

Organization Development and Change

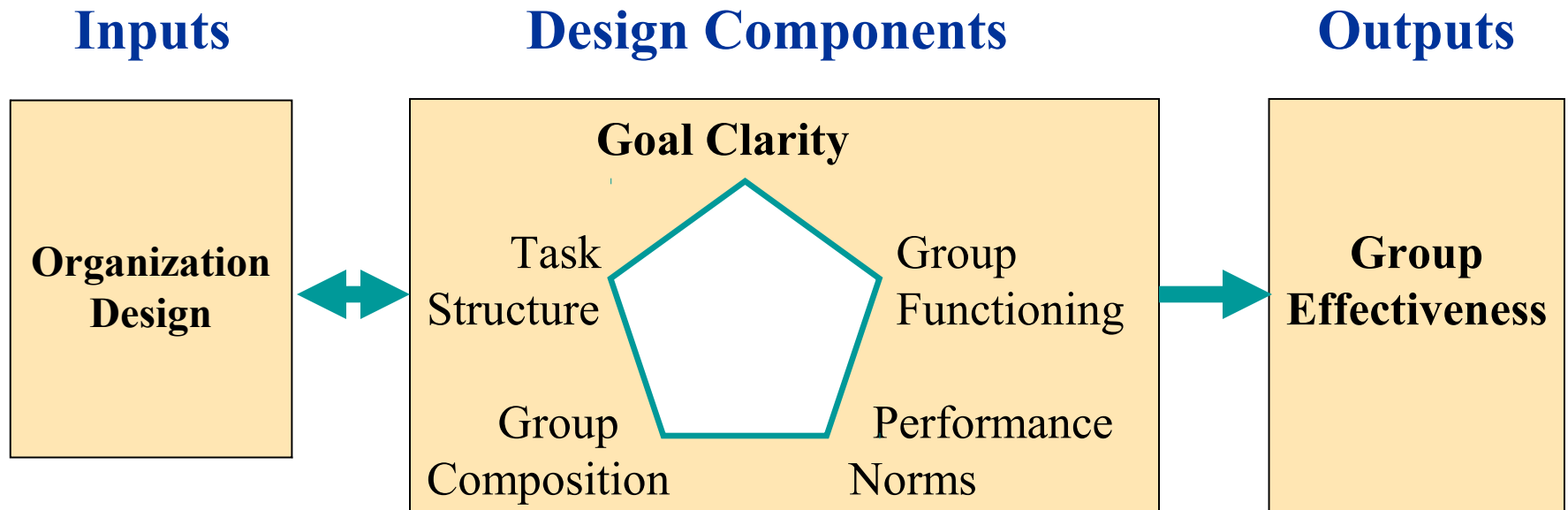
Diagnosing Groups and Jobs

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Learning Objectives for Chapter Six

- To clarify the concepts of group and job level diagnosis
- To define diagnosis and to explain how the diagnostic process discovers the underlying causes of problems at the group and job level of analysis
- To present an open systems diagnostic model for group and job levels

Group-Level Diagnostic Model



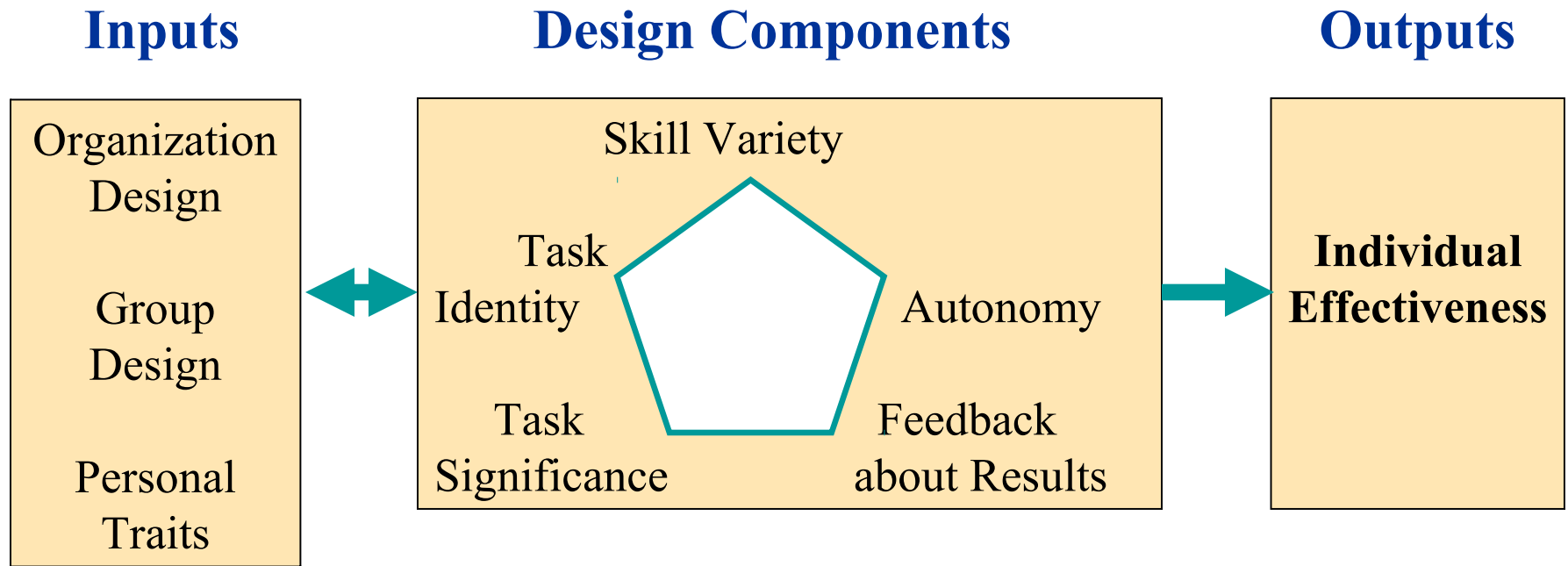
Group-Level Design Components

- Goal Clarity
 - extent to which group understands its objectives
- Task Structure
 - the way the group's work is designed
- Team Functioning
 - the quality of group dynamics among members
- Group Composition
 - the characteristics of group members
- Performance Norms
 - the unwritten rules that govern behavior

Group-Level Outputs

- Product or Service Quality
- Productivity
 - e.g., cost/member, number of decisions
- Team Cohesiveness
 - e.g., commitment to group and organization
- Work Satisfaction

Individual-Level Diagnostic Model



Individual-Level Design Components

- Skill Variety
 - The range of activities and abilities required for task completion
- Task Identity
 - The ability to see a “whole” piece of work
- Task Significance
 - The impact of work on others
- Autonomy
 - The amount of freedom and discretion
- Feedback about Results
 - Knowledge of task performance outcomes

Individual-Level Outputs

- Performance
 - e.g., cost/unit, service/product quality
- Absenteeism
- Job Satisfaction
 - e.g., internal motivation
- Personal Development
 - e.g., growth in skills, knowledge, and self