Educational Aspects of Organizational Development: Learning by Doing in Technology-Enabled Interventions

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Educational Aspects of Organizational Development: Learning by Doing in Technology-Enabled Interventions

IFEST 16-18 AUG 2022

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Agenda

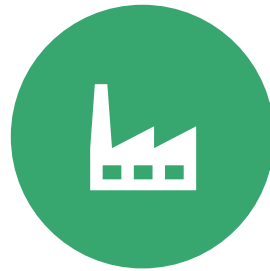Process Consulting, Expert Consulting, and transferring skills to the client

- *Consulting models & Client Resilience*
- *Educational aspects of Process Consultation*
- *Remote and hybrid interventions*
- *Assessing client learning: seldom verified but oh, so important!*
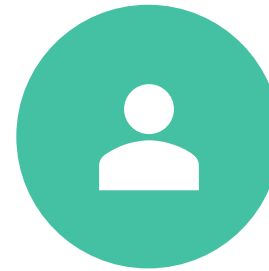
Discussion

Microsoft stock photo

In this session we will explore…

USEFUL IDEAS FROM THE FIELD OF CONSULTING

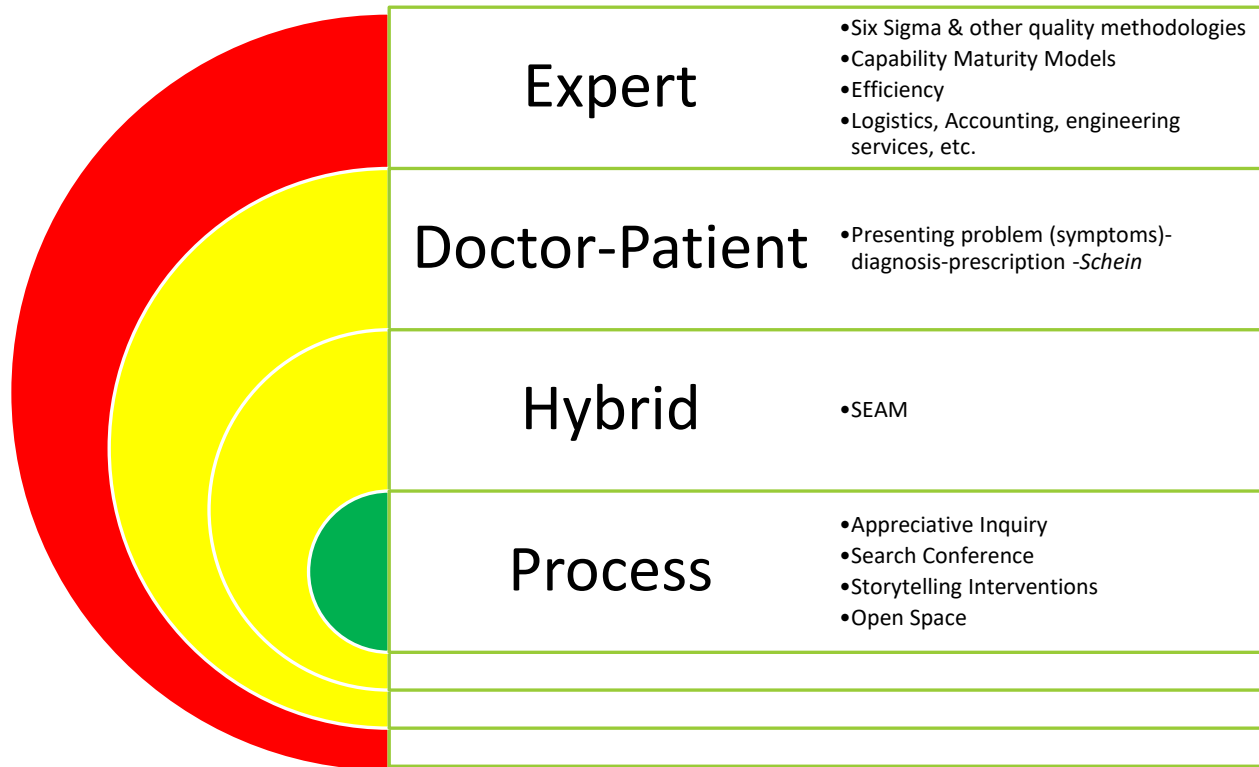**PROCESS CONSULTATION AS A CATALYST FOR CLIENTS' RESILIENCE**

TRANSFERRING THE CONSULTANT'S SKILLS TO THE ORGANIZATION

APPLYING THESE IDEAS TO REMOTE WORK AND TEACHING

Common Consulting methods

Expert	• Six Sigma & other quality methodologies • Capability Maturity Models • Efficiency • Logistics, Accounting, engineering services, etc.
Doctor-Patient	• Presenting problem (symptoms)- diagnosis-prescription -*Schein*
Hybrid	• SEAM
Process	• Appreciative Inquiry • Search Conference • Storytelling Interventions • Open Space

They can't do it without you

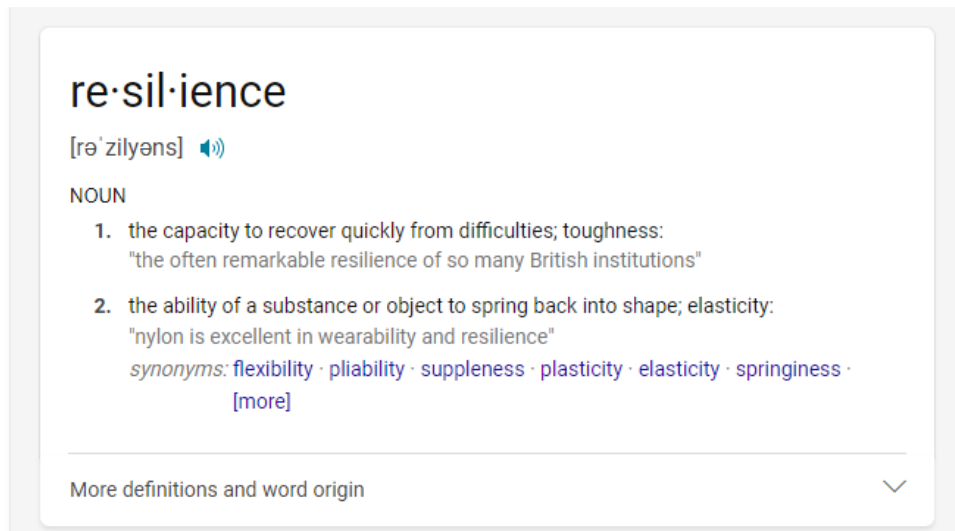**Level of Client Dependence on the consultant when the contract ends**

The client can continue the work independently

Organization Development Consulting: Building resilience, not dependency

RESILIENCE

What IS resilience, anyway?

AGENCY

"Agency is the sense of being and cause rather than an effect" (Hanson, p.78)

"In life, there are times when we step back and take a hard look at something … and in a deep and honest way recognize we need to make a significant change. It could be hard, it could be painful, but we choose the change. This is also agency." (Hanson, p.79)

"Sense of agency refers to the feeling of control over actions and their consequences." (Moore, abstract)

Kurt Lewin's famous Organizational Change model

"Before change in a network can occur, relationships among member organizations must become unstable...... agency involves self-interest which can create instability in the network." (Cummings & Worley, p.577)

Unfreeze

Move

Freeze

Burnes B. The Origins of Lewin's Three-Step Model of Change. The Journal of Applied Behavioral Science. 2020;56(1):32-59. doi:10.1177/0021886319892685
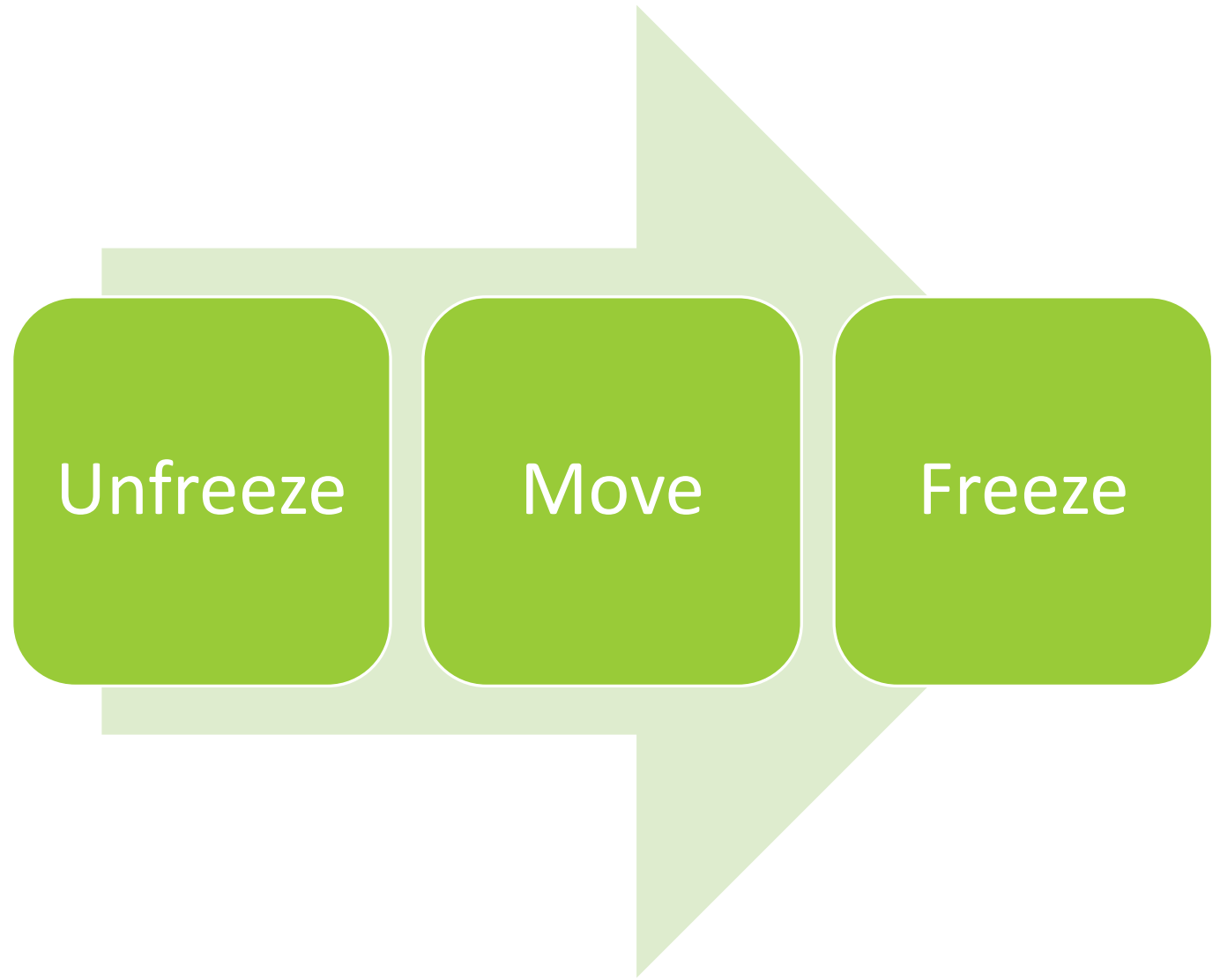
Educational aspects of process consulting

Experiencing an OD intervention or working group means doing the work to solve your organization's problems (with the assistance of a process expert)

◦ *Can organizations really do it themselves once the consultant leaves?*

◦ *How do you know?*

◦ *Do consultants follow up to find out?*

When using tech to enable remote engagements, how does that change?

What else?

When the consultant's gig is up…

What are the "release mechanisms" used by the Consultant?
- Solo Flight metaphor
- Relay race transfer of the baton

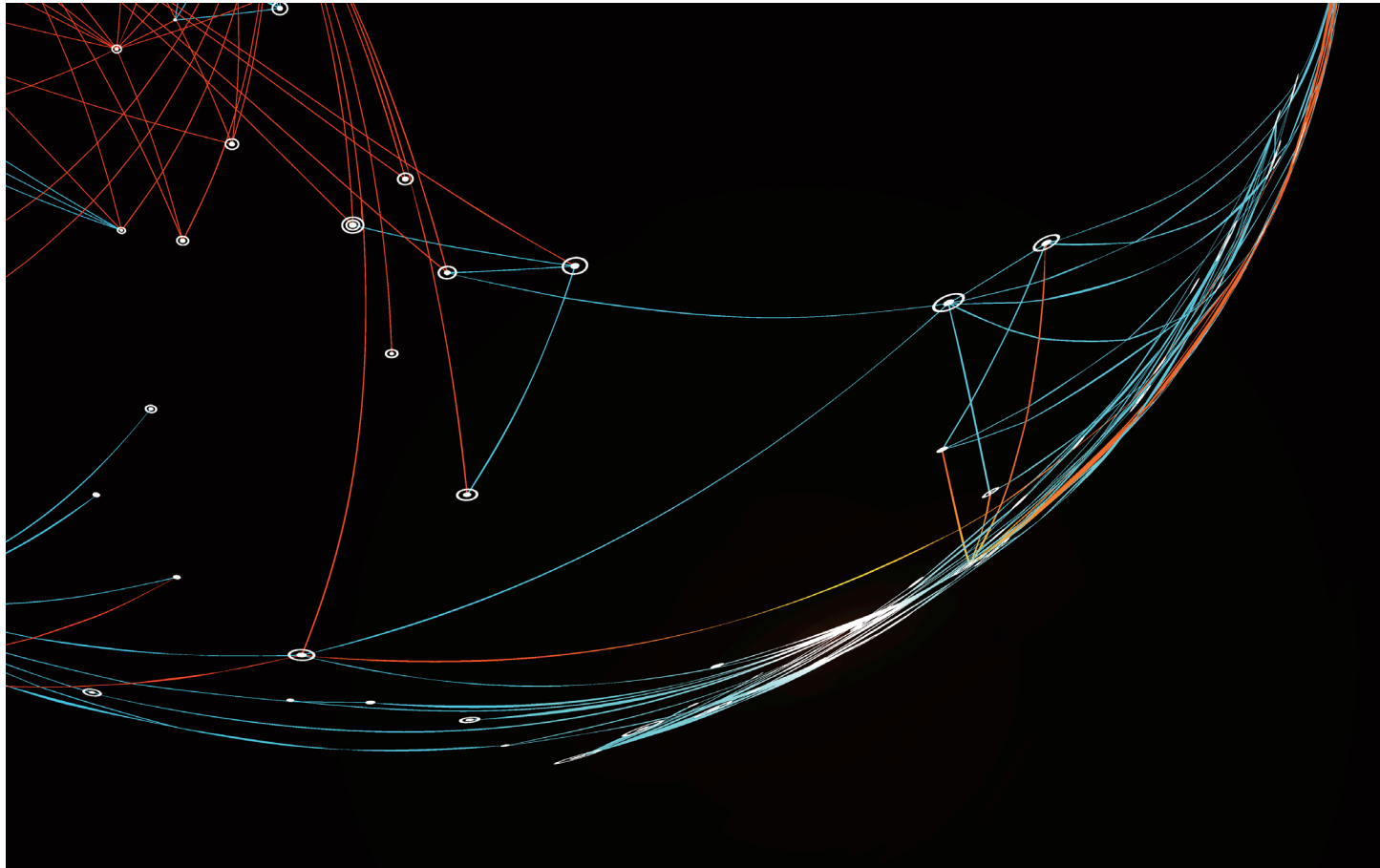How do you know the team can/will/should walk on its own?
- Are there assessment hooks?

Define the transfer movement from student status (agency) to teacher/consultant status (agency)
- If we cannot define it…. what would it be like if one could?

How is it different for internal consultants, who remain inside the organization after the work is done?
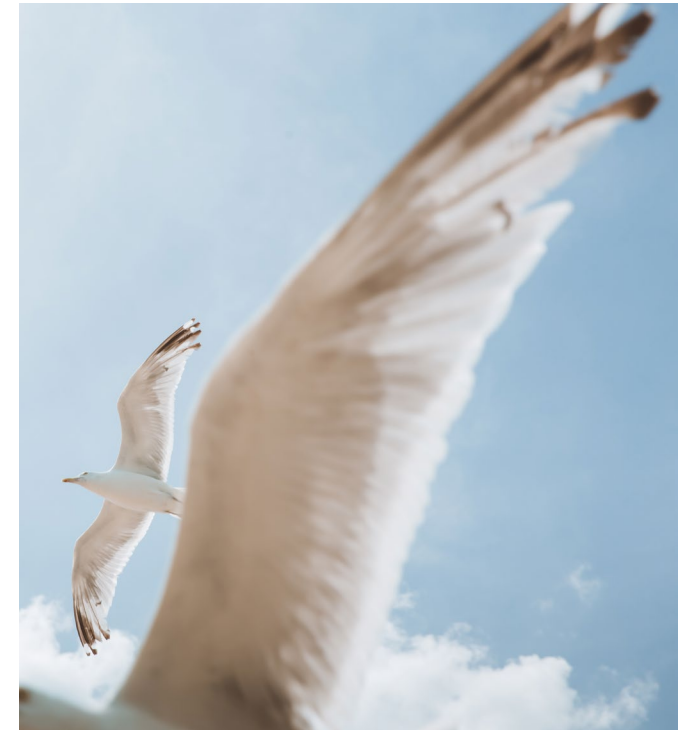
Taking it online

What has changed?

How has that affected organizational learning?

Remote & hybrid interventions

Who **_actually_** does that? Who claims to?

What instruments do they use (if any)?

How well do they work?

Assessing client learning

Take aways… things to think about

Life is a big action research project…

Are you leaving the teams you engage with better than you found them?

James, E., Milenkewicz M., Bucknam, A. (2008) Participatory Action Research for Educational Leadership, Thousand Oaks, CA: Sage Publications, Inc.

References

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James, E., Milenkewicz M., Bucknam, A. (2008) Participatory Action Research for Educational Leadership, Thousand Oaks, CA: Sage Publications, Inc.

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Back-up Small group Activity

In person

Question to Explore:

How do you know that the team you are working with can do the job after you leave?

Open Space exercise:
- Requires about 20 Blank sheets of printer paper
- 5 Broad tip markers
- Easel w/Chart pack paper (sticky preferred)

30 min. Participants self-organize around their favorite assessment tools (facilitated exercise)

20 min. Facilitated team out-briefs & data collection