

OCTOBER 2019

ORGANISATION DEVELOPMENT MANIFESTO



This manifesto sets out a new direction for OD, one that will allow our field to rise more effectively to the challenges a world of multiple and major inflection points.

DR. CHRISTOPHER WORLEY, SENIOR RESEARCH SCIENTIST,
CENTER FOR EFFECTIVE ORGANIZATIONS



I welcome the timely publication of this OD Manifesto given that the partnership between HR and OD is becoming increasingly critical. Organisations face more and more complex challenges and neither HR nor OD can succeed on their own in addressing them. There has to be a strong mutual understanding and respect between them, and this Manifesto is a major contribution to achieving that goal.

DR. MEE-YAN CHEUNG-JUDGE, FOUNDER,
QUALITY AND EQUALITY LTD.

WHAT IS OD?

“ A field of applied behavioural science to enable organisations to increase performance and to ensure robust organisational health.

DR MEE-YAN CHEUNG-JUDGE





WHAT IS REAL OD?

- Holistic systemic thinking
 - Based on diagnosis
 - Not off the shelf
 - Theory in action
 - Sustainable
 - Creating the right workplace
 - Outcome: org effectiveness
-

WHY ARE WE TALKING ABOUT OD?

- > Change
- > Competition
- > Stakeholder demands
- < Talent
- < Organisational health



WHAT'S THE CURRENT STATE OF OD?



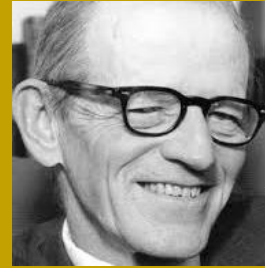
MAX
WEBER



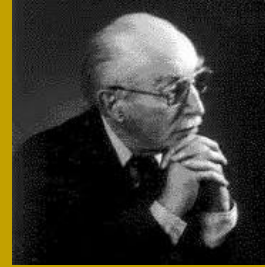
WILFRED
BION



DOUGLAS
MCGREGOR



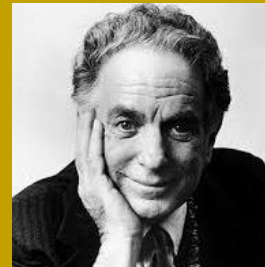
ELTON
MAYO



ERIC
TRIST



KURT
LEWIN



FREDERICK
HERTZBERG

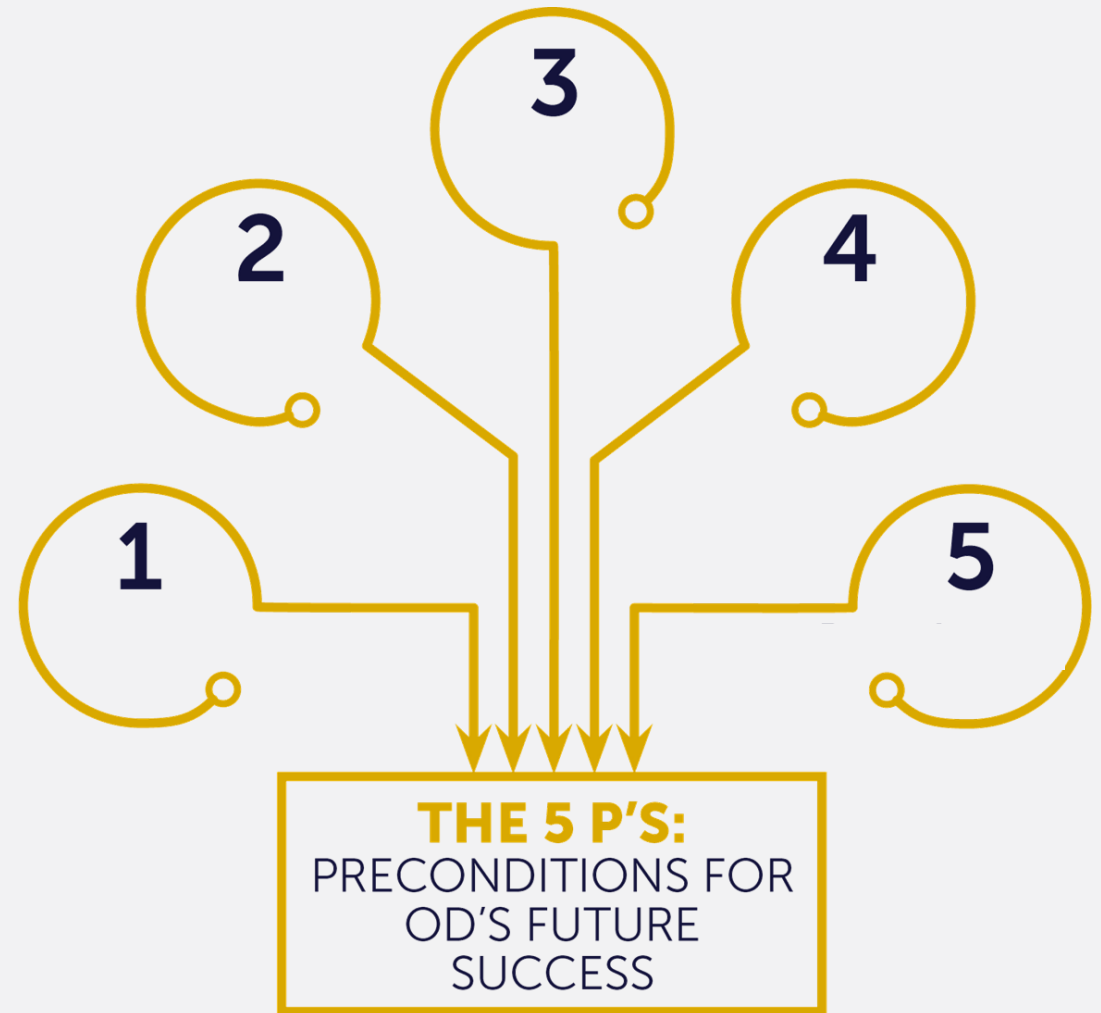
WHAT GETS IN THE WAY:

- Don't engage with the business
 - Over reliance on methodology
 - Love bright shiny things
 - Weak on financials and data
 - Lack influence
-



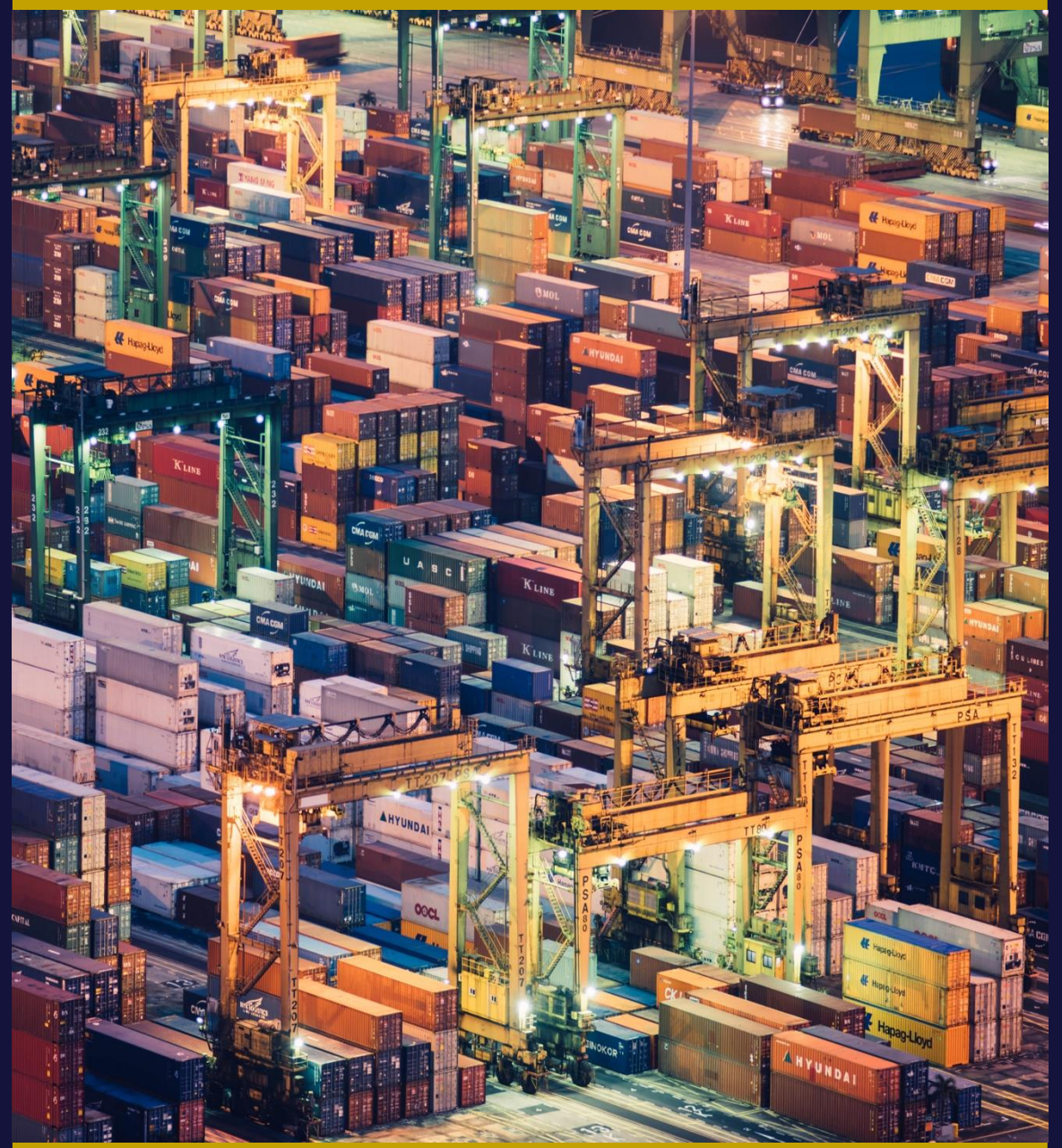
THE FIVE P'S: PRECONDITIONS FOR OD'S FUTURE SUCCESS


PROFESSIONALISM
POSITIONING
POWER
PRESENCE
PERVASIVENESS



RECOMMENDATIONS

- Develop clear understanding of OD and communicate it
- Clarity of ownership
- Based on business needs, aligned to business strategy, early involvement
- Systematic review of organisational health
- Develop professionalism across OD *and* HR
- Network





FINAL THOUGHT

Is OD a department in HR
or is OD a mindset that
HR needs to adopt across
the whole of HR?
