

Organization Development and Change

Evaluating and Institutionalizing OD Interventions

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Learning Objectives for Chapter Eleven

- To understand the issues associated with evaluating OD interventions
- To understand the process of institutionalizing OD interventions and the factors that contribute to it

Issues in Evaluating OD Interventions

- Implementation and Evaluation Feedback
- Measurement
 - Select the right variables to measure
 - Design good measurements
 - Operational
 - Reliable
 - Valid
- Research Design

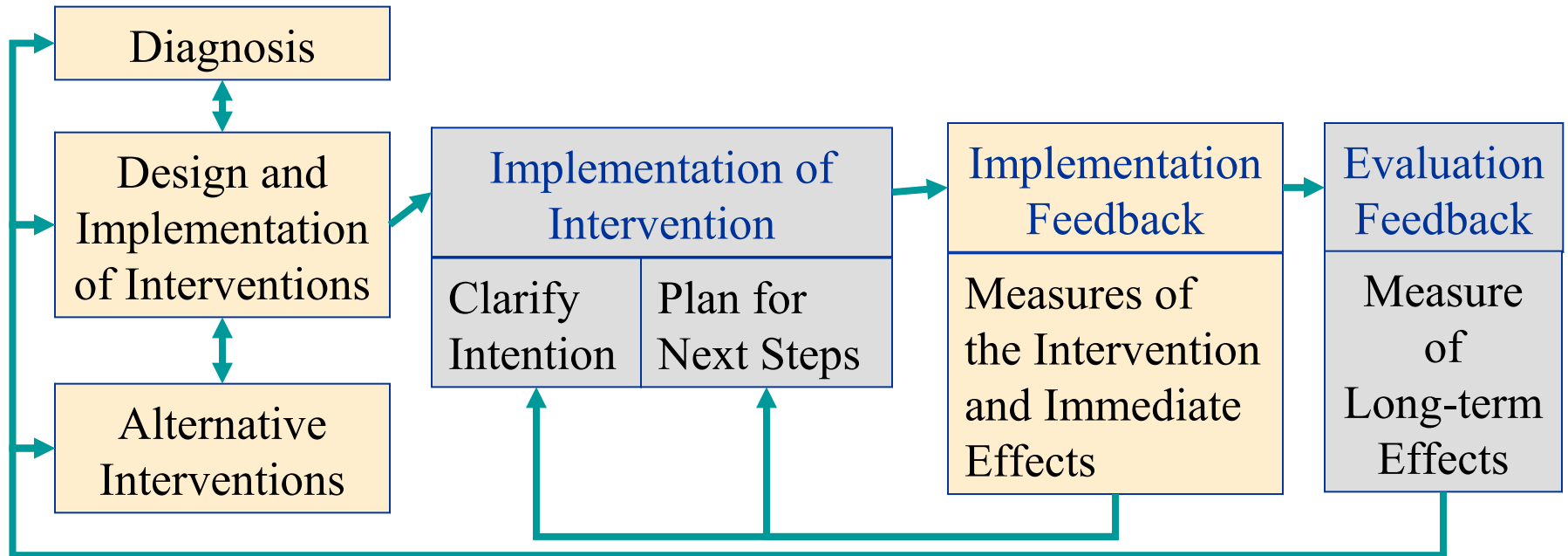
Implementation Feedback

- Feedback aimed at guiding implementation efforts
- Milestones, intermediate targets
- Measures of the intervention's progress

Evaluation Feedback

- Feedback aimed at determining impact of intervention
- Goals, outcomes, performance
- Measures of the intervention's effect

Implementation and Evaluation Feedback



Sources of Reliability

- Rigorous Operational Definition
 - Provide precise guidelines for measurement:
How high does a team have to score on a five-point scale to say that it is effective?
- Multiple Measures
 - Multiple items on a survey
 - Multiple measures of the same variable (survey, observation, unobtrusive measure)
- Standardized Instruments

Types of Validity

- **Face Validity:** Does the measure “appear” to reflect the variable of interest?
- **Content Validity:** Do “experts” agree that the measure appears valid?
- **Criterion or Convergent Validity:** Do measures of “similar” variables correlate?
- **Discriminant Validity:** Do measures of “non-similar” variables show no association?

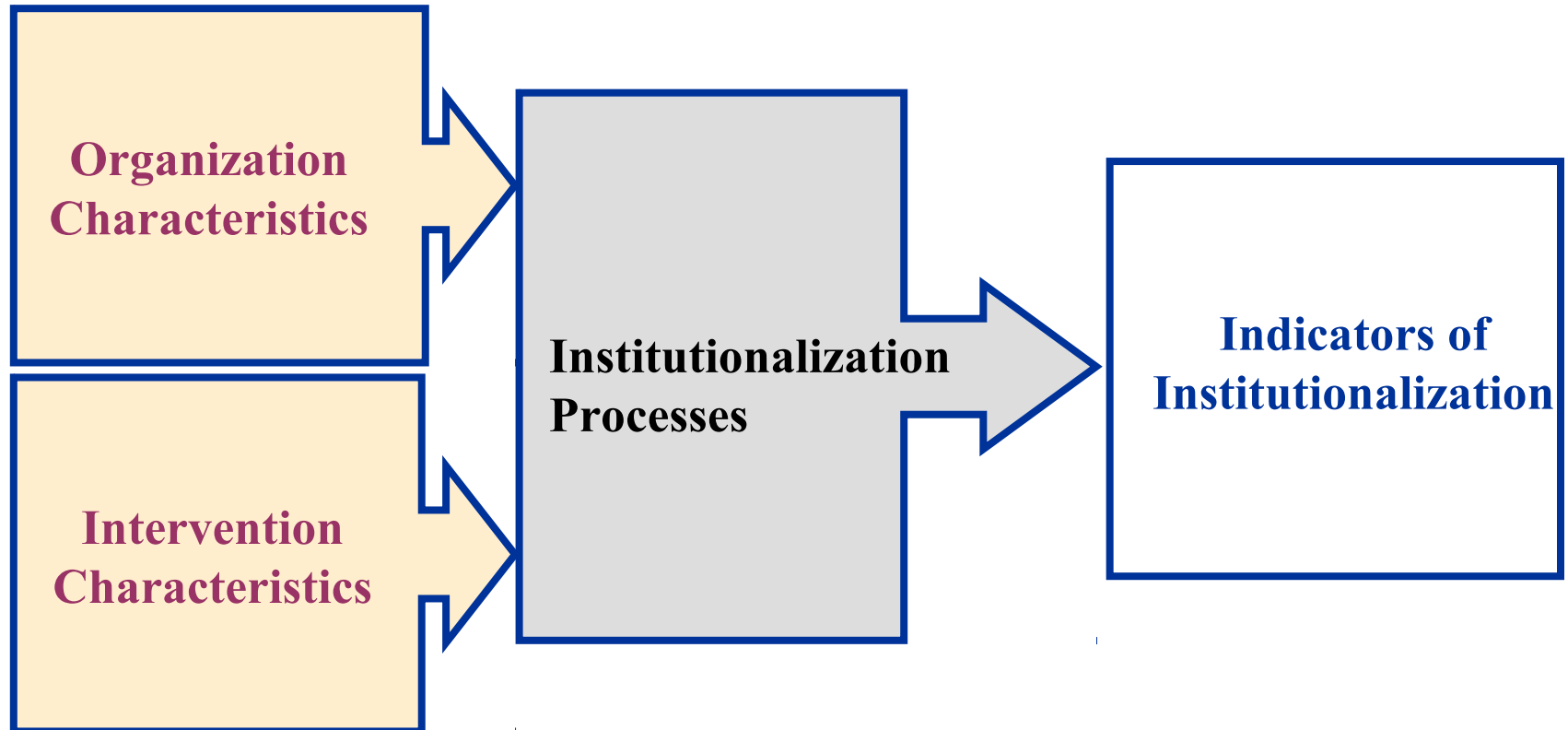
Elements of Strong Research Designs in OD Evaluation

- Longitudinal Measurement
 - Change is measured over time
- Comparison Units
 - Appropriate use of “control” groups
- Statistical Analysis
 - Alternative sources of variation have been controlled

Evaluating Different Types of Change

- Alpha Change
 - Movement along a stable dimension
- Beta Change
 - Recalibration of units of measure in a stable dimension
- Gamma Change
 - Fundamental redefinition of dimension

Institutionalization Framework



Organization Characteristics

- Congruence
 - Extent to which an intervention supports or aligns with the current environment, strategic orientation, or other changes taking place
- Stability of Environment and Technology
- Unionization

Intervention Characteristics

- Goal Specificity
- Programmability
- Level of Change Target
- Internal Support
- Sponsor

Institutionalization Processes

- Socialization
- Commitment
- Reward Allocation
- Diffusion
- Sensing and Calibration

Indicators of Institutionalization

- Knowledge
- Performance
- Preferences
- Normative Consensus
- Value Consensus