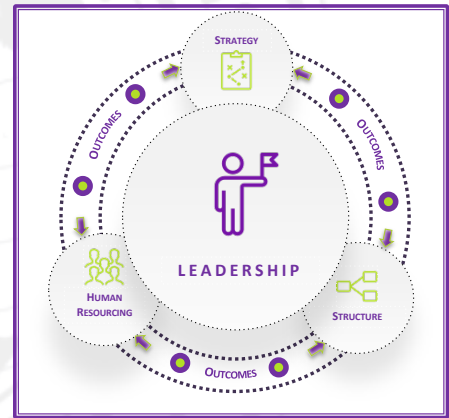


# DYER Global Solutions

## 'ORGANIZATION DEVELOPMENT OVERVIEW (ODO)'

**Overview:** Intuitively, we know and acknowledge that people as employees, are crucial constituents of organizations. The culture and environment in organizations affect people in a variety of ways. As such, some organizations operate superbly, whereas others struggle to function well. At the extremes, organizations that operate well cultivate and sustain an environment of mutual respect, where people grow personally, feel fulfilled, contribute to a common good, and share in the personal, emotional, and financial rewards of a job well done. Conversely, organizations that struggle to function well have the opposite effect. These organizations fashion environments where members and stakeholders feel frustrated, neglected, and are disengaged. Like people, organizations are diverse and are in constant change. Similar to the human body, an organization's good health requires attention and maintenance. This is the essence of where OD, an area of study and professional practice focused on making organizations better, has its influence.

Richard Beckhard's [(1969), an early leader in the field of OD], definition has stood the test of time. Although there are some inherent current day limitations in Mr. Beckhard's definition, DYER Global Solutions (DGS) subscribes to his general description – "Organization development is an effort (1) *planned*, (2) *organization-wide*, and (3) *managed from the top*, to (4) increase *organization effectiveness* and *health* through (5) *planned interventions* in the organization's "processes," using *behavioral-science* knowledge." DGS views a leader's understanding of his or her role and engagement in the OD protocol as one of the required multi-faceted dimensions of leadership. It is through this understanding and engagement where leaders can facilitate successful and effective personal and organizational change – an all too frequent inevitability. In support of Rich Beckhard's approach to OD, DGS uses a simple, effective, and interactive Organization Design Model (ODM) with the elements of Leadership, Strategy, Structure, Human Resourcing, and Outcomes as the framework from which to deliver OD services.



**Leadership:** Leadership is the storehouse for DGS' ODM's elements. Specifically, in this context, Leadership is **servicing** others and the organization by achieving an astute comprehension of the relationships among the Strategy, Structure, and Human Resourcing elements of the organization's design. Leaders must then proactively lead, manage, integrate, leverage and balance competencies to effectively develop and deliver commodities to realize desired outcomes. DGS views a leader's understanding of his or her role and engagement in the OD protocol an inescapable dimension of leadership.

**Strategy:** Strategy is the design and employment of the organization's Enterprise Foundational Guide – Philosophy, Vision, Mission, and Organizational Objectives to effectively develop and deliver its Commodities and achieve desired outcomes. DGS places great emphasis on alignment and connectivity of the strategy at all levels throughout the organization. Additionally, DGS works to ensure that leaders at all levels attain a full understanding of the model's elements and how they affect each other and the overall organization. Leaders can then be proactively prepared for change and consistently work towards maintaining organizational balance.

PHONE

EMAIL

WEB

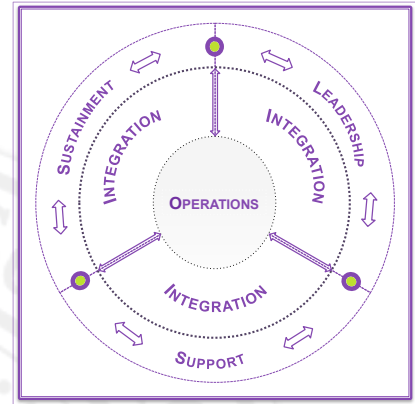
5501 Merchants View Square #723, Haymarket VA 20169

(571) 477-5913

info@dyerglobal.com

dyerglobal.com

**Structure:** DGS' ODM demonstrates Structure as the assimilation of the organization's assets, technology, functions, relationships, and methodologies in a framework that implements and executes the organization's strategy. All elements of the structure (Leadership, Operations, Support, and Sustainability) should **interdependently** function through unity, common interests and responsibilities in the development and delivery of its Commodities. When a structure is suitably operationally oriented, it stimulates the effective and efficient development and delivery of commodities at the appropriate value, to promote growth; serve the community; and generate the requisite revenue. At the centerpiece of effective structures are Roles, Responsibilities, and Primary Relationships with functional and interdependent expectations. DGS in partnership with the organization can design and codify an illustration which maps and delineates expectations of the interactions among organizational functions.



**Human Resourcing:** The Human Resourcing element selects, integrates, cultivates, assesses, recognizes, and supports the most dynamic element of DGS' ODM. The element identifies and selects individuals with the requisite knowledge, skills, and abilities to source the established structure. This affords leaders the opportunity to integrate and leverage individual and collective capabilities when executing the structure to effectively develop and deliver Commodities and achieve desired outcomes. It is crucial that leaders are cognizant and in tune with the organization's culture and behavioral environment providing oversight and encouraging alignment with the organization's designed philosophy.

**Outcomes:** Outcomes are the fulfillment of delineated enterprise objectives through the integration and interaction of the strategy, structure, and human resourcing elements of the organizational design. As the end state of the ODM equation, DGS emphasizes that leaders maintain constant vigilance on outcomes and make adjustments for either underproduction or overproduction as applicable.

**Integration:** Crucial to the success of the ODM is the 'Integration' engine where stakeholders must function interdependently through unity, common interests and responsibilities to achieve and sustain an adaptive and responsive enterprise-wide alignment. The positive impact of OD is diverse and not a one-time effort. The methodology should be embedded into the fabric of the organization and not relegated to consultants. Those leaders for whom sustaining organizational change is a priority (executives, managers, project managers, and key and essential organization members), should embody the practice.