Champlain College

Week 3: Assignment: Consulting Case #1

Revisited

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In the original proposal on addressing hybrid/remote work, quiet quitting, and employee morale, we used the Diagnostic approach. "The goal is quality of output, outcomes, and deliverables, as well as employee well-being." (Gartner, n.d.) We would use a linear approach to solve problems. The Dialogic OD approach is about co-creating through an iterative collaboration. Stakeholders use internal and group dialog to have meaningful conversations to enable innovation through shared dialog.

**Dialogic OD Overview**

The key principles in Dialogic OD, which has been improving on itself for over 50 years, are about collaboration and shared meaning-making. “A variety of Dialogic OD approaches are designed to create containers within which disruptions can be both the cause and the result of engaged and concerned people talking earnestly with each other.” (Bushe, 2015) The basic idea is to allow for change to emerge naturally from groups of individuals, giving each voice an opportunity and validation to provide input and feedback.

ACME Inc. will be experiencing change, and the Dialogic OD mindset and practice can provide a path forward to allow each party to have a voice and a share in the future that ACME creates. “Dialogic OD practitioners think in terms of interpretive meaning-making process, fostering inquiry, addressing how conversations create social reality, and organizational change as a process of continuous emergence.” (Bushe, 2015)

We have seen from COVID the disruptions switching to hybrid or work from home can affect everyone. Dialogic OD can provide the path to reducing growing pains by appreciative inquiry from each stakeholder. Diverse stakeholders can proactively move ACME Inc. through its pain points and co-create the future of ACME Inc.

**Utilizing Dialogic OD and applying it to ACME Inc.’s challenges**

There are physical and virtual approaches to facilitating an open forum. For the physical, there is Open Space Technology, where you can host your employee's discussion about changes in an open and collaborative environment. Secondly, you can look at Remo, which will provide virtual office spaces or tables and rooms. These can be used similarly to OST, where stakeholders can share and collaborate in their space. It will require internet connections similar to our last suggestion, Howspace. Howspace is AI-powered. This gives you discussion areas, but you can use AI to bolster your conversations through polls, surveys, and other tools.

Additionally, ACME Inc. can use these tools for recruitment and retention. You can find what individuals want from their role and culture at ACME Inc. from surveys and discussions. When you hear stories of stakeholders, you may find engagement issues, such as an employee wanting to learn other aspects of the company. That may be for promotion or passion. From here, it can lead you to use Dialogic OD practices to initiatives that will sync employee needs to ACME’s long-term goals.

ACME was also concerted with quiet quitting and employee well-being. We believe with the above processes; you could add initiatives to identify and focus on staff well-being. “Every conversation is an opportunity both to maintain and to change which ideas are in good currency, which narratives predominate, what is seen as good, right, and worth of collective action.” (Bushe, 2015) The brainstorming sessions and open dialog can lead everyone to a workplace they would call home and thrive in.

The first step will be to identify key stakeholders from all affected areas and bring them into the process. The Sessions and software above were designed and should be used as a safe space where discussions can flow freely. If there is a moderator, they should support the conversations that are made. You should identify and support solutions discussed for ACME’s issues. Training will be needed for all leaders to support open and ongoing dialog.

Emergent thinking should be fostered and supported. Support this emergent thinking and push to implementation and monitoring. Dialogic OD will align with the focus of high-level stakeholders by focusing on diverse ideas and collaboration, which brings teams together and increases productivity. “Dialogic OD consultant will work with the sponsors to identify, in general, their intentions and the range of potentially affected stakeholders who need to be engaged in the Dialogic OD process(es).” (Bushe, 2015) Trust is a cornerstone and the building block of Dialogic OD practices.

**Closing**

The Dialogic OD process allows organizations to tune the interactions and meanings created by each stakeholder, including employees. The goal is to utilize the group meetings in the best-deemed fashion, the ability to emerge ideas that should naturally flow from the diverse group involved. Being involved and allowing for change will increase retention and decrease quiet quitting. Giving the company and people back their colleges. Fostering company trust and collective insights.

References

Bushe, R. B., & Marshak, R. J. (2015). Introduction to the Dialogic Organization Development Mindset. In Bushe, G. R., & Marshak, R. J. (Eds.), Dialogic Organization Development: The Theory and Practice of Transformational Change (pp. 11-32). Berrett-Koehler Publishers.

Abramovich, G. (n.d.). Gartner: The future of work is hybrid and employee well-being depends on it. The Cigna Group Newsroom. Retrieved from <https://newsroom.thecignagroup.com/gartner-fow-hybrid-employee-well-being>