



Executive Summary of the Organisational Development Resource Document for Local Government

Transforming
your Authority

Creating Real and Lasting Change

Executive Summary

Transforming your Authority, creating real and lasting change

Introduction

The demands on local government are constantly shifting, driven by user expectations and government initiatives such as CPA and efficiency targets. Councils have learned to cope with and to embrace continuous change to maintain their relevance and quality of service but the changes now facing the public sector are more complex still and will need different solutions and different thinking. Using OD techniques, councils can explore more transformational approaches to change and ready themselves for a new era of networked local governance and greater user choice and involvement.

What is Organisational Development?

Organisational Development (OD) is

The practice of planned intervention to bring about significant improvements in organisational effectiveness.

This is a brief but complex statement, which can be further defined as:

OD is	Explanation
The practice of planned intervention....	OD methodology is scientifically based and requires a process data gathering, diagnosis, feedback, intervention, and impact assessment.
.... to bring about significant improvements....	The changes sought are at a whole system level, with sustainable changes in culture.
.... in organisational effectiveness.	The goal of OD is to enable organisations to enhance their effectiveness; to continually mature in response to changes in the external; to improve business performance through positive changes to people management, competence, communication, systems and structures.

Organisations are complex bodies, affected by their environment, by their leaders and their systems and processes. OD is concerned with making the entire organisation fitter for purpose. It does not focus solely on discrete services or teams but treats the whole body. It treats causes rather than symptoms.

There are very important distinctions between **Organisational development and development in an organisation**.

Organisational Development favours:

- Dealing with causes over dealing with symptoms
- Working with whole systems rather than parts of them
- Changes in culture over changes in changes in behaviour
- Change of a system over changes in a system.

How this document can help

The resource document presents a wide range of OD techniques. OD assessment and improvement tools and techniques. Broadly these fall into four different 'schools of thought':

- 1 People based approaches. Organisations are best developed by developing their 'people'. If staff are well trained and well motivated and feel well treated then good organisational performance will follow.
- 2 Quality based approaches. Organisations are best developed through rational techniques that analyse current practice and seek technical changes to bring about improvement.
- 3 System based approaches. Organisations are seen as a set of interrelated parts and change comes from developing building awareness of the ways in which the parts relate to each other and finding ways of changing the system all at once.
- 4 Dialogue based approaches. Organisations can't change through introspection; they are transformed through developmental conversations that happen between the organisation and its customers and partners.

Different kinds of tools may be used at different times or will appeal to different people. *Transforming your authority, creating real and lasting change* offers a range of approaches to suit the range of circumstances in local government.

The document begins by looking at how OD can help develop new approaches. It goes on to provide diagnostic tools for councils to assess their current stage of development and to find the OD tools that are right for them.

Guidance on the OD approach and specific OD tools and techniques is spread across six main themes, to allow each authority to concentrate on the most appropriate area(s) for development.

The themes are:

- Community engagement
- Whole organisation improvement
- Leadership
- Partnership
- Culture
- Service improvement.

An additional chapter addresses the importance of people management and seeks to position the role of HR. People management is the duty of all managers and leaders not something restricted to the Human Resources function. HR is not responsible for leading OD. That must be the responsibility of the leadership team and, through them, other leaders in the organisations. Rather, the role of HR is to support and add value by focusing on the business and wider outcomes, other than HR's traditional specialisms and activities.

What makes OD work?

For organisational development to be sustainable and effective it has to be right for the authority and supported by the people who will have to carry it through. Superficial changes will have no impact and failed initiatives can leave staff resistant to future attempts to improve things.

Successful change involves transforming the way the organisation thinks. This means leaders must agree to commit themselves to OD initiatives and then express the purpose of the change in a way that the rest of the staff find compelling and which justifies the upheaval and uncertainty that comes with large-scale change.

Councils will carry employees with them through change if their policies, processes and communications structures are believed to be fair and transparent. The organisation's centre, whether it is the leaders or core support services, need to show they can look after the interests of staff, build trust and leave them to get on with their jobs where appropriate.

Excellent councils will recognise and respond to the diversity of their community creating tailored responses to suit wide-ranging needs. Their workforce will reflect the make-up of the communities they serve helping to create a climate of equal respect for all. Research has consistently demonstrated that organisations that harness the varying characteristics of all the individuals that work for them create productive environments and promote high performance and innovation.

OD will work best if it is ambitious rather than small-scale, well resourced, tailored to the organisation's local environment and if everyone involved understands its purpose.

Transforming your Authority, creating real and lasting change considers a range of OD approaches under six main themes each of which is important in helping councils meet the challenges of the 21st century.

Community Engagement

Local authorities exist to serve the needs of their communities and those communities increasingly expect to be able to influence service provision. Improving services means engaging with those communities at all levels to find out what they want, ensuring effective delivery and being accountable.

Community engagement helps deliver a culture where resources are committed, where they are most needed and the public better appreciates the council's services.

Building better engagement starts with an honest assessment of the authority's current levels of communication with residents and community groups. Then it must choose the right level of engagement for the desired result, ranging from simple one-way information, through various consultation methods, right up to joint decision making with community representatives.

Community engagement works if those affected by decisions are involved early enough, in a way that is meaningful to them, if results are fed back regularly to stakeholders, if it is coordinated across the authority and if people have realistic expectations about what can change as a result of being able to share their views.

Improving whole organisation performance

OD aims to improve an organisation's business performance through positive changes to people management, competence, communication, systems and structures.

Starting with an assessment of the authority's current level of performance and development an OD approach, focuses on the quality of leadership, clarity of purpose, the strength of its systems and the quality of services.

The analysis of development so far provides information to help identify the right development tool to take the organisation forward. These tools include:

- **Strategic reviews**, focusing on how services can work together in future to achieve better outcomes.
- **Performance management development**, with clear methods for improvement in service delivery.
- **Structural reviews**, involving the restructuring of directorates or services to provide more efficient or joined-up delivery.
- **Communication strategies**, ensuring timely and clear information and two-way consultation with staff throughout the authority.
- **Leadership development** (see section below).
- **Community engagement** (see section above).

Leadership in an interdependent world

The 'heroic individual' model of a leader commanding from the front is no longer relevant in an era of networked local governance. Local government needs leaders who promote partnership working, inspire those who they lead and support people to think and act differently.

Using an OD approach, a council will measure the quality of its leadership using techniques such as 360° appraisal, competency assessment, staff surveys or critical incident analysis. It will identify any skills gaps and provide leaders with structured team or individual development, either formal courses or on the job, to help them grow the qualities needed to direct adaptive organisations delivering better services.

Building better partnerships

Councils do not provide services in isolation but depend on and support a range of government bodies, voluntary organisations and community groups to raise the quality of life for their citizens. Partnership working is also at the heart of the new CPA methodology.

Councils need to know that they are working in close collaboration with the right organisations to enhance their services and that their role in partnerships is clear and that joint working produces measurable outcomes.

Using OD techniques, a local authority can identify priorities whose success depends on collaboration, clarify the partnerships it relies on most and its role in leading or supporting them and pinpoint any gaps or duplication of effort.

Organisations can fine-tune their level of involvement and ensure they have the right skills to make their partnerships more effective and results focused.

The tools provided will help organisations identify opportunities for new partnerships, make sure they are well constituted, adequately resourced, have the right personnel and support the council's objectives.

Promoting cultural change

Culture is formed by the beliefs and attitudes, often unarticulated, of the people who make up an organisation. It forms through a complex set of influences from inside and outside the organisation.

A 'good' culture is formed when people understand and believe in the organisation's purpose, trust its leaders, and feel empowered and equipped to do their work in pursuit of that purpose.

Changing a culture is difficult and requires intervention at all levels. The OD approach to creating a more positive culture starts by 'unfreezing' the organisation through consultation and focusing attention on key challenges facing an authority, then moving it to a better climate of trust and appreciation through strong leadership and maintaining a clear sense of direction and purpose.

Improving service performance

Public sector organisations are increasingly measured by and judged on the quality of the services they deliver and face growing public expectations for better outcomes.

Successful councils will run services that are integrated, sensitive to users' needs and continuously improving.

The OD approach starts by assessing current service arrangements and provision, and then details targeted interventions to find the roots of any obstacles to good performance and techniques to concentrate resources on improvements that will measurably raise the quality of services and to build in the capacity for continuous improvement.

People Management

The final section of *Transforming your Authority, creating real and lasting change* considers people management issues. To develop an organisation you must develop its people. This is the role of all managers and leaders not something restricted to the Human Resources function. HR will not head up OD initiatives. That is the job of leaders, but it has a key role to play in supporting the transformation of authorities.

To be successful HR professionals need to underpin change by focusing on the council's business needs and strategic priorities rather than concentrating on procedures, administration and provision of services to managers.

Document Design

This section summarises the main sections of the document highlighting key components and tools.

Resource Introduction	Models and Tables
What is OD?	<ul style="list-style-type: none"> ● The OD Definition ● A Brief History of OD ● Evolution and Revolution as Organisations Grow ● Maturity in Local Government; Summary Table
What makes OD Work	<ul style="list-style-type: none"> ● Successful Change ● Outcomes and Depth of Change ● Burke/Litwin Transactional/Transformational Model ● The Tending, Trusting Tasking Model ● An Enabling Core ● What Makes OD work? – Summary Table

Organisational Development Themes	OD Assessment techniques	OD interventions
Community engagement	<ul style="list-style-type: none"> ● Community Engagement OD Assessment Matrix 	<ul style="list-style-type: none"> ● Ladder of Participation ● Consultation Table ● Improving Planning; the Consultation Wheel ● The Methods Matrix

Organisational Development Themes	OD Assessment techniques	OD interventions
Whole organisation improvement	<ul style="list-style-type: none"> ● EFQM ● CPA Peer Challenge ● The Working Council Cultural Assessment ● Investors in People ● Weisbord’s Six Box Model 	<ul style="list-style-type: none"> ● Assessment/ Development Interventions ● Strategic Reviews ● Performance Management Development ● Structural Reviews ● Communication Strategies
Leadership	<ul style="list-style-type: none"> ● Staff Survey Work ● Critical Incident Analysis ● 360° Appraisal ● Appraisal and Competency Frameworks ● Personality Tests 	<ul style="list-style-type: none"> ● Leadership Development Programmes ● Coaching ● Mentoring ● Action Learning ● Team Building ● Applied Leadership Development ● Transaction/ Transformation Matrix
Partnership working	<ul style="list-style-type: none"> ● Partnership Working Assessment Matrix 	<ul style="list-style-type: none"> ● The Partnerships we Need ● Individual Partnership Improvement Template ● Partnership/Project Matrix ● Outside-Inside Partnership Model ● Open Strategy

Organisational Development Themes	OD Assessment techniques	OD interventions
Service improvement	<ul style="list-style-type: none"> ● The Service Performance Assessment Matrix 	<ul style="list-style-type: none"> ● Competency Development ● Training Needs Analysis ● Kaizen ● Pareto Analysis and Ishikawa Diagrams ● Affinity and Interrelationship Diagrams ● Importance Performance Matrix ● Data Benchmarking ● Process Benchmarking ● Service Gap Analysis ● Future Search ● Focus Groups ● Quality Circles
Culture	<ul style="list-style-type: none"> ● The Working Council ● Schein's Three Levels ● Hofstede's Organisational Dimensions 	<ul style="list-style-type: none"> ● Large Scale Consultation Exercises ● Focussing the Organisation on Key Challenges ● Appreciative Enquiry ● Creating Conditions for Cultural Change Matrix



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