



## **SECTION 6**

### **EXERCISE PACK**

- 1 BUILDING A MODEL OF HEALTHY ORGANISATION**
- 2 POWER & POLITICS EXERCISE PACK**
- 3 KEY FOCUS OF OD PRACTICE**
- 4 PEER CONSULTING**
- 5 OD CYCLE EXERCISE**
- 6 PRACTICE TRADEMARK ASSESSMENT**

## Exercise 1: Building a Model of an Healthy Organisation

### Instruction

#### 1. Choose to form a theory group (each group should have no more than 8 individuals)

Group A - System theory

Group B - Lewin's 4 theories

- Action Research

- Field Theory

- Group Dynamic

- 3 Steps Change Model

Group C - Social Constructionism

Group D - Complex Theories

#### 2. Once in a group, you have 30 minutes for this task

1. Spend 5 minutes to
  - Check everyone understands the task required
  - Discuss and agree three ground rules that will help the group do well and feel good
2. From the perspective of the theory you choose to work from, extract what you think a healthy/ effective/ functioning organisation would look like in the following areas:
  - general characteristics (overall brand)
  - leadership behaviour
  - cultural template
  - other noticeable characteristics
3. Write up your list nicely on the board
4. Appoint someone to present back to the group (3 minutes each)

#### 3. Put together a template that you can take back to your organisation

1. Form trios after all the presentations
2. Reflect on all the characteristics you have heard and ask
  - "If I were asked by the board of my organisation to present a **'healthy / successful organisation template we should aim for', what characteristics would I put before them?** "
3. Take turns to share your list and how and why you will use the list.





## **2 POWER AND POLITICS EXERCISE PACK**

- (A) KEY RESULTS EXERCISE**
- (B) POWER BASES**
- (C) POWER STRATEGY**
- (D) REPUTATION MANAGEMENT**
- (E) POWER STRATEGIES FOR WORK**
- (F) MIND MAP DIAGRAM**

## Exercise 2A – Key Results Exercise

### (1) Key results exercise

**1. List three key results you are personally responsible to achieve.**

**2. For each key result, write out the name of the individual / teams / groups you are dependant upon for the achievement of this key result. Check which direction (*up, down or sideways*) they are in.**

**4. What benefits do you think may occur if you work a bit more on managing these relationships?**

**3. Look at the people on your list and ask yourself:**

- *Do I know anything about them on a personal level?*
- *Do I know what matters to them?*
- *When was the last time I networked with them?*

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| List the top 3 key results for which I am accountable | Who are the key groups / individuals I am dependant upon in achieving this result? | Do I know anything about their motivation in this area? |
|---|--|---|
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| 2.  |  |   |
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| 3.  |  |   |
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## Exercise 2B: Power Bases

**Instruction:** Please tick the type of power bases you have:

- ☐ **Resource power:** People do as I require because I control resources which they value
- ☐ **Information power:** I can influence the behaviour of others because I have access to information which they need or desire
- ☐ **Position (or legitimate) power:** I have power over others because I hold a powerful position in the social or business hierarchy. I bear an invisible label which says "I'm in charge"
- ☐ **Proxy power:** People do as I require because I have friends in high places
- ☐ **Reward power:** People do as I want because I can reward those who comply with my wishes
- ☐ **Sanctions power:** People do as I require because I can punish those who don't
- ☐ **Expert power:** People do as I wish because they respect my knowledge and expertise
- ☐ **Personal (or referent) power:** People do as I wish because they like me and want to model their behaviour on mine
- ☐ **Status power:** People do as I wish because I have status in the group. I may be the oldest, the longest serving, the only one with a special expertise or whatever
- ☐ **Charisma power:** People do as I wish because they are bowled over by my personality, vision, enthusiasm and / or charm
- ☐ **Favour power:** People do as I wish because I build a bank balance of favours and call them in when I need compliance
- ☐ **Technical power:** People do as I wish because I know how to influence behaviour and apply my knowledge with skill

### Reflect and summarise:

- What power bases do I have/not have?
- Which of these sources of power do I use most frequently?
- Which would I like to have more of?
- Which am I least comfortable about using?
- How do I grow and expand my power bases?

## Exercise 2C: Power Strategy

(3)

Recall an incident at work where specific use of power strategies may have been useful to sort out the situation for results.

**OR**

Think of a current work situation that you have where power strategies are called for in order to resolve the situation.

- *What specific power strategies may you want / need to use?*
- *What power bases do you have that can be channelled for that purpose?*

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|  |   |
|--|---|
| <p><b>Current work project</b></p>                                       | <p><b>Who do I need to influence?</b></p>   |
| <p><b>Specific power bases I have that may increase my influence</b></p> | <p><b>What specific power strategy should I use to influence the outcome?</b></p> |



## Exercise 2D: Reputation Management

- Map out some of the key stakeholders your key results are dependent on – who are they?
- Write down the reputation you think that will help you to gain respect and credibility from them and hence expand your influence with them? Reputation you want to have or think you have already.
- What deliberate behavioural strategies will you need to have to build and strengthen that reputation?

I want to be known for at work: \_\_\_\_\_

**Behavioural strategies which will help me to attain the reputation:**

- 
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- 

I want to be known for at work: \_\_\_\_\_

**Behavioural strategies which will help me to attain the reputation:**

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I want to be known for at work: \_\_\_\_\_

**Behavioural strategies which will help me to attain the reputation:**

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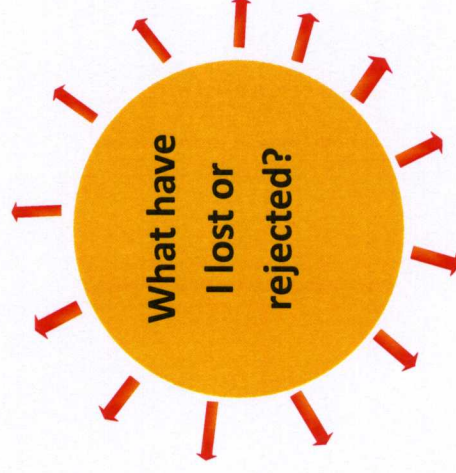
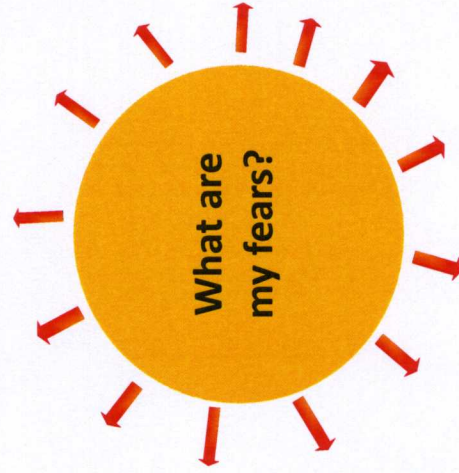
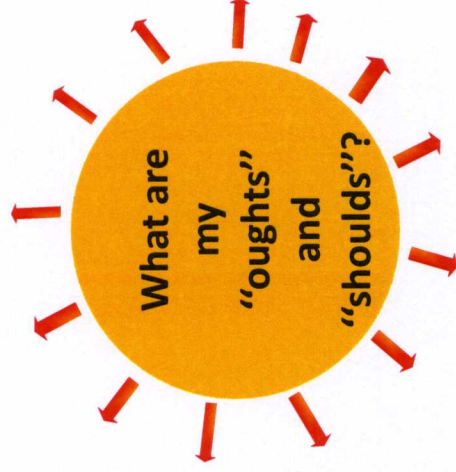
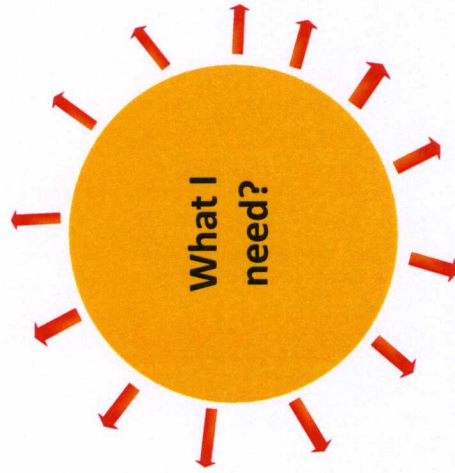
## Exercise 2E: Power Strategies for Work

- Take a specific work area you are responsible to lead or help to implement.
- Map out who are the key people that you will need to influence to support the work in this area.
- Take one person at a time – work out what attitude they have towards this area of work.
- Describe what position you will need this person to take in this work area.
- Now put down everything you know about this person – motivation, value, preferences, reputation, etc. (if you don't know, do something to find out from others!)
- Review your own power bases. What do you have that allows you to use what type of power strategies to influence this person/situation?
- Ask yourself which levers you can pull to help him/her to pay attention to this area and be more motivated to support your agenda.
- Brainstorm a list of actions that will help you to influence this person to engage in this area.

|   | Name of person | Name of person | Name of person | Name of person |
|---|----------------|----------------|----------------|----------------|
| What is their attitude to this piece of work?                               |                |                |                |                |
| What position do you need this person to take?                              |                |                |                |                |
| What do you know about this person?   |                |                |                |                |
| Which of your power bases might influence this person?                      |                |                |                |                |
| Which levers can you pull to help him/her to pay attention and support you? |                |                |                |                |
| List actions that will help you to influence this person                    |                |                |                |                |



## Exercise 2F: Mind map



## Exercise 3: Key focus of OD practice

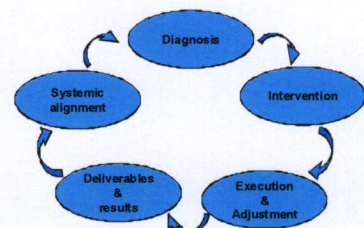
*The OD practitioner is a behavioural scientist, who through his/her effective relationship building skill, delivers help and support to a client system with the goal of improving the health of the system. While they can be expert in specific areas in organisation as well as being technically oriented, they are primarily process-oriented practitioners with an aim to pass on the process skills to the client system so that the client can pursue continuous development independently. The practice design skills of OD practitioners are heavily influenced by their value set.*

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OD practitioners aim to achieve the two pronged goals of OD in their support of client:

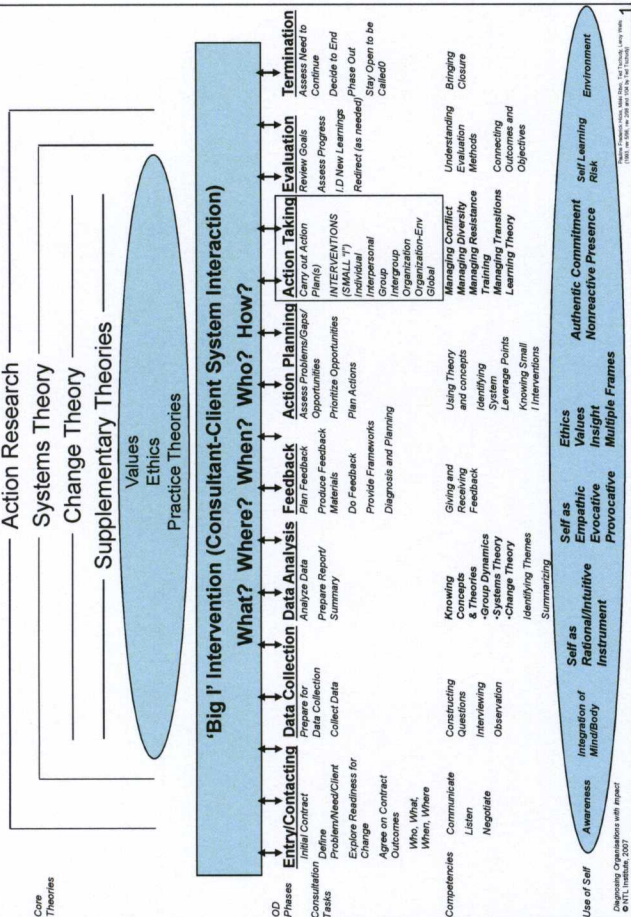
- 1. Improve the functioning of individuals, teams and the total organisation**
- 2. Teach organisation members how to continuously improve their own function without depending on external support**

- ❖ In the next half an hour, discuss among yourself how the following components all work together to support us to achieve the two pronged goals of OD
  1. OD cycle
  2. Theoretical pillars
  3. Tools and techniques
  4. Use of self
  5. Value practice of OD
- ❖ You can use any of the following (or all of them) to express the relationship between the 5 key areas in supporting us to do our job
  - Imagery
  - Model
  - A mini thesis ( in words)
- ❖ Be ready to have someone share your imagery/ model/ thesis when called upon.

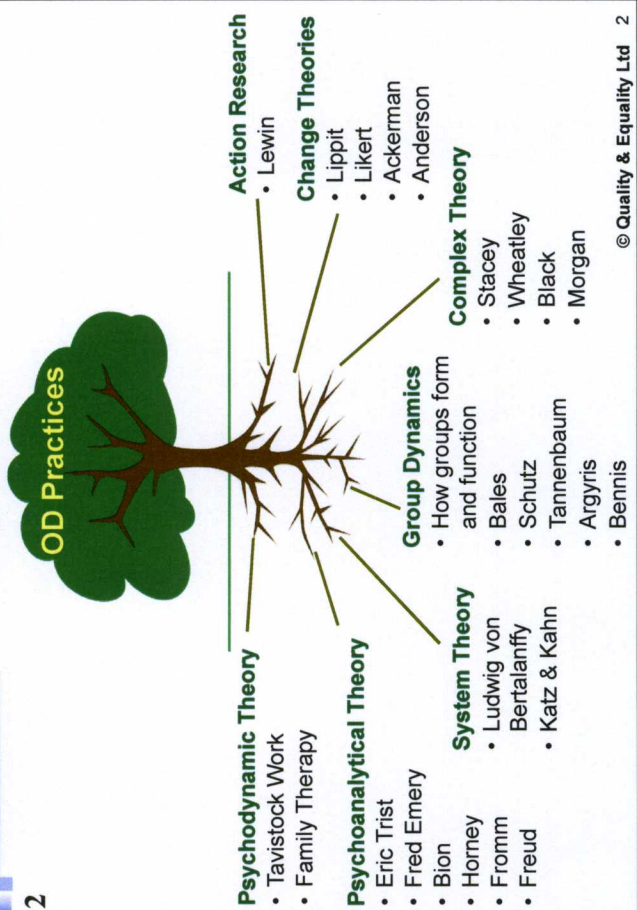
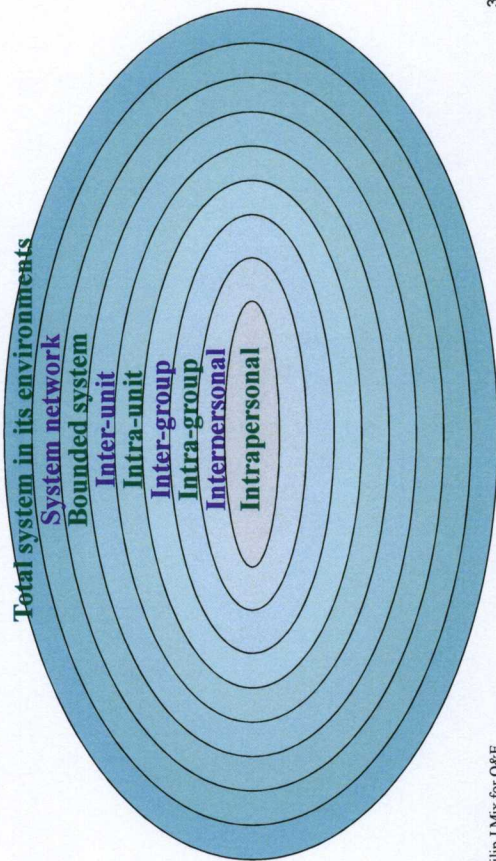




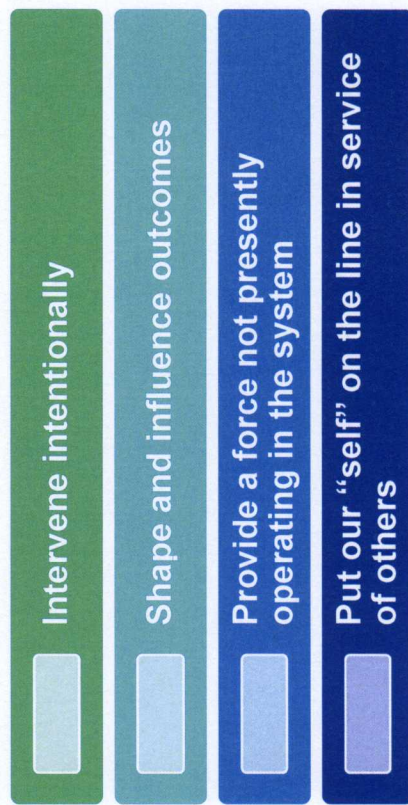
# OD: A map of what to know and what to do



## Tools and techniques Levels of intervention



## The use of "self" to





**5.****OD value based practice**

- Collaborative relations between clients and consultants – from jointly deciding what is the consultant brief, outcomes to decide how to collect valid data, how to jointly analyse the data and how to choose what will be the best route of intervention, what to evaluate at the end.....etc.
- We are the helper, not the guru and expert to direct the change work. Those who direct the change work are the leaders and managers of the organisation.
- Consultants honour and dedicate time and effort to build high quality authentic and trusting relations with clients in order to transmit the skill and tools.
- We focus on supporting and educating clients to do sustainable change work so that without us, they can continue to support the successful implementation of the change programme.
- While we can advise on content, our primary role is to pay attention to the processes that are needed to get the clients to their destination.
- While our practice intervention work mainly focuses on working with the basic unit of change within the system, e.g. groups, and people within the group, our primary approach is a total system one.
- We hold tight to our belief in life-long learning – hence practitioners need to do their own work while delivering work within client systems.

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## Exercise 4: Peer consulting

- Keeping the imagery, picture and mini thesis in mind and get into trios and decide your role in the three rounds
- For each round you have two roles  
A – is the reflecting consultant  
B&C – are peer consultants
- Take turns to reflect on a recent client case using the questions below

2 minutes – describe who the client is

10 minutes – think out loud on any of the following (you won't have time to reflect on all of them). A speaks, B&C listen and take notes only, no questions during the 10 minutes

- ❖ Where am I in the OD cycle with this client? Anything to reflect on – what have I done right and what will need to improve?
- ❖ Were there clear theoretical frameworks that I use to guide my work – in diagnostic, intervention work? (it is okay to say no, I have not)
- ❖ What type of interventions have I designed and why? What's the result and impact?
- ❖ How did I use my self to gain access, achieve results, shift paradigm ... etc? What do I need to say to myself about my own use of self?
- ❖ In my relationship with this client, how have I demonstrated some of the value-based practice? Which of the value-based practices is most exciting to me and which did I find difficult?

7 minutes – B&C suggest possible action steps that A may consider to increase the impact of his/her work and relationship. (A takes note only, no discussion)

2 minutes – A shares which suggestions grab their attention and why, then thanks B&C for their listening and suggestions

| Round 1 | Round 2 | Round 3 |
|---------|---------|---------|
| A _____ | A _____ | A _____ |
| B _____ | B _____ | B _____ |
| C _____ | C _____ | C _____ |

## Exercise 5: OD cycle exercise

| OD Phases  | Entry/ Contacting   | Data Collection   | Data Analysis   | Feedback   | Action Planning   | Action Taking   | Evaluation   | Termination   |
|--|---|---|---|--|---|---|--|---|
| <b>Consultation tasks</b>  | <ul style="list-style-type: none"> <li>Initial Contract</li> <li>Define</li> <li>Problem/ Need/ Client</li> <li>Explore Readiness for Change</li> <li>Agree on Contract Outcomes</li> <li>Who, What, When, Where</li> </ul> | <ul style="list-style-type: none"> <li>Prepare for Data Collection</li> <li>Collect Data</li> </ul>                 | <ul style="list-style-type: none"> <li>Analyze Data</li> <li>Prepare Report/ Summary</li> </ul>   | <ul style="list-style-type: none"> <li>Plan Feedback</li> <li>Produce Feedback Materials</li> <li>Do Feedback</li> <li>Provide Frameworks</li> <li>Diagnosis and Planning</li> </ul> | <ul style="list-style-type: none"> <li>Assess Problems/ Gaps/ Opportunities</li> <li>Prioritize Opportunities</li> <li>Plan Actions</li> </ul>                                      | Carry out Action Plan(s) INTERVENTIONS (SMALL "I") : <ul style="list-style-type: none"> <li>Individual</li> <li>Interpersonal</li> <li>Group</li> <li>Intergroup</li> <li>Organization</li> <li>Organization-Env</li> <li>Global</li> </ul> | <ul style="list-style-type: none"> <li>Review Goals</li> <li>Assess Progress</li> <li>I.D New Learnings</li> <li>Redirect (as needed)</li> </ul> | <ul style="list-style-type: none"> <li>Assess Need to Continue</li> <li>Decide to End</li> <li>Phase Out</li> <li>Stay Open to be Called</li> </ul> |
| <b>What competencies I have and what I'll need to accumulate more?</b>   | <ul style="list-style-type: none"> <li>Communicate</li> <li>Listen</li> <li>Negotiate</li> </ul>  | <ul style="list-style-type: none"> <li>Constructing Questions</li> <li>Interviewing</li> <li>Observation</li> </ul> | <ul style="list-style-type: none"> <li>Knowing Concepts &amp; Theories</li> <li>Group Dynamics</li> <li>Systems Theory</li> <li>Change Theory</li> <li>Identifying Themes</li> <li>Summarizing</li> </ul> | <ul style="list-style-type: none"> <li>Giving and Receiving Feedback</li> </ul>  | <ul style="list-style-type: none"> <li>Using Theory and Concepts</li> <li>Identifying System</li> <li>Leverage points</li> <li>Knowing Small I interventions</li> </ul>             | <ul style="list-style-type: none"> <li>Managing Conflict</li> <li>Managing Diversity</li> <li>Managing Resistance</li> <li>Training</li> <li>Managing Transitions</li> <li>Learning Theory</li> </ul>                                       | <ul style="list-style-type: none"> <li>Understanding Evaluation Methods</li> <li>Connection</li> <li>Outcomes and Objectives</li> </ul>          | <ul style="list-style-type: none"> <li>Bringing Closure</li> </ul>  |
| <ul style="list-style-type: none"> <li>Where am I in this project?</li> <li>Which phases have I done properly with client?</li> <li>Which phases have I skipped/ neglected?</li> <li>What's the impact of that on the project?</li> <li>Looking back – What I have learnt?</li> <li>Looking forward – What steps will I need to take to ensure the work will be successful?</li> </ul> |   |   |   |  |   |   |  |   |
| <b>Use of Self</b>   | My awareness?<br>My sensation?<br>My reaction to the person and the project?<br>Stay in a curious stance  | Integration of Mind/ Body (Have I picked up data from my bodily sensations?)<br>Am I walking in with full presence? | Self as Rational/ Intuitive Instrument<br>Is my head clear or woolly?<br>Do I see any imagery? What comes to mind when I think of them?   | Self as Empathic Evocative Provocative<br>(Am I as brave as I should be?)<br>Have I said what I need to say for their benefit?   | Ethics/ Value/ Insights Multiple Frames<br>(Have I used my values/ ethics clearly? Have I tried to see the data from multi frames? Have I encouraged them to try different frames?) | Authentic Commitment Nonreactive Presence<br>(Am I judging my client? Have I been able to do straight talking when I need to?)  | Self Learning<br>(Have I been clear what my own performance has been and why?)   | Termination<br>(Can I let go? Do I build dependencies and want to be needed more? What is best for the client?)                                     |



## Exercise 6: Self Reflection Exercise on OD Practice Trademarks

### Instruction:

Working in pairs – Each take 20 minutes

- Refer to the 8 OD practice trademarks
- Recall your last few client projects
- Assess yourself against the 8 trademarks

| 8 OD practice trademarks                                    | How am I doing in my practice against the list? | Areas I need further development/ improvement | Questions I have, issues I need to explore/ resolve |
|---|---|---|---|
| 1. Two pronged goal of OD                                   |   |   |   |
| 2. The focus on Human Enterprise                            |   |   |   |
| 3. The collaborative and developmental approach in our work |   |   |   |
| 4. Importance of relationship building in our work          |   |   |   |
| 5. Focus on process as well as task                         |   |   |   |
| 6. Process- facilitative-educator vs. advice giver role     |   |   |   |
| 7. The use of Big I<br>Self as instrument                   |   |   |   |
| 8. The total system approach                                |   |   |   |