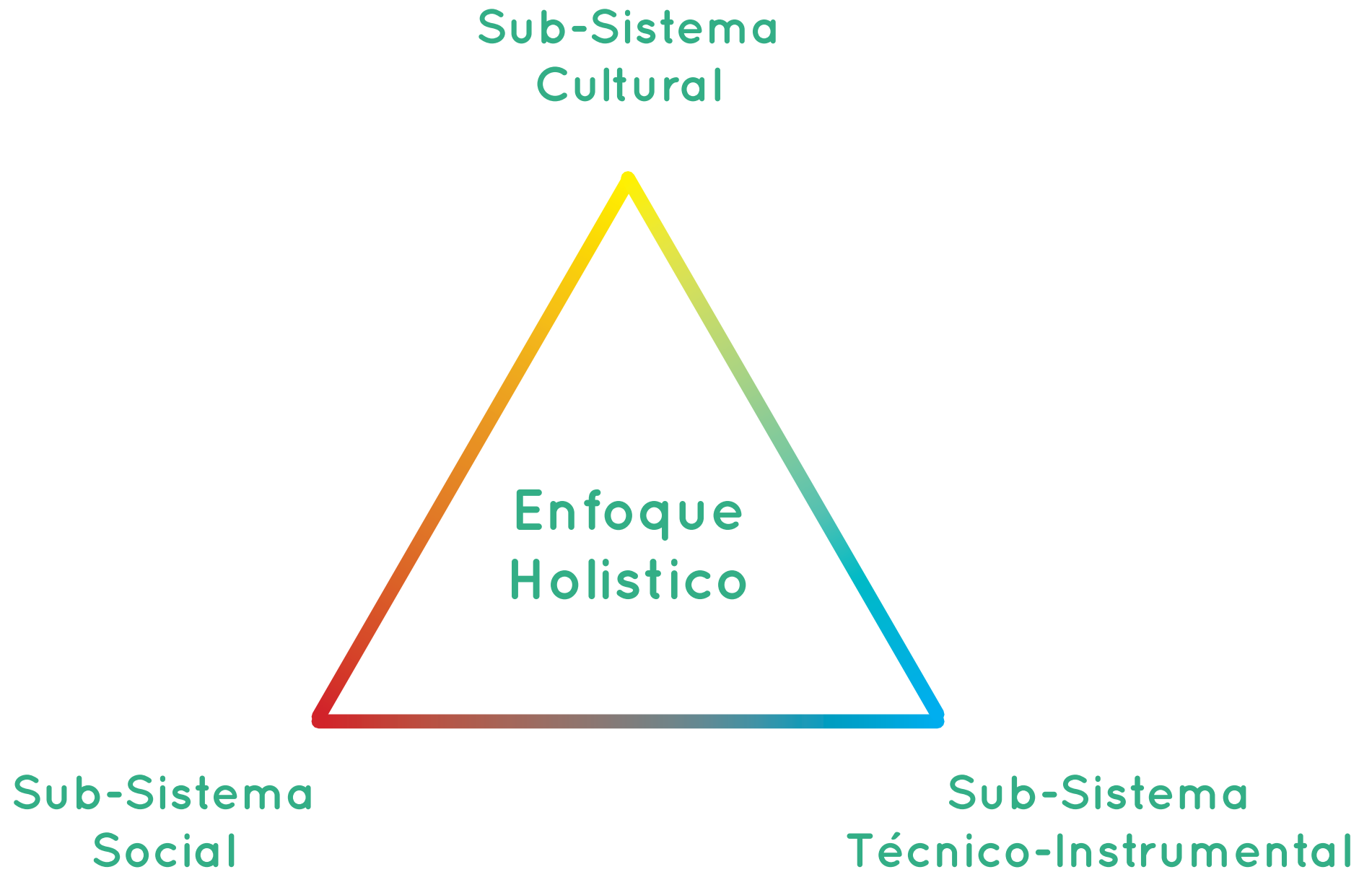


Organizational Development - Approaches -



Facilitator: Rita Muckenhirn

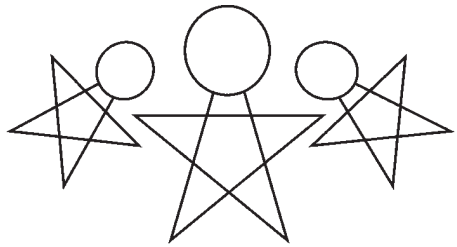


7 essential elements of an organization

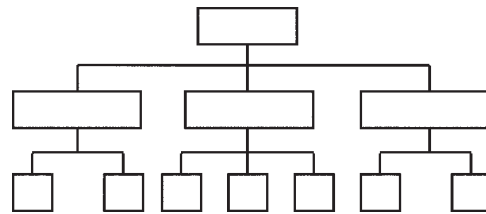


7 essential organizational by development phase

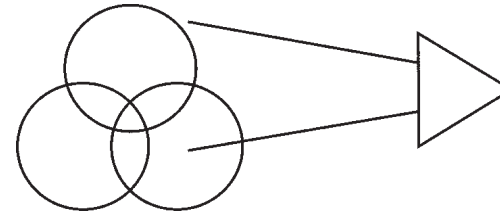
1. Pioneer phase



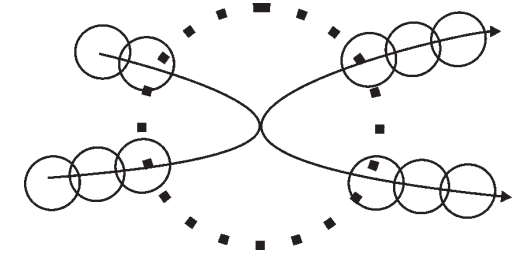
2. Differentiation phase



3. Integration phase



4. Assotiation



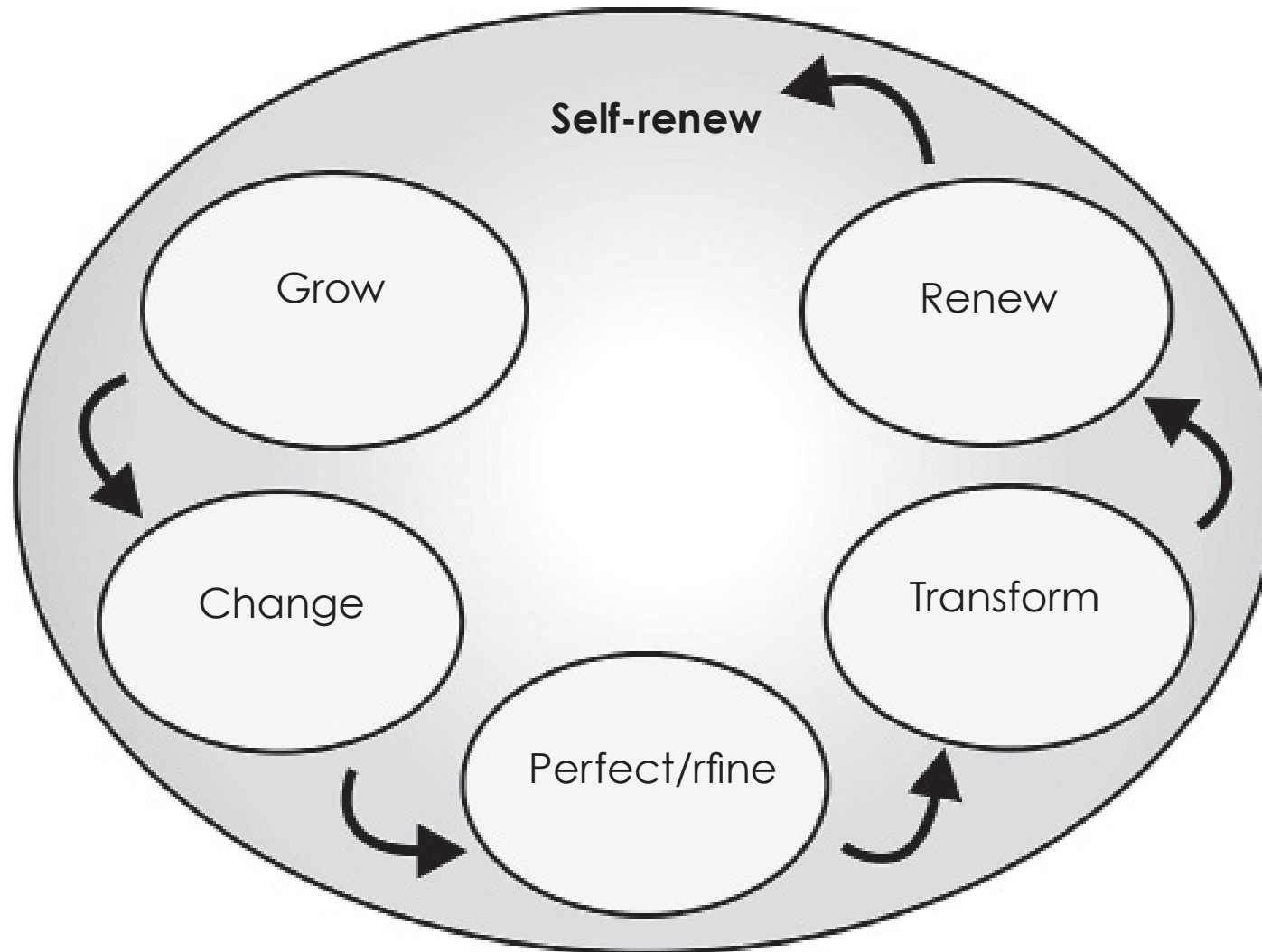
Organizational Development

"We understand organisational development as a process of change of the organisation and of the people who work in it (stakeholders), which is being **actively owned and consciously led by them**, and which thereby **increases** the **potential for problem solving** and the **self-renewal capacity** of the organisation.

In this process, people design the organisation and the change process in an **authentic way** according to their own values, in such a way, that the organisation and the **change process** can respond both **internally and externally to the economic, social, human, economic, social, cultural and technical requirements**".

Friedrich Glasl

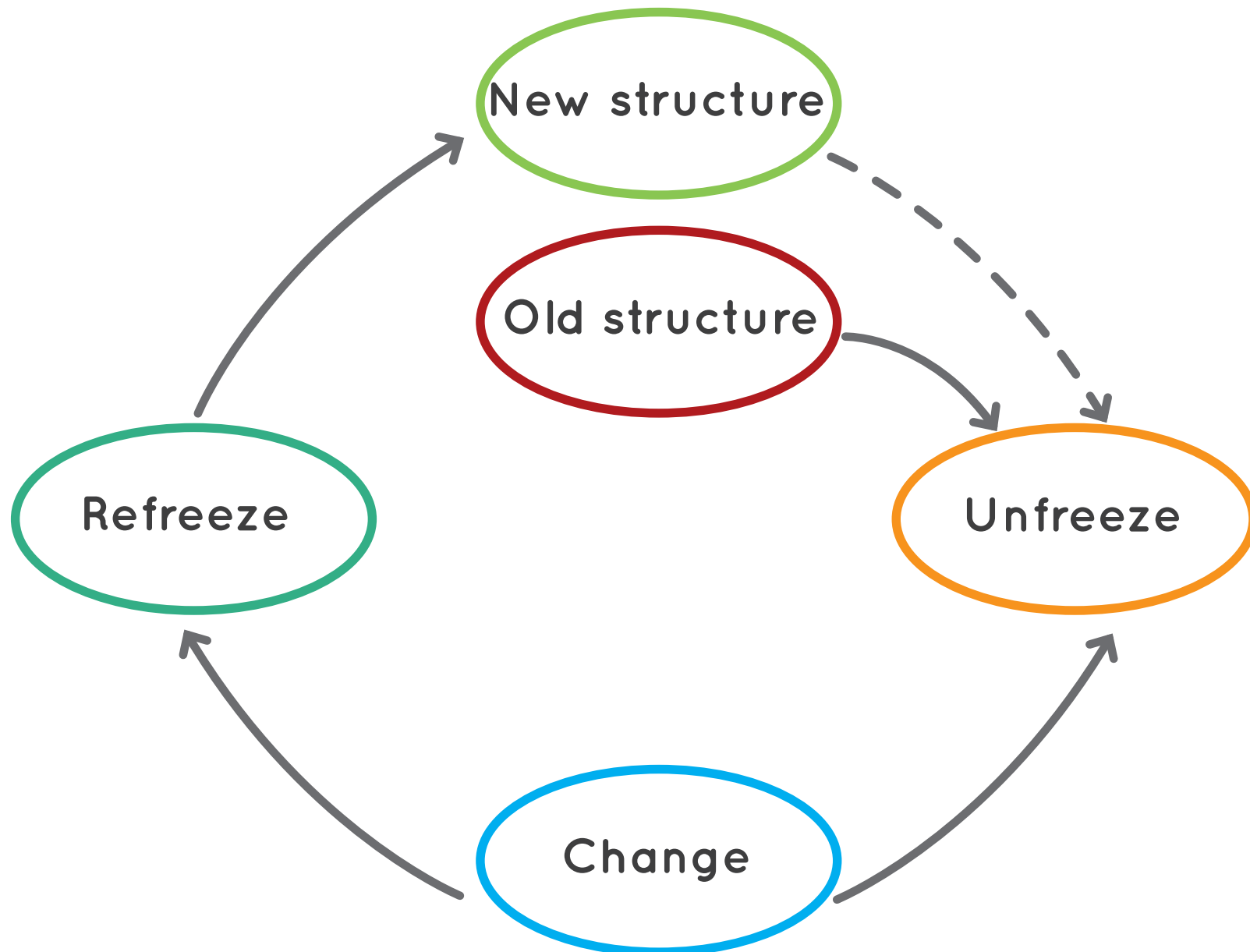
Organizational Development



Organizational Development Processes

- 3 phase model de Kurt Lewin
- 7 basic processes (Friedrich Glasl)
- Organisational counselling
- GROW model
- Change management
- Theory U
- Open Space Beta
- ...

3 phase model (Kurt Lewin)



7 basic processes

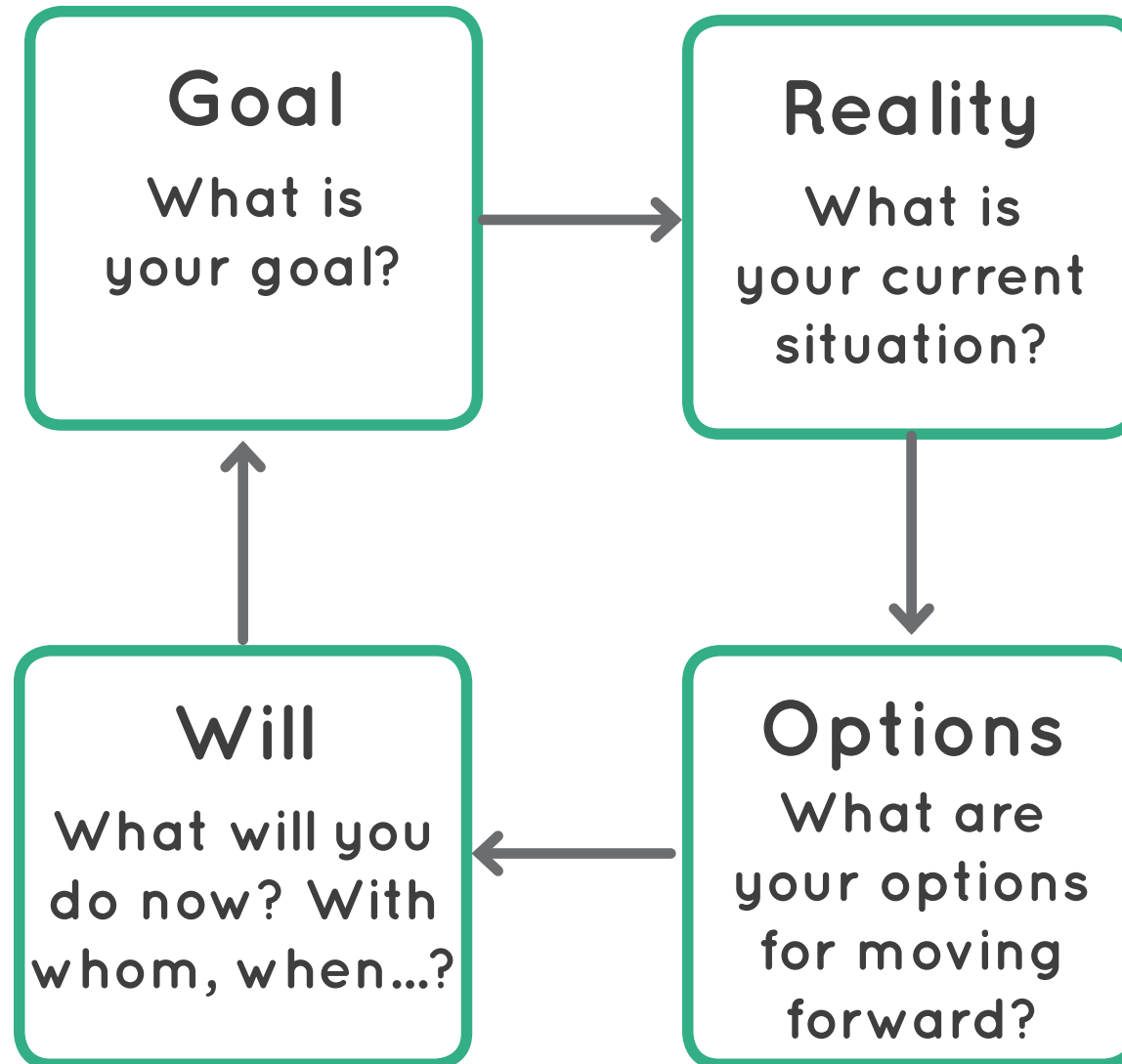


7 basic processes (F. Glasl)



GROW model (*John Withmore, 2006*)

Goal - Reality - Options - Will



Systemic Organisation Counseling

Eckard König y Gerda Volmer

Problem-solving process	Counselling process
Clarification of the goal	Orientation phase (Goal) • What is the topic of the counselling process? • What is the goal? • What should be achieved at the end?
Clarification of the actual situation	Clarification or diagnosis phase (Reality) • What is the current situation? • What has been achieved or not achieved? • Where exactly are the problems? • What has led to the current situation? • What are possible future scenarios?
Collection of possible solutions	Solution or change phase (Options) • What are possible courses of action? • What are the advantages and disadvantages of each?
Determining the plan of action	Conclusion phase (Will) What is the outcome? What are the next steps?

Change management

- Who suffers from a given situation?
- What are the specific causes of the suffering?
- Does the status quo seriously threaten our achievement of goals?
- Who wants a change, why and for what purpose?
- What are the interests and needs behind this desire for change? What goals are being pursued with an intended change?
- Who benefits and who loses from a change?
- What are the unintended side effects - including psychosocial ones - of a change?

Theory U

Downloading

patterns and
knowledge from the
past

Seeing

perceiving, seeing
from different
perspectives

Sensing

feeling, establishing
a connection

Letting go

letting go,
allowing

*Open
mind*

*Open
heart*

*Open
will*

Presencing

connecting with inner
resources and future
possibilities

Performing

experience
the new
in practice

Prototyping

try out, fail,
try out, fail

Crystallizing

crystallise, condense,
what shows up

Letting come

let emerge, let arise

Open Space Beta

The four principles of Open Space

- Whoever is there - they are the right ones.
- Whenever it starts - it's the right moment.
- When it's over - it's over.
- Whatever happens - it's the only thing that can happen.
- (Plus one) Wherever it happens - it's the right place.



The one law (“law of two feet”):

- If during our time together you find yourself in a situation where you are neither learning anything nor contributing anything, use your two feet and go somewhere else where it is more productive.

Open Space Beta

**Preparing
(Setting the
stage!)**

60 days

**Beginning
(Prepare!)**

Open Space
Meeting 1

**Practising
Flipping
Learning
(Do!)**

90 days

**Finish
(Check!)**

Open Space
Meeting 2

**Resonance
time
(Maturing!)**

30 days

Four rooms of change

1. El cuarto del **contento**
2. El cuarto de la **negación**
3. El cuarto del **caos** o la **confusión**
4. El cuarto de la **renovación**

