

# Organization Development and Change

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## Collecting and Analyzing Diagnostic Information

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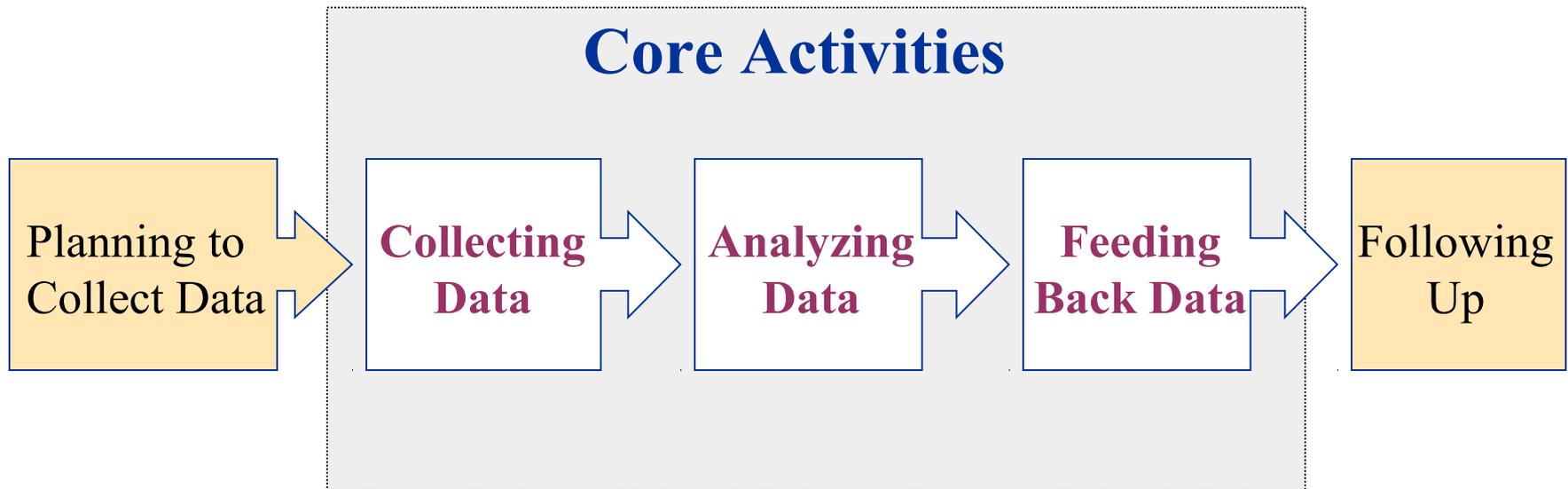
# Learning Objectives for Chapter Seven

- 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

## Forces for Change

New technology

Better raw materials

Competition from other groups

Supervisor pressures

## Forces for Status Quo

Group performance norms

Fear of change

Member complacency

Well-learned skills

Current Performance

Desired Performance