

Organization Development and Change

Collecting and Analyzing Diagnostic Information

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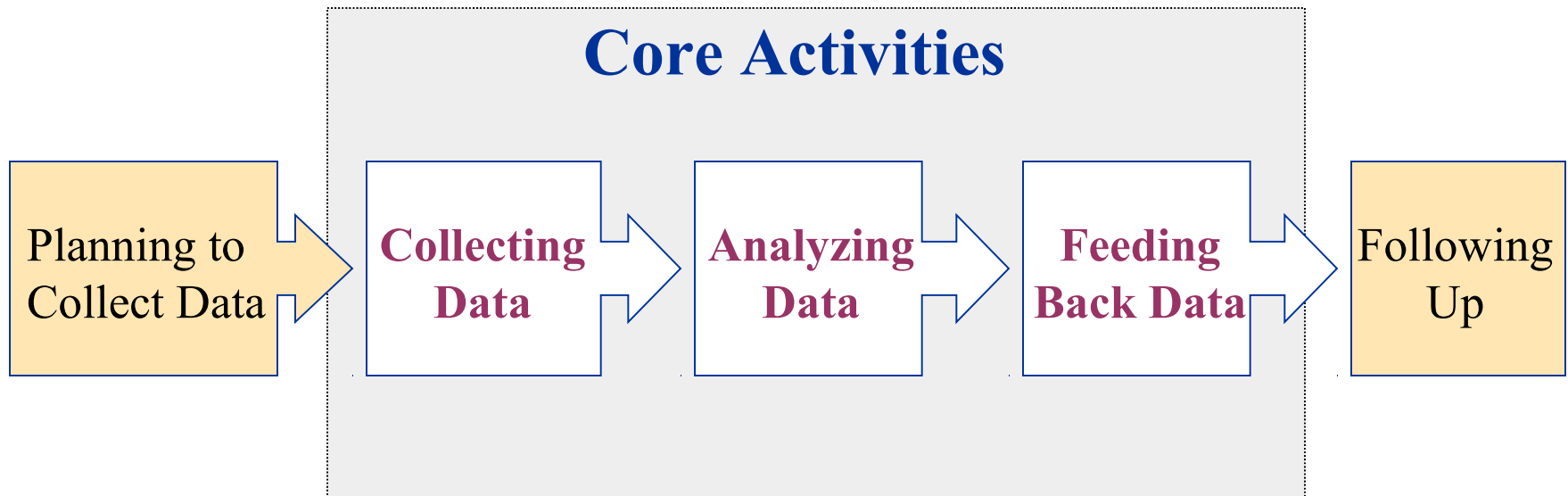
Learning Objectives for Chapter Seven

- To understand the importance of diagnostic relationships in the OD process
- To describe the methods for diagnosing and collecting data
- To understand and utilize techniques for analyzing data

The Diagnostic Relationship

- Who is the OD Practitioner?
- Why is the practitioner here?
- Who does the practitioner work for?
- What does the practitioner want and why?
- How will my confidentiality be protected?
- Who will have access to the data?
- What's in it for me?
- Can the practitioner be trusted?

Data Collection - Feedback Cycle



Sampling

- Population vs. Sample
- Importance of Sample Size
- Process of Sampling
- Types of Samples
 - Random
 - Convenience

Questionnaires

- Major Advantages
 - Responses can be quantified and summarized
 - Large samples and large quantities of data
 - Relatively inexpensive
- Major Potential Problems
 - Little opportunity for empathy with subjects
 - Predetermined questions -- no change to change
 - Overinterpretation of data possible
 - Response biases possible

Interviews

- Major Advantages
 - Adaptive -- allows customization
 - Source of “rich” data
 - Empathic
 - Process builds rapport with subjects
- Major Potential Problems
 - Relatively expensive
 - Bias in interviewer responses
 - Coding and interpretation can be difficult
 - Self-report bias possible

Observations

- Major Advantages
 - Collects data on actual behavior, rather than reports of behavior
 - Real time, not retrospective
 - Adaptive
- Major Potential Problems
 - Coding and interpretation difficulties
 - Sampling inconsistencies
 - Observer bias and questionable reliability
 - Can be expensive

Unobtrusive Measures

- Major Advantages
 - Non-reactive, no response bias
 - High face validity
 - Easily quantified
- Major Potential Problems
 - Access and retrieval difficulties
 - Validity concerns
 - Coding and interpretation difficulties

Analysis Techniques

- Qualitative Tools
 - Content Analysis
 - Force-field Analysis
- Quantitative Tools
 - Descriptive Statistics
 - Measures of Association (e.g., correlation)
 - Difference Tests

Force-Field Analysis of Work Group Performance

