

Crf research Organisation Development Manifesto

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London

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My plan:

Why am I still fascinated by and committed to the field of Organisation Development?

- 1. Personal journey into the field of OD**
- 2. The reasons I still esteem and love OD**
- 3. Areas that OD may be able to support HR colleagues.**



Applied Behavioural Science

- **Sociology**
- **Psychology**
- **Social Psychology**
- **Anthropology**
- **Economic Behaviour**
- **Management Studies**
- **Occupational Psychology**



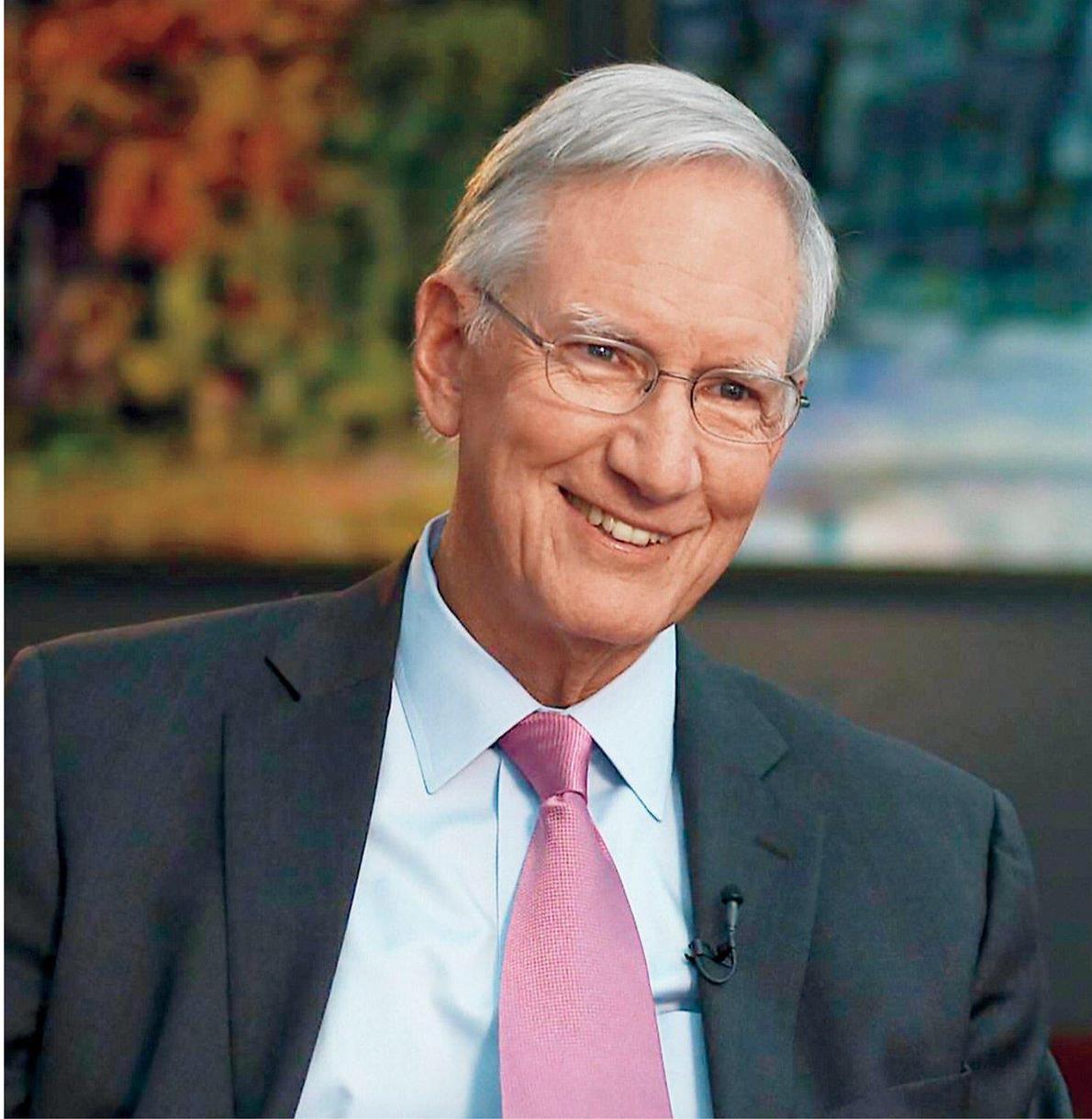


What I have learned in graduate school ...

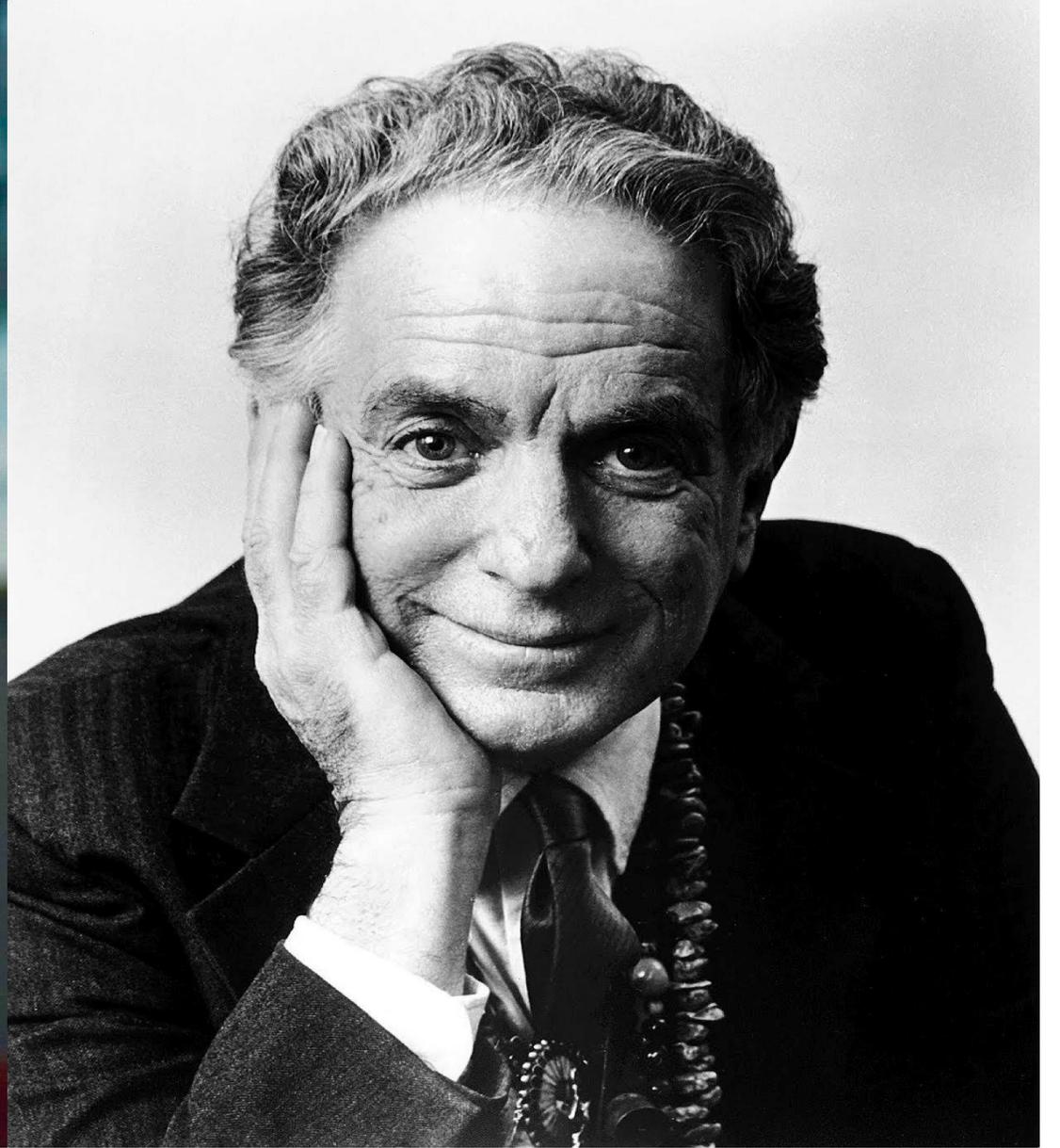
Applied Behavioral Science based processes.

- **Human development**
- **Group development**
- **Large system development**
- **Social engagement, quality relationships**
- **Organization participation**
- **Diversity, inclusion, social change**
- **Relationship between helper and those who are helped**





Warren Bennis



Frederick Herzberg

Organisation Health At...?

At the INDIVIDUAL level –

improve psychological health, motivation of the employees; provide feedback and increase employee participation

At the GROUP level –

aim is to build workplace relational civility in terms of relational decency, relational culture, and relational readiness for positive interactions.

At the ORGANISATION level –

aim to support the various parts of the organisation to work well together in an optimal way – culture will support strategy, people capability and motivation will support elite strategic execution

At the INTER-ORGANISATION level –

the focus is on making the boundaries of organisations more fluid and improving the relationship between the organisation partner-ships, networking and other major stakeholders

Subjects under Organisation Health:

- **Organisation capability**
- **Organisation sustainability**
- **Organisation capacity**
- **Organisation Resilience**
- **Organisation effectiveness.**

Research on Organisation Health?

Research from McKinsey: on Organizations Health Index

Their longitudinal findings are stunning:

1. When companies manage with an equal eye to *performance and health* --double the probability of outperforming their competitors.
2. Healthy companies in the OHI --generated total returns to shareholders (TRS) 3x higher than the unhealthy ones
3. 80% of companies that took concrete actions on health improvement increase in their overall health .by 6 median points within 6-12 months.
4. These companies' TRS (total returns to shareholders) were also increasing disproportionately – by 18%

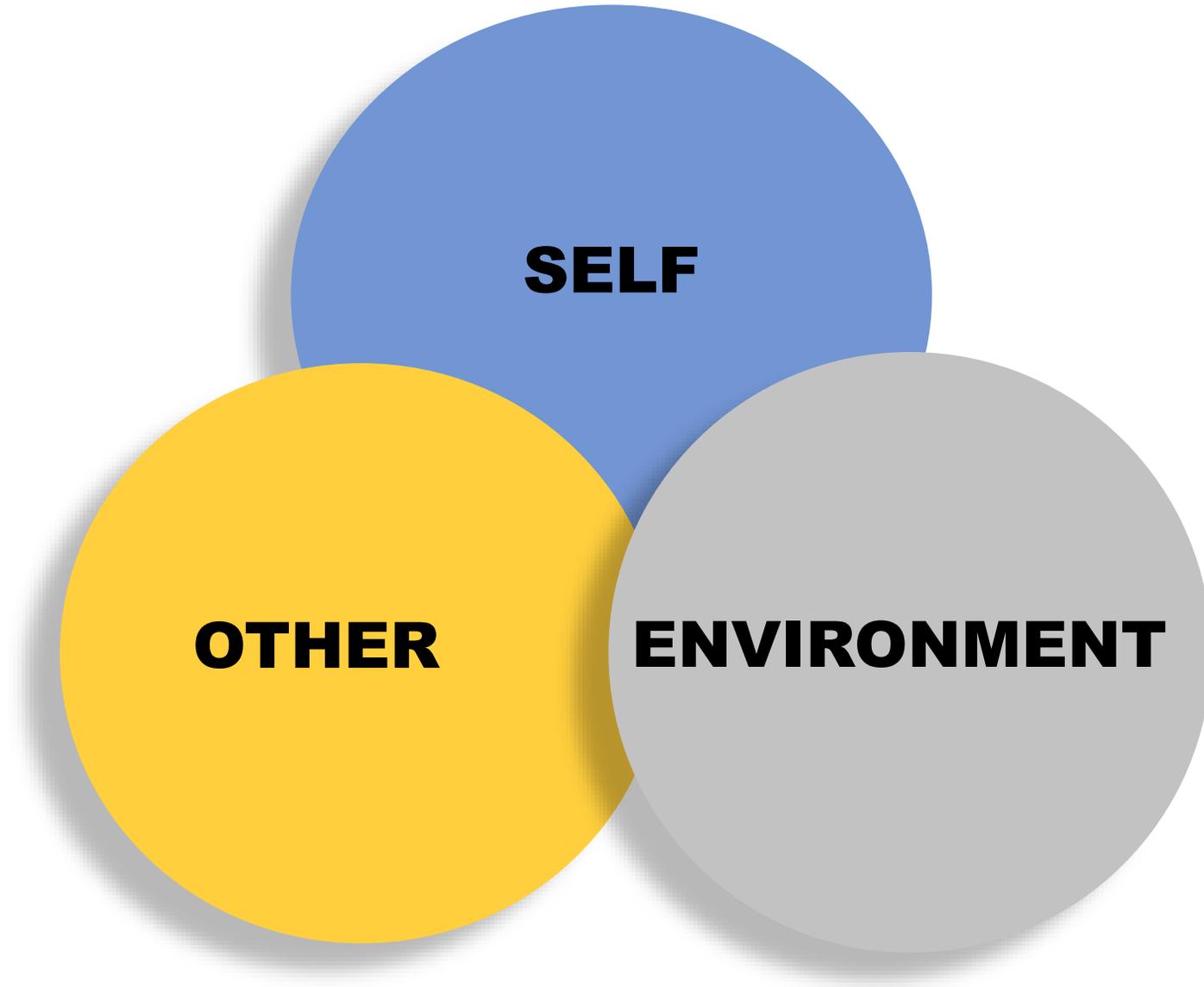
The organisational-health index tracks nine dimensions of organisational health, along with their related management practices



**There is a link between healthy organisation
and healthy societies!**

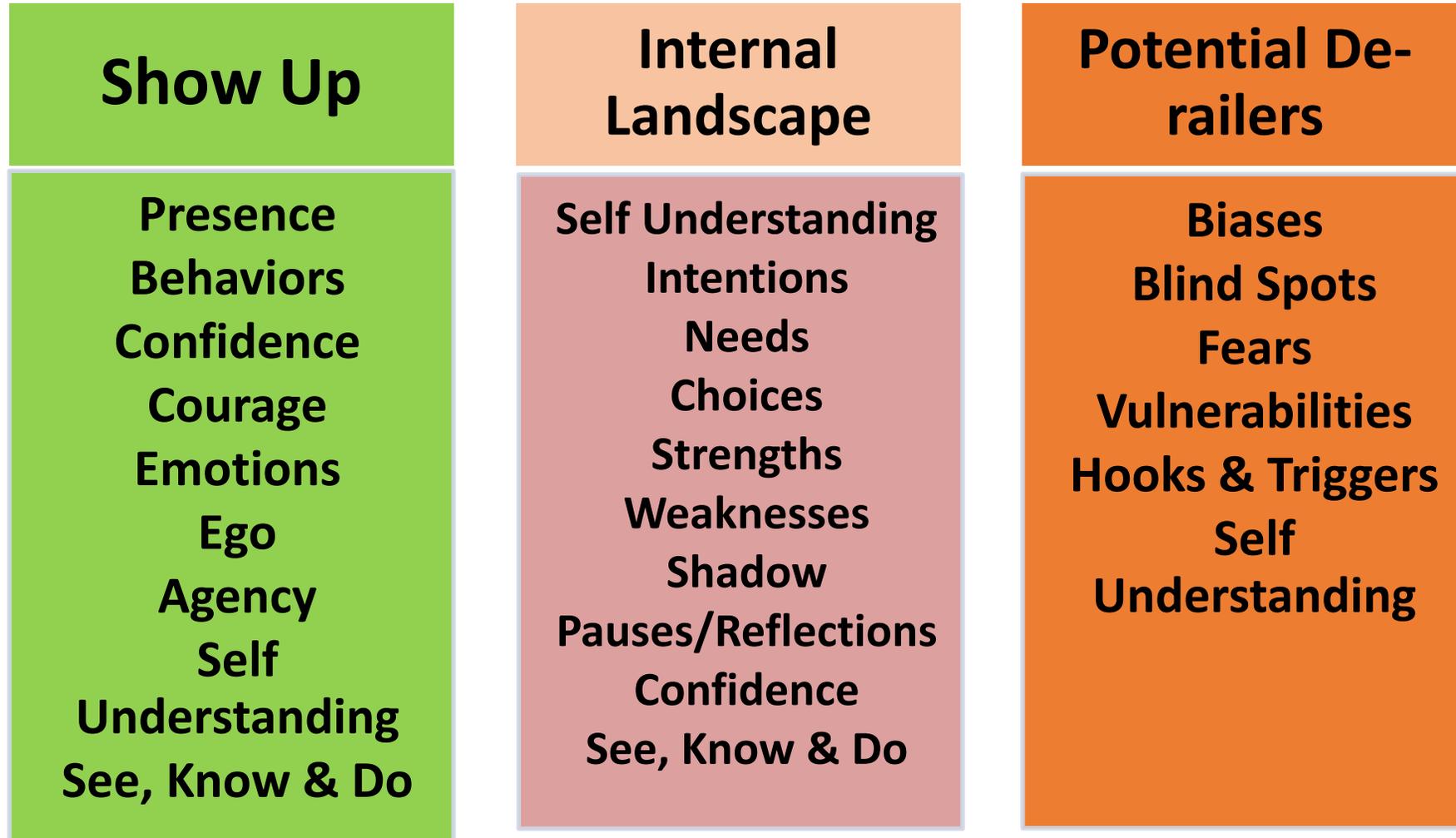
**“Creating healthier societies by promoting
healthy organisations.”**

**Healthy Organisations are the platform to help
us to do that.**



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How do we show up ?

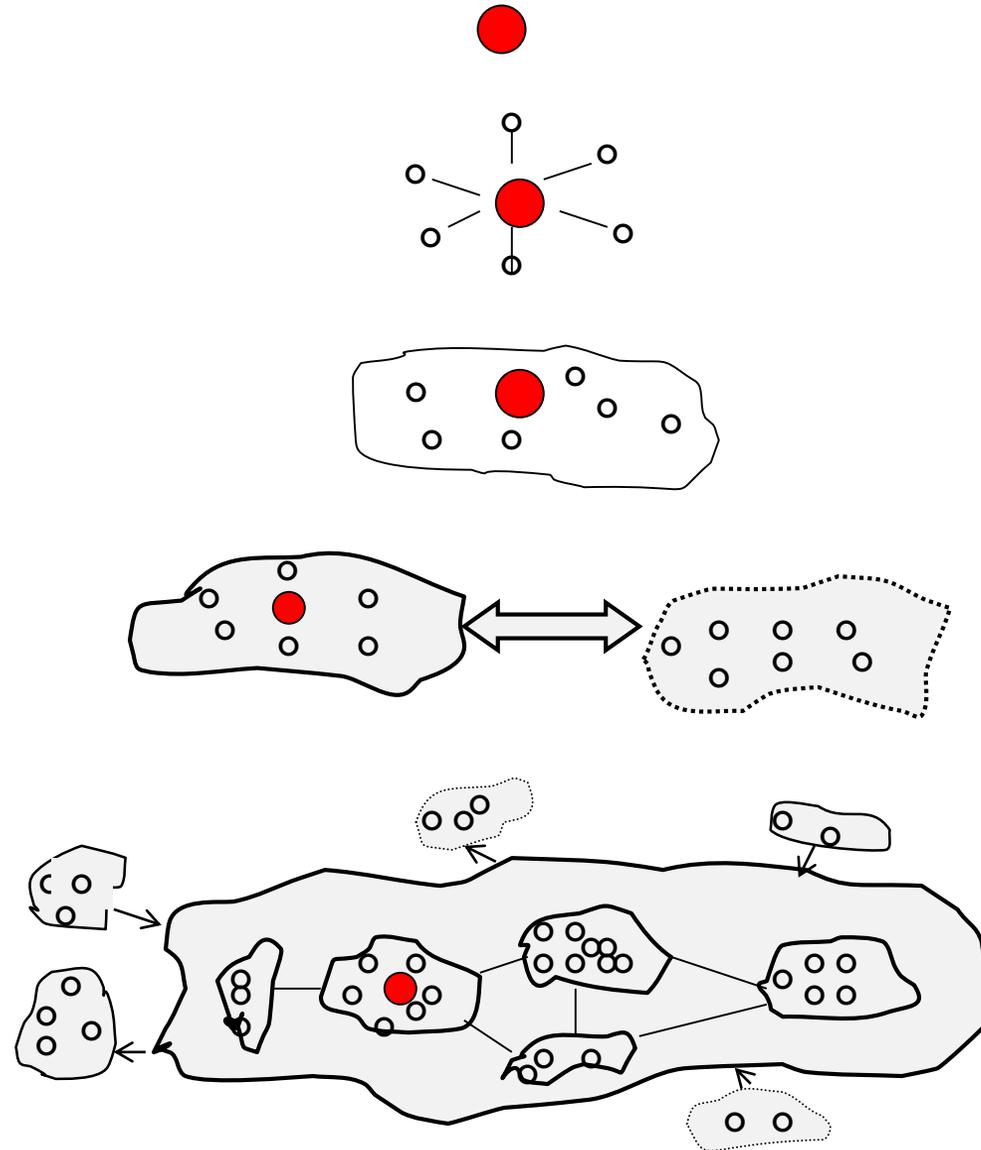


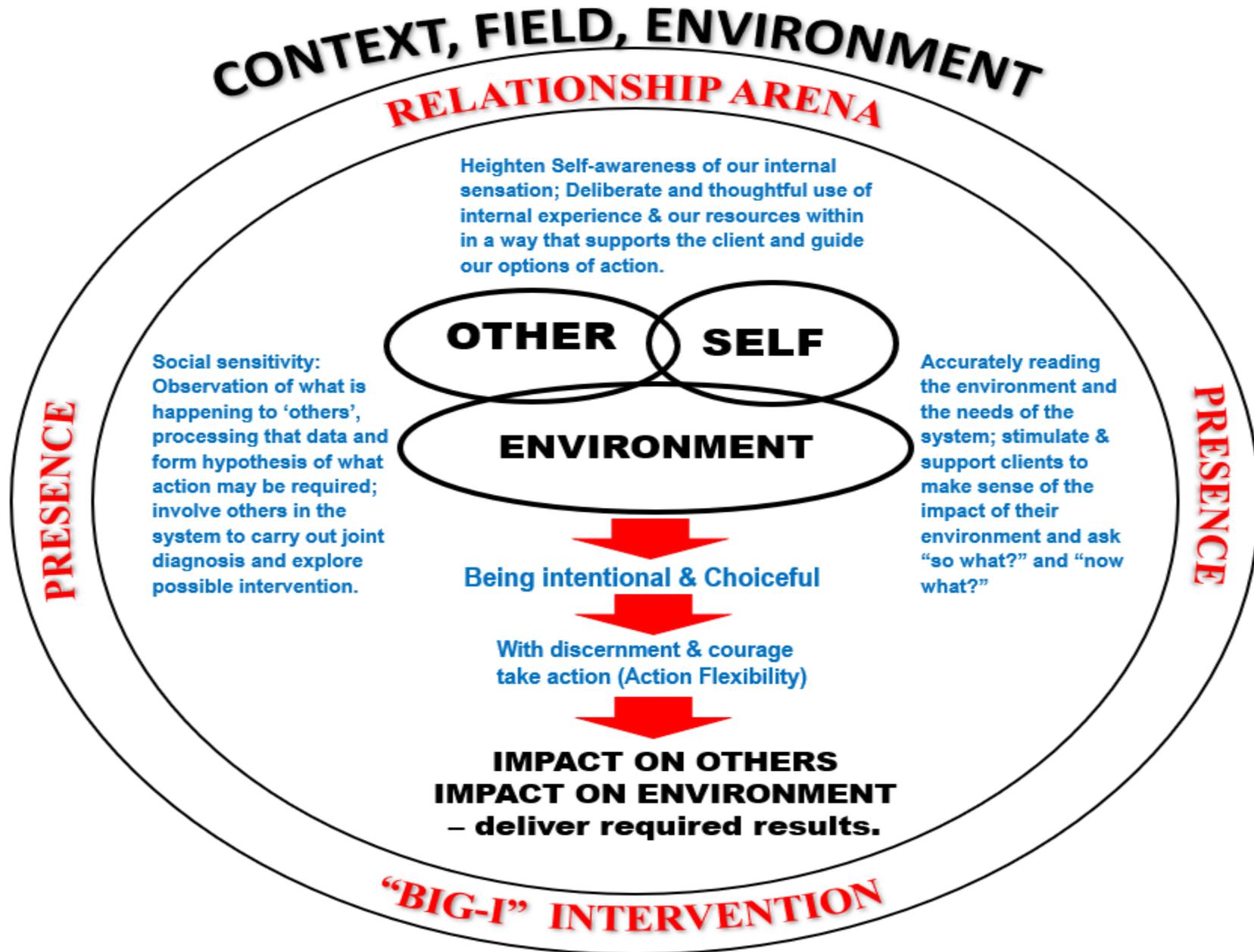




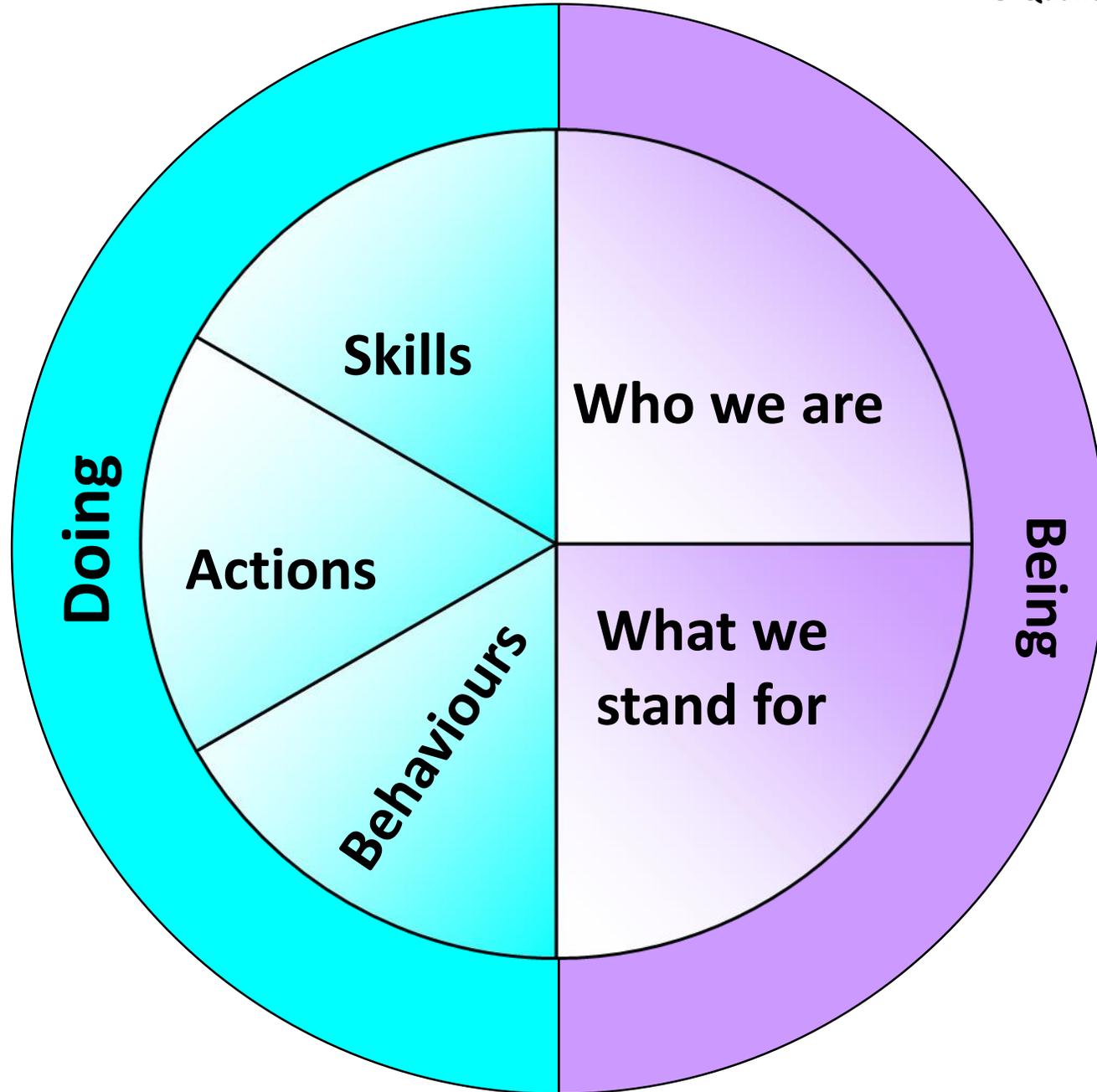
Kurt Lewin

Nested Human System – PARTS, WHOLES, GREATER WHOLES





We are skilled practitioners



Our presence intervenes

Self is a THE Intervention – The instrumentality of self

working through different levels of system.



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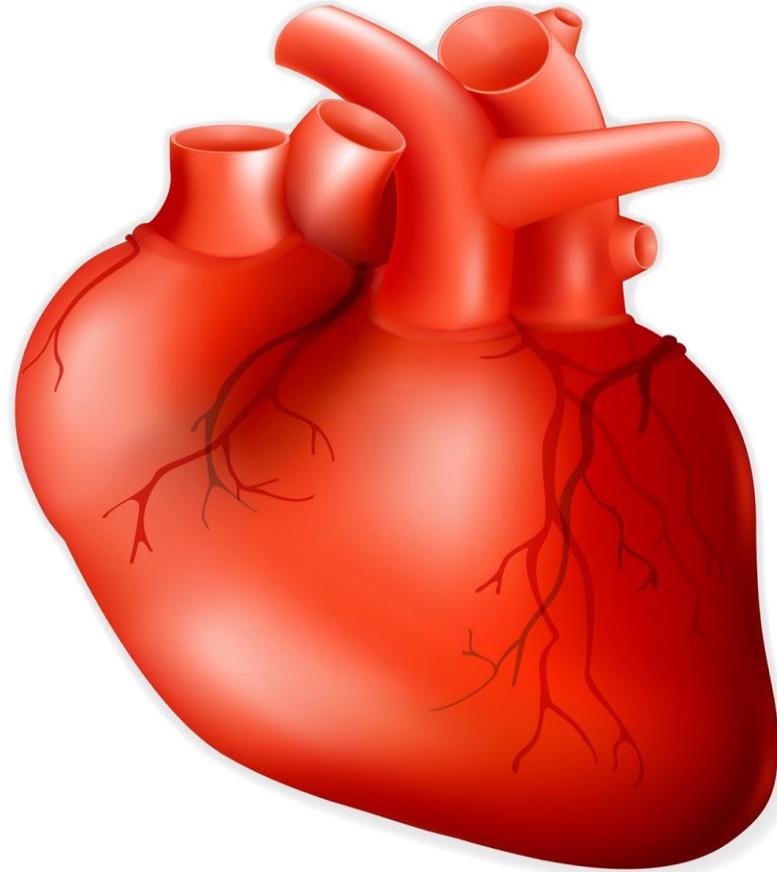
What is Use of Self

- **...is how effective we are in successfully executing our intended roles. It is built on our awareness of who we are; having clarity of our intentions; consciousness to the situation, knowing what choices we have and managing ourselves purposefully in acting.**
- **Conscious, intentional use of one's self-knowledge, capabilities and presence (who you are)- to successfully execute your professional role in service to another or a situation**

Presence

- **Is seen as an extension and higher-order of our use of self.**
- **Presence often unleashes from the inner integration work we have done – comfortable with who we are – the good, the bad, the beautiful, the ugly; self acceptance and accepting of others; focus can be experienced by others as positive, benevolent, relational and nourishing.**
- **Presence is use of self with intent – requires us to be constantly aware of self, others, and to use that awareness to advance the work – over time, intent becomes second nature.**

HR is a matter of life and death



Professor Michael West

Five possible areas:

1. To be stronger in THEORY in action (less formula and tools- more real time design to work in emergence within this complex world)
2. To be system thinker (WHOLE system + systemic alignment is a must)
3. To know more about applied behavioural science – to be more equipped to intervene complex people behaviour
4. To be more savvy in group/group dynamic – knowing how to work with groups to induce the best behaviour
5. To develop oneself to provide “presence” to shift others (Self as instrument).

The field of Organisation Development

Organisation Development is a systematic application of behavioural science researches, principles and practices to understand how people and organisations function and how to get them to function even more effectively within a turbulent time.

Origin

- Behavioural science disciplines such as psychology, social psychology, sociology, anthropology, systems theory, organisation behaviour, organisation theory, economic behaviour, and management literature

Goal (twin goals)

- Organisation improvement (organisation effectiveness -external)
- Continuous Organisation development (Internal health)

Focus

- Total system (alignment and interface between parts)

Orientation

- Action, plan intervention

Target

- Human system within the social system

Application

- Provide theory and methodology to system 'practitioners'

Values

- "Humanistic – democratic - optimistic"- Affirm respect for human differences, justice and life-long learning

*“The voyage of discovery
is not in seeking new
landscapes but in having
new eyes.”*

Marcel Proust