

Organization Development and Change

Entering and Contracting

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Learning Objectives for Chapter Four

- To describe the steps associated with starting a planned change process
- To reinforce the definition of an OD practitioner as anyone who is helping a system to make planned change

The Entering Process

- Clarifying the Organizational Issue
 - Presenting Problem
 - Symptoms
- Determining the Relevant Client
 - Working power and authority
 - Multiple clients -- multiple contracts
- Selecting a Consultant
 - Expertise and experience

Elements of an Effective Proposal

Content

Description

Goals of Proposed Effort

Descriptive, clear, and concise goals to be achieved

Recommended Action Plan

Description of 1) diagnosis, 2) data analysis process, 3) feedback process, and 4) action-planning process

Specification of Responsibilities

What will various leaders, including the OD practitioner, be held accountable for?

Strategy for Achieving the Desired State

Provide change strategies, including education/training, political influence, structural interventions, and confrontation of resistance.

Fees, terms, and conditions

Outline fees and expenses associated with the project

Elements of an Effective Contract

- Mutual expectations are clear
 - Outcomes and deliverables
 - Publishing cases and results
 - Involvement of stakeholders
- Time and Resources
 - Access to client, managers, members
 - Access to information
- Ground Rules
 - Confidentiality

Interpersonal Issues of Entry

- Client Issues
 - Exposed and Vulnerable
 - Inadequate
 - Fear of losing control
- OD Practitioner Issues
 - Empathy
 - Worthiness and Competency
 - Dependency
 - Overidentification

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