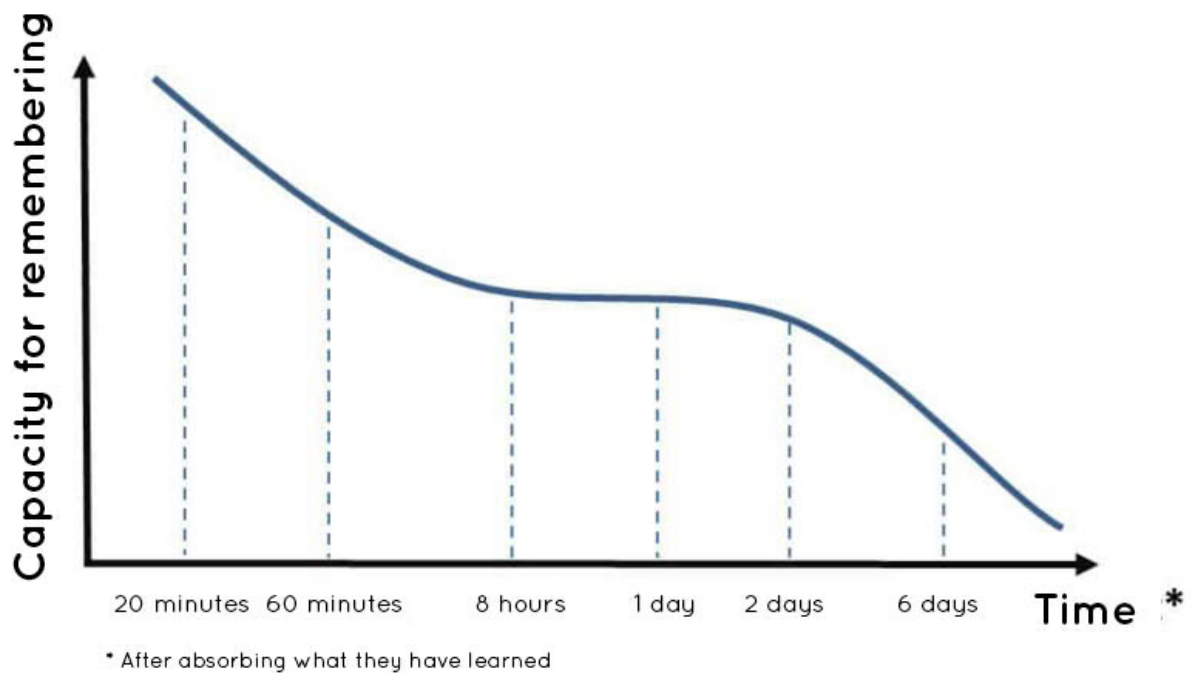


Organizational Development for Partners Terre des hommes Germany

Sustainability of trainings



Source: <https://grow-up.de/leistungen/training/nachhaltigkeit/>

Reflection: Sustainability of Organizational Development processes

Online-Inhouse-Training, October 2021

Facilitated by Rita Muckenhirn, Systways

Documentation of collectively generated outputs

Factors that prevent sustainability of OD processes

What factors prevent sustainability of organisational development processes?

Welche Faktoren verhindern Nachhaltigkeit von Organisationsentwicklungsprozessen?

¿Qué factores impiden u obstaculizan la sostenibilidad de los procesos de desarrollo organizacional?

Cultural Sub-System

- Little or missing ownership at POs(3)
- Little willingness to change

Social Sub-System

- High staff fluctuation,
- Lack of communication
- Lack of internal agreement, no reconciliation of different viewpoints
- Missing leadership at PO
- Strong hierarchy
- Dynamics among staff members
- Staff turnover; key staff are leaving the organization (2)

Process:

- Lacking knowledge management
- Lack of follow-up (no change management process)
- No adequate monitoring in the course of the process
- Lacking trust in facilitators/consultants commissioned to lead the process
- No transparency
- No binding decisions taken
- Legal restrictions for support
- Top-down approach

Resources:

- Insufficient resources,
- Lack of time and resources/planning for such
- Financial insecurity/instability
- Financial instability through dependencies on donors

External threats:

- Pandemics,
- Shrinking spaces,
- Crisis and conflict, etc.
- Circumstantial instability

Factors that contribute to sustainable changes of social systems/organizations

What factors need to be taken into account to sustainably change a social system/organisation?

Welche Faktoren müssen berücksichtigt werden, um ein soziales System/eine Organisation nachhaltig zu verändern?

¿Qué factores hay que tener en cuenta para cambiar de forma sostenible un sistema social/ una organización?

Ownership

Convincing vision

Change processes must be supported by everyone (especially the management, the whole management!); buy-ins, ownership (3)

Everyone needs to be involved

Transparency (2),

Information flow

Respect for institutional culture

Responsible decision makers, continuous

Process

Clear starting point, which is also celebrated

Transparently communicated time schedule for Organizational Development process is important; which can be adjusted if necessary

Clear and honest communication, e.g. also when something goes wrong / needs to be adjusted, especially when processes are at an impasse (2).

Monitoring

Keep an eye on each staff member and how the change influences each post

Follow up

The process needs a follow up, follow-up regarding functioning change management (3)

Capturing energies and not letting them peter out

Changes must be lived and tried out for at least a while before the next change comes.

Resources

Sufficient resources

External factors

External pushing factors (political or other) to change, e.g. DSGVO

Stable circumstances