Diagnosing Organizational Effectiveness

A Roadmap toward Corporate Sustainability

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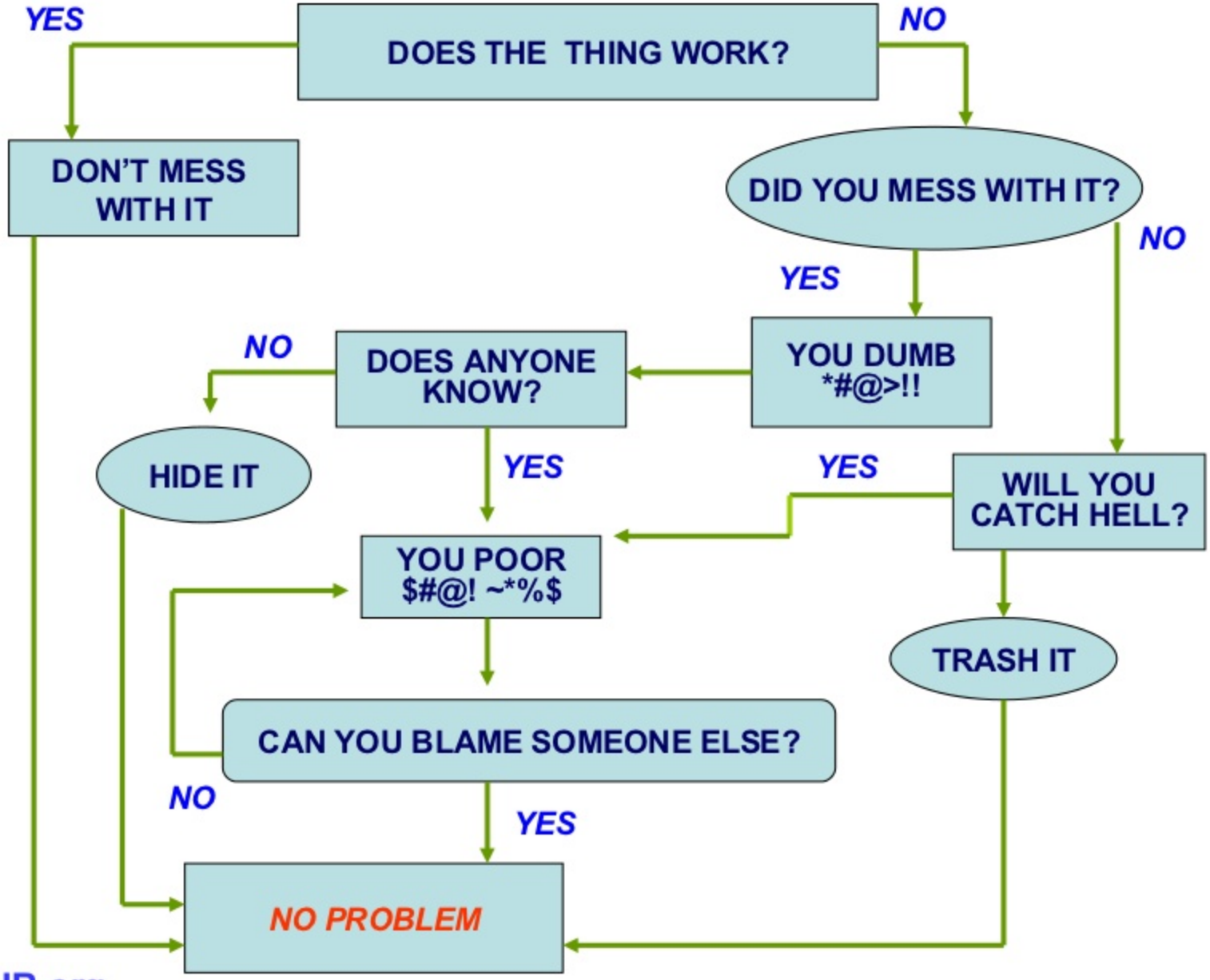
Comprehensive Model for Diagnosing Organizational Systems

What is Diagnosis?

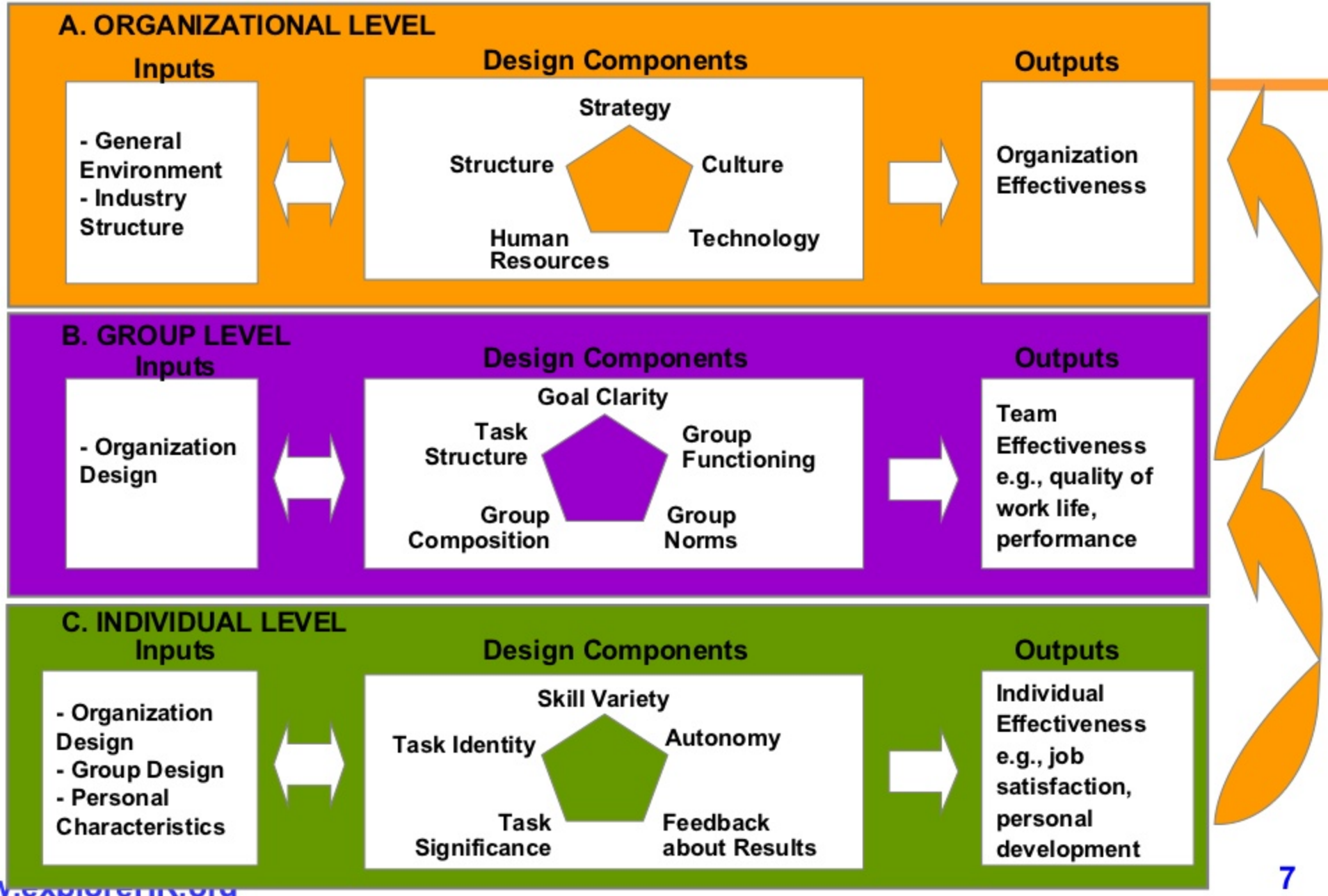
- Diagnosis is the process of understanding how the organization is currently functioning, and it provides information necessary to design change interventions.

- It is also a collaborative process between organization members and the OD (organization development) consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention.

High Politics Organization:
Common Approach to Business Problems



Comprehensive Model for Diagnosing Organization



Organizational-Level Diagnosis

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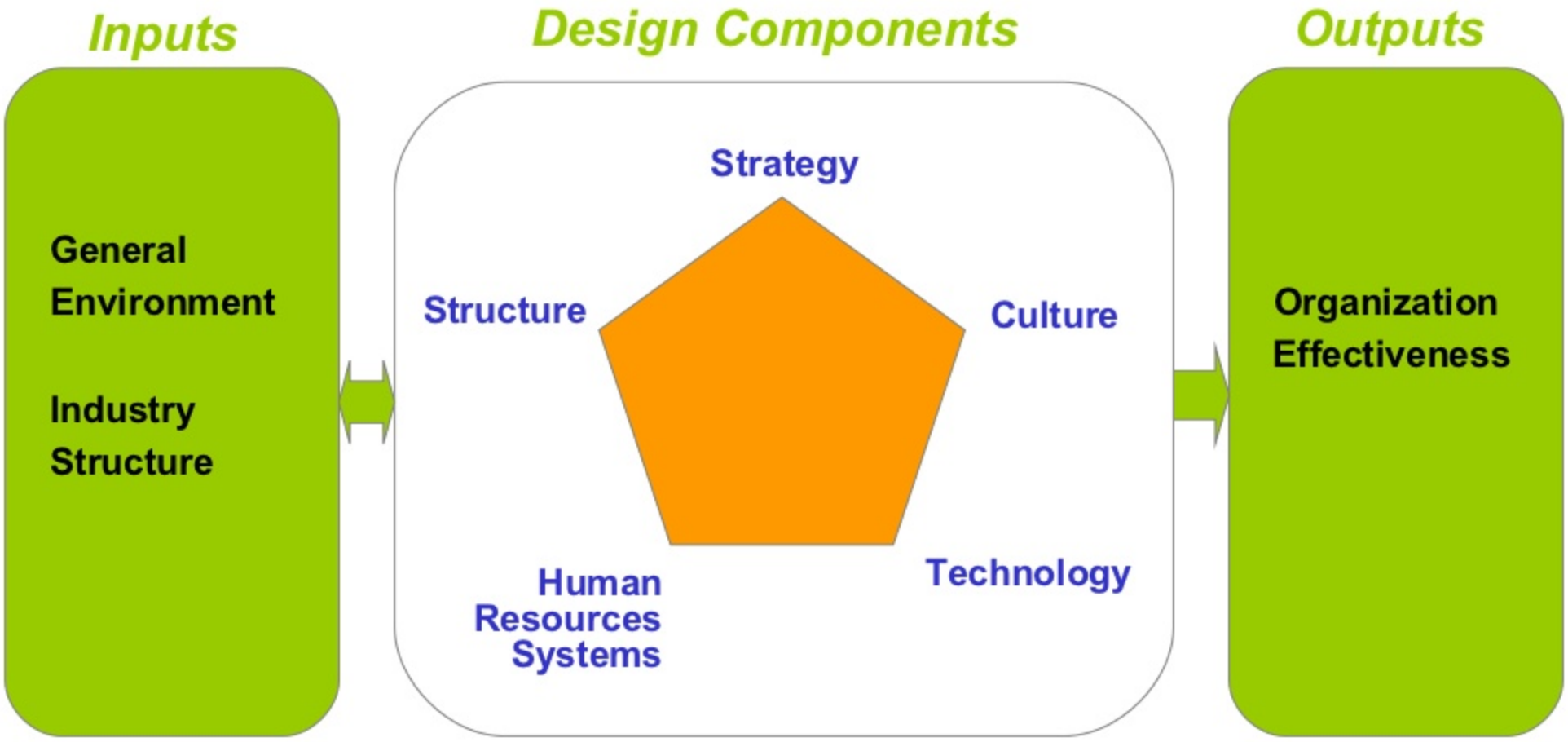
Organizational-Level Diagnosis

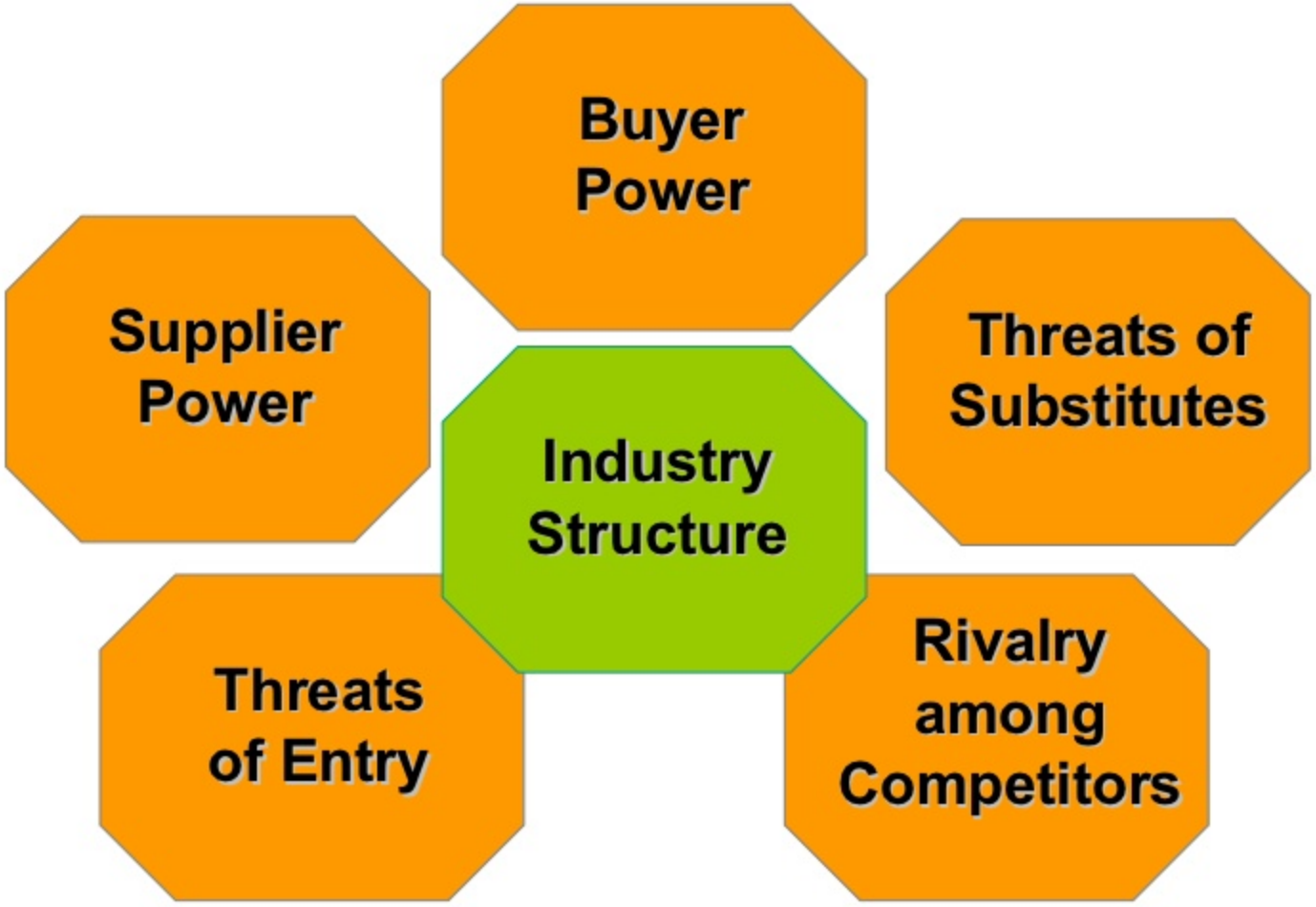


General Environment

General Environment

- The general environment represent the external elements and forces that can affect the attainment of organization objectives.
- It can be described in terms of amount of uncertainty present in social, technological, economic, ecological, and political forces.

Five Forces of Industry Structure

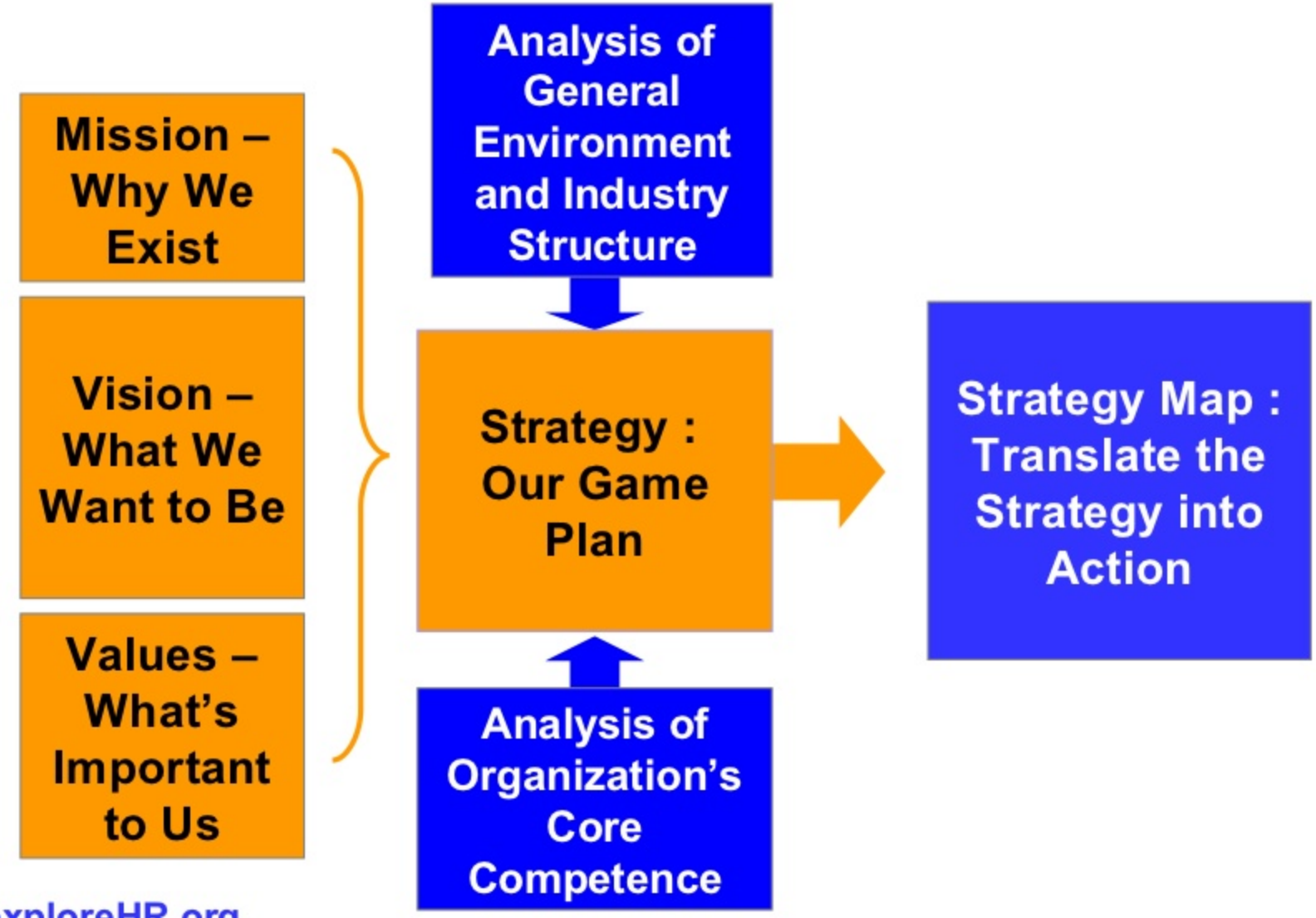


Strategy

Strategy

- A strategy represent the way an organization uses its resources to gain and sustain a competitive advantage.
- It can be described by the organization's mission, goals and objectives, strategic intent, and functional policies.

Strategy Formulation



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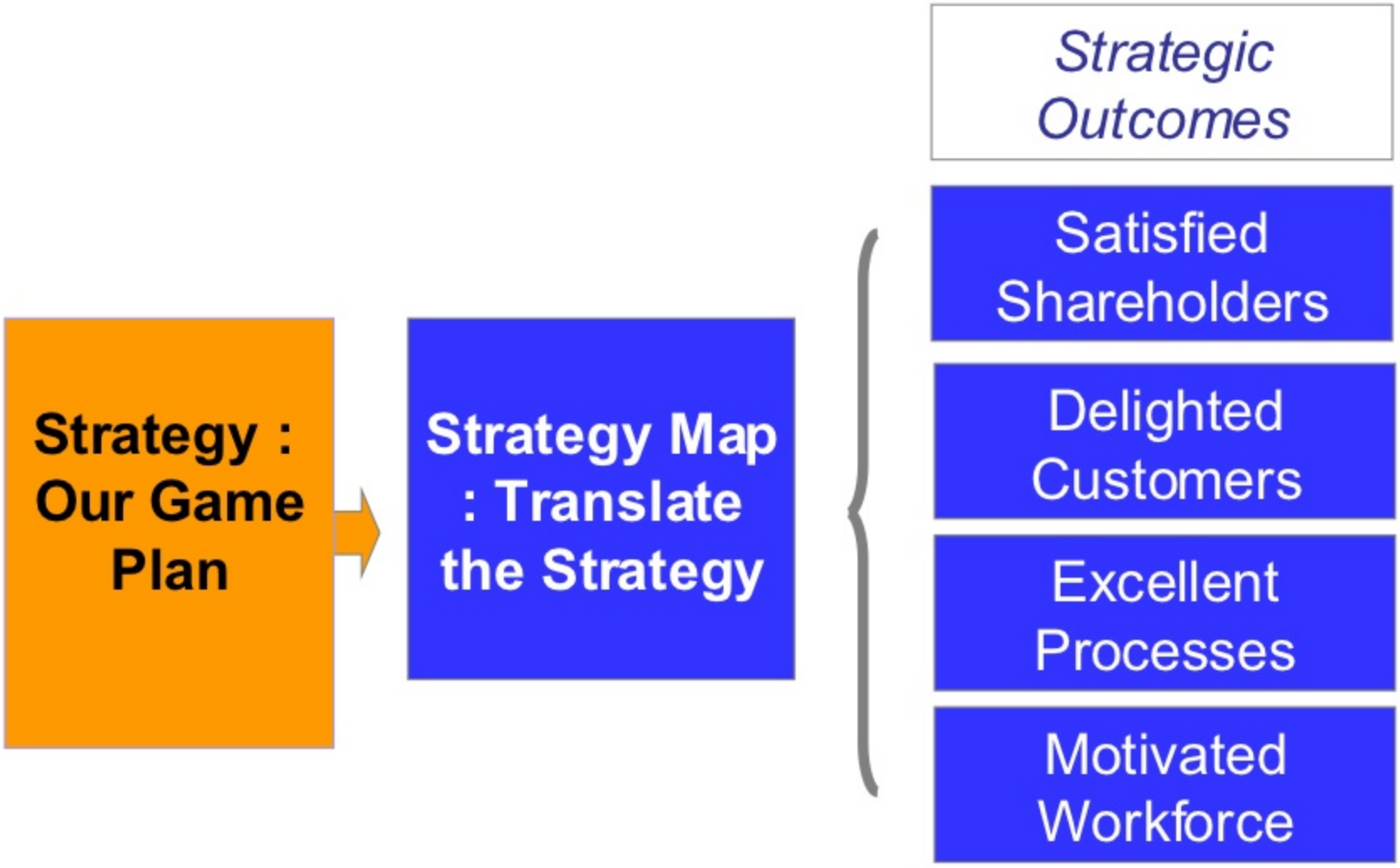


Structure

Structure

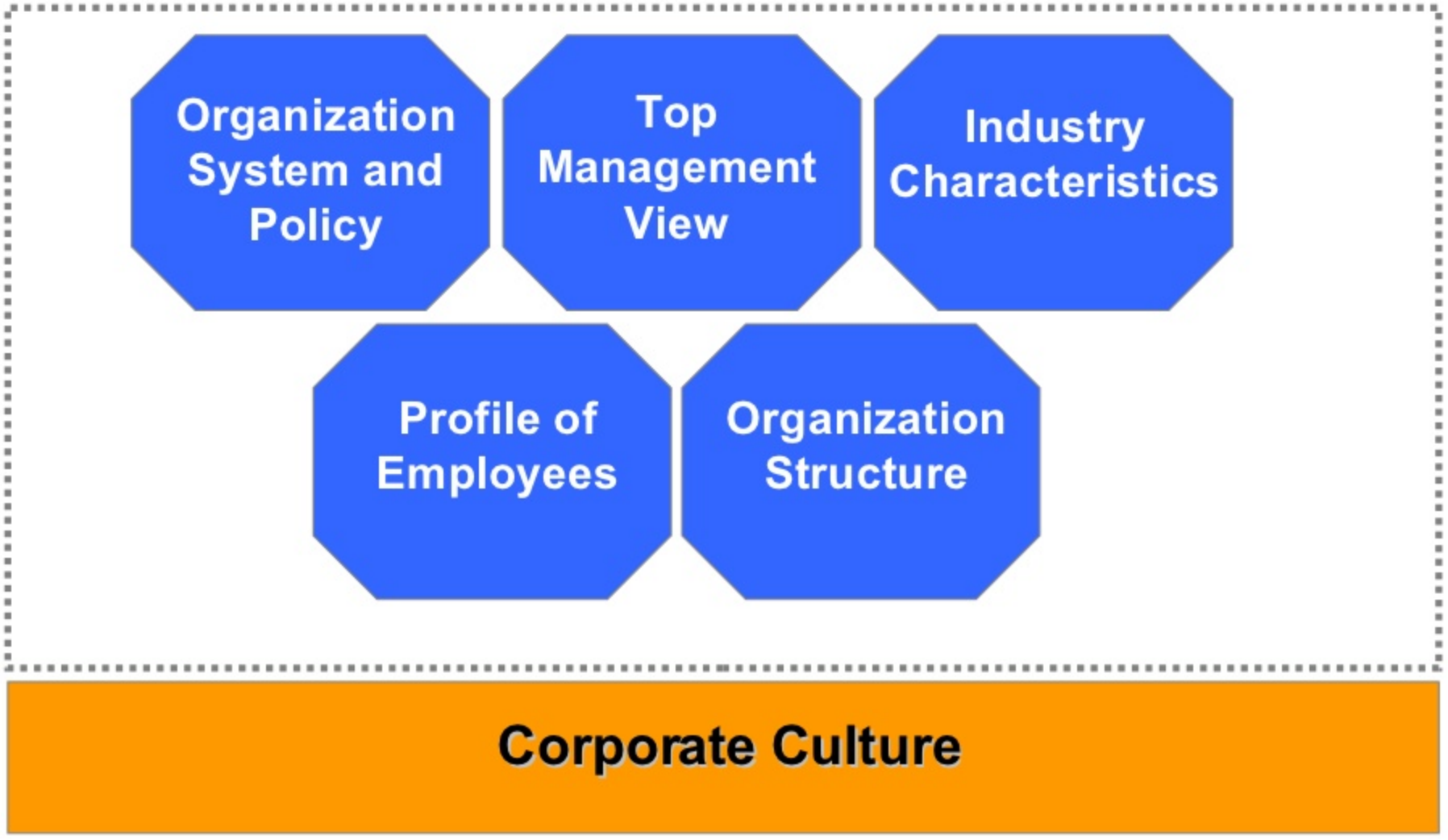
- The structural system describes how attention and resources are focused on task accomplishment.
- It represents the basic organizing mode chosen to (1) divide the overall work of an organization into subunits that can assign task to individuals and groups and (2) coordinate these subunits for completion of the overall work.

Culture

Culture

- Organization culture represents the basic assumptions, values, and norms shared by organization members.
- It orients employees to company goals and suggests the kinds of behaviors necessary for success.

Elements of Corporate Culture Formation



Human Resources Systems

Human Resources Systems

- Human resources systems include mechanism for selecting, developing, appraising and rewarding organization members.
- HR systems influence the mix of skills, personalities and behaviors of organization members.

Human Resources Systems

Technology

Technology

- Technology is concerned with the way an organization converts inputs into products and services.
- It represents the core of the transformation function and includes production methods, work flow and equipment.