

Four Core Elements of Organization Development

Manage Change or the Aftermath

Agenda

- Components of with teaching excellence
- Overview of Organization Development
- Four Core Elements of OD
 - Goal Setting
 - Staff Development
 - Restructuring / Continuous Improvement
 - Change Management
- Q&A
- Final Thoughts
- Life School Quality Standards

Components of Teaching Excellence



Life School Mission

The mission of Life School is to train leaders with life skills for the twenty-first century by establishing strong academics, character training, and a parenting program.

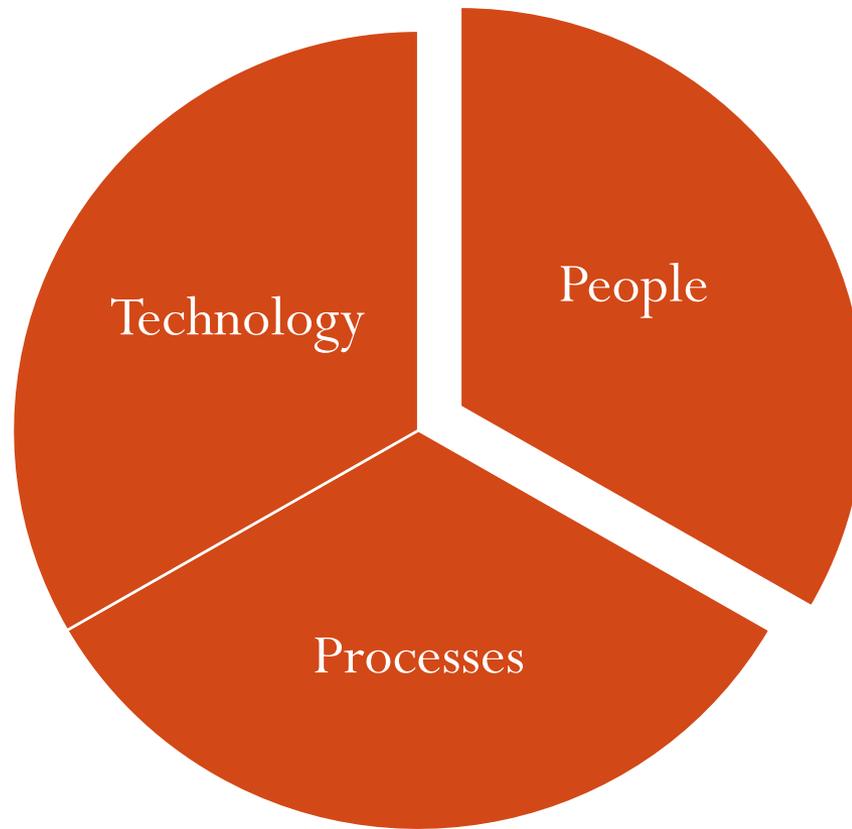


Overview of Organization Development

Overview of Organization Development

- There is no standard definition of OD
 - **Organization** = two or more people moving toward a common goal
 - **Development** = 1) event causing change; 2) process of change; or, 3) incomplete state
- OD is use in everyday life
 - Family dynamics
- Behavioral sciences are core to the practice of OD, including psychology, sociology, economics, and anthropology, among others
- OD involves changing people, processes, or technology

Overview of Organization Development



People are often the most difficult part of implementing change.

Overview of Organization Development

As you move through the OD process you will encounter 4 types of people:



Overview of Organization Development

- Richard Beckhard (1969) - Beckhard defined OD as “an effort [that is] (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) *planned interventions* in the organization’s *processes*, using behavioral-science knowledge”
- While a major portion of OD is people oriented, Life School Leadership must understand business and business strategies in order to support change

Overview of Organization Development

Range of Desired Outcomes

- Incorporate new technology
- Ensure compliance with new legislation
- Manage, reorganize, restructure due to change in funding (revenue)
- Improve student, staff, campus, and/or district performance
- Develop sustainable measurement capability
- **Engage organization culture change**
- Enhance profitability and competitiveness
- Ensure health and well-being of organizations and employees
- Facilitate learning and development
- Improve problem solving
- Increase effectiveness
- Initiate and/or manage change
- Strengthen system and process improvement
- Support adaptation to change

Four Core Elements of OD

Goal Setting

Goal Setting

- Know your organizations objectives beyond surface rhetoric (“improve test scores by xx%?”)
- Set specific improvement targets for each strategic objective
- Improvement goals should be absolute targets
 - Percentages allow you to turn problems into impersonal statistics
 - Real numbers force you to think about the actual number of failing students, parent complaints, dissatisfied customers, etc. and their costs to the organization

Goal Setting

- Each member of your team should have the information necessary to set three or four personal or team goals or objectives that build into the organizations strategic objectives for their area of responsibility
- Leverage PLC or other forms of professional collaboration to set goals, objectives, measurements, and timelines

Employee Development

Employee Development

- Employee development gives staff members the opportunity to work to their highest level of potential
- Performance improvement can be a benefit to employee development
 - When you send employees to training and classes they come back with new knowledge they can apply to their job
 - Development vs. Training

Employee Development

- Employee development is imperative for successful succession planning (do we do this for teachers, auxiliary staff, administrative support....)
- Develop a culture where behaviors such as: informal training, coaching, learning, and development is standard(normal)

Restructuring

Employee Development

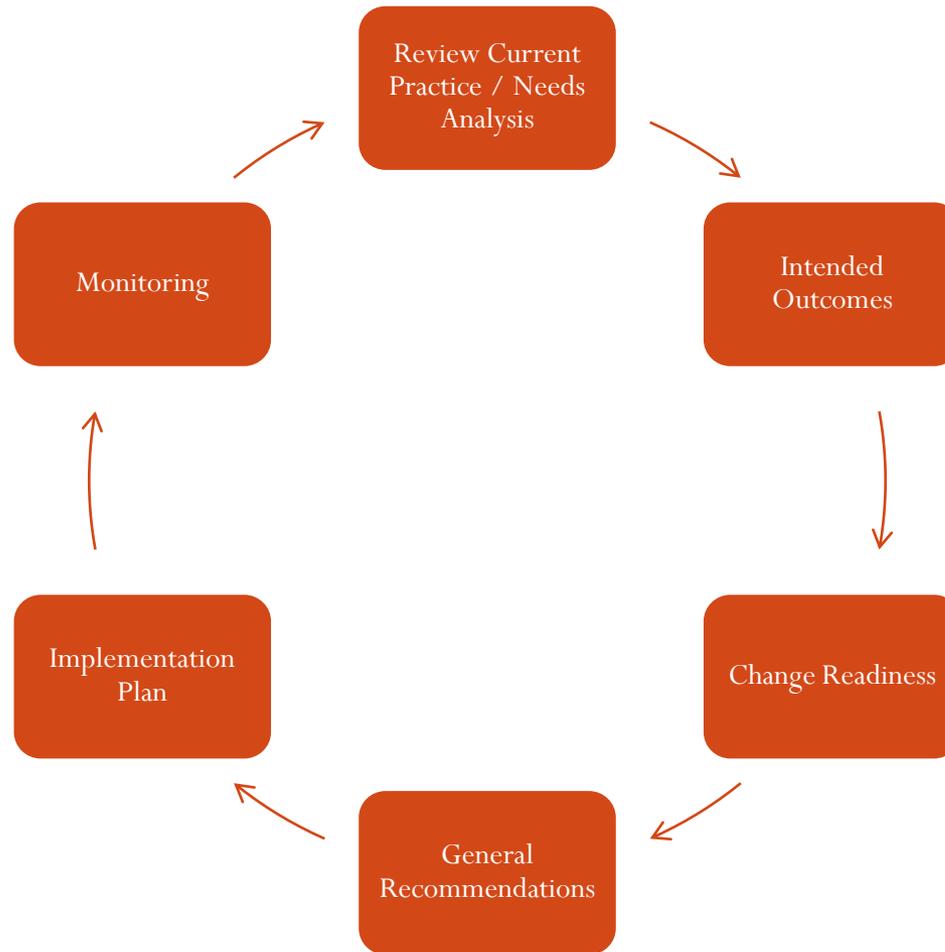
- Effective Organization Restructuring goes beyond organizational design
 - Considerations related to decision making processes
 - Management styles
 - Work flows
- Consider using restructuring to combat silos and stagnation

Restructuring

- After World War II - The "one best way" to do a job gradually disappeared as the dominant logic
- It was replaced by concerns that traditional organizational structures might prevent, rather than help, promote creativity and innovation
- Education is surrounded by a world of rapid change and innovation
- Life School leadership must have the courage to challenge the Org. Structure status quo
- Schools are tasked with preparing students for a world of change; are your people, processes, and technology ready

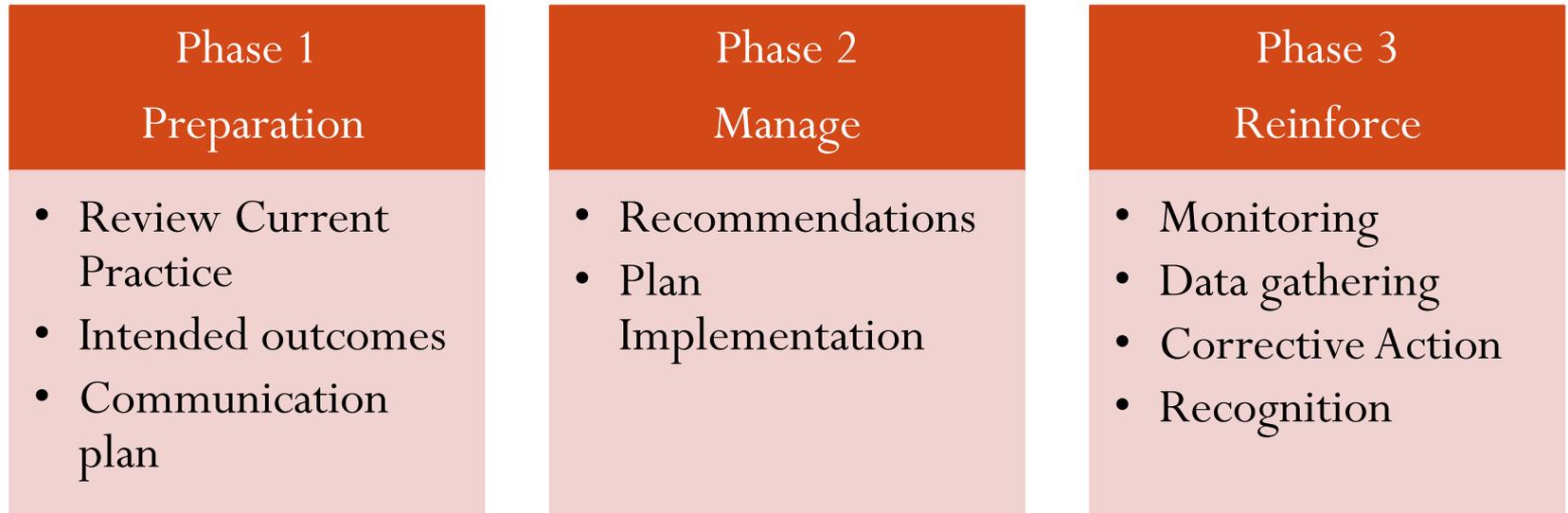
Change management

Change Management



Change Management

Change management can be separated into phases



Q & a

Final Thoughts

“Human nature will not flourish, any more than a potato, if it be planted and replanted, for too long a series of generations, in the same worn out soil. My children [students or staff] have had other birthplaces, and, so far as their fortunes may be within my control, shall strike their roots into unaccustomed earth.”

Nathaniel Hawthorne
The Custom House