

KEY LESSONS I HAVE LEARNED OVER 50 YEARS OF STUDYING AND PRACTICING ODC

Dr. D.D. (Don) Warrick

- I. **ODC – A High Impact, Honorable Field To Be Involved In**
- II. **Very Brief Snap Shot Of My Involvement In ODC**
- III. **The Need For ODC**
- IV. **Understanding The “O” In OD And The Name: Is It OD Or ODC?**
- V. **The Purpose Of ODC: Developing Healthy, Effective, Self-Renewing Organizations That Bring Out The Best In People, Teams, And Organizations**
- VI. **Who Should Be Educated In ODC?**
 - A. Change Agents (ODC professionals and academicians)
 - B. Leaders at all levels
 - C. Change Champions (anyone at any level championing change)
- VII. ***Building A Framework For Understanding And Practicing ODC (Critical!)***
 - A. *Develop a mission statement for being involved in ODC (my statement)*
 - B. *Develop a definition for understanding ODC (see my definition attached)*
 - C. *Develop a change model for practicing ODC (see my change model attached)*
- VIII. **Key ODC Contributions That Are Critical To Know: What Would You Include In Your List?**
 - A. The concept of continuously developing and building organizations for success
 - B. Assessing reality and possibilities before making changes
 - C. Action research (traditional, appreciative inquiry, etc.)
 - D. How you do things is as important as what you do (process thinking)
 - E. Effectively managing change and resistance to change
 - F. The critical role of culture
 - G. Systems thinking
 - H. Training and development as an Intervention rather than an Event
- VIII. **Causing Change Through Being And Doing**
- IX. **The Tyranny Of The Or: Fixing Or Building, Positive Or Negative ODC**
- X. **The Need For Change Champions Throughout The Organization**
- XI. **The Importance Of Integrating Transformational Leadership And ODC**
- XII. **Building Change Ready Organizations**
 - A. Assign responsibility for developing and providing expertise in managing change
 - B. Develop guidelines for managing change for use throughout the organization (see attachment)
 - C. Organize change learning sessions

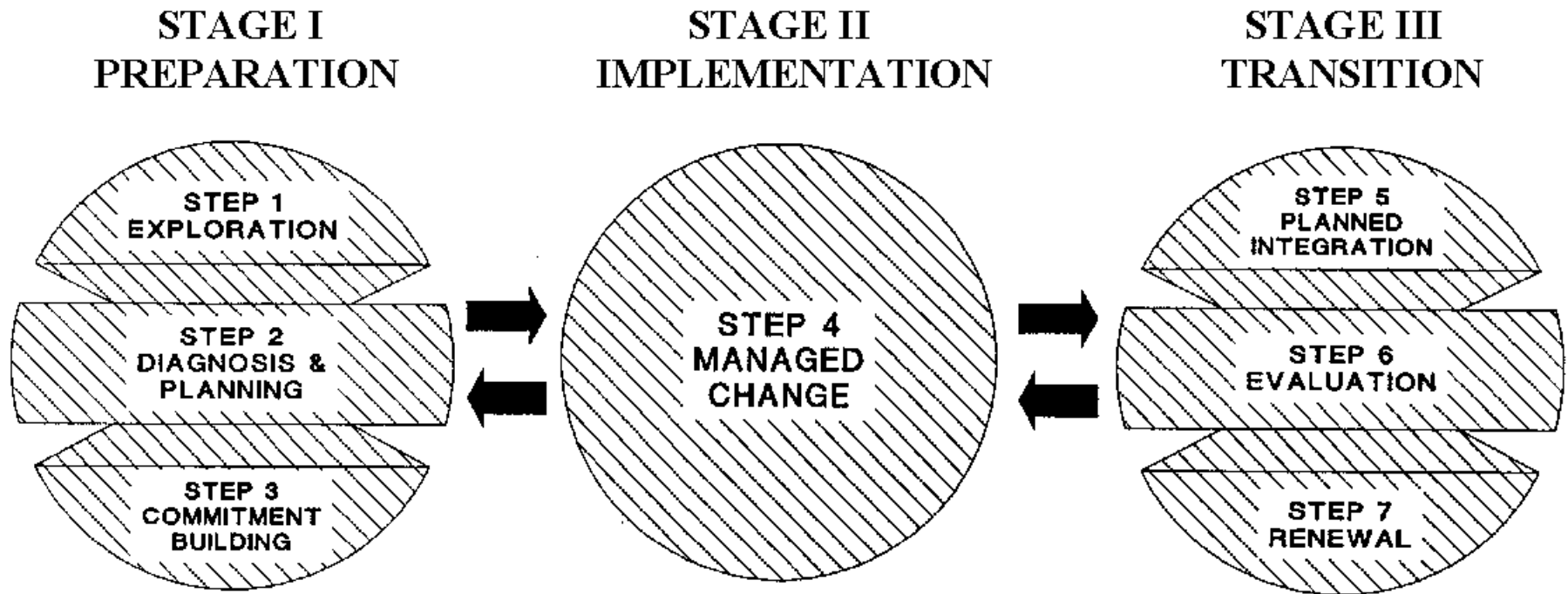
DEFINITION OF OD

Organization Development is a planned and collaborative process for understanding, developing, and changing organizations to improve their health, effectiveness, and self-renewing capabilities.

Clarification Of Key Words

1. The term *organization* describes all of the workings of an organization and can include efforts to improve individual, group, inter-group, and whole organization health and effectiveness. The term development describes the focus of OD which is to develop and improve all aspects of an organization and its self-renewing capabilities.
2. OD is a *planned* approach. Planning and strategizing is essential to any successful endeavor even in dynamic situations where plans have to be frequently changed. Planned development and change has always been one of the hallmarks of OD as contrasted with unplanned, undisciplined, primarily reactive approaches to development and change and quick fix strategies.
3. OD is a *collaborative* approach. The word collaboration means to work or labor together. Another distinctive of OD is that it is a collaborative effort between leaders, change agents, and key contributors and stakeholders throughout the organization. OD places a strong emphasis on involvement and cooperation in addressing issues, interpreting data, and planning and implementing change.
4. OD is a process for understanding organizations. Understanding organization is essential to successful change and includes studying and assessing organizations develop a clear understanding of present realities, future possibilities, and what needs to be changed.
5. OD is a process for developing organizations. The word developing describes all efforts designed to improve the present and future capabilities of an organization and can range from fine tuning to transforming an organization.
6. OD is a process for changing organizations. The heart and soul of OD is specialized knowledge in how to successfully change organizations.
7. The goal of OD is to improve the health, effectiveness, and self-renewing capabilities of organizations. Richard Beckhard's original definition of OD focused on increasing an organization's health and effectiveness. Organization health refers to the quality of leadership, work life, and processes in an organization and the nature of an organization's culture. Organization effectiveness refers to the overall performance and operational capabilities of an organization and its ability to achieve the desired goals. Research on the best run and most successful organizations clearly indicates that they focus on both organizational health and effectiveness and that focusing on one without a focus on the other will eventually have consequences to the organization. An added goal of OD, however, is improving the self-renewing capabilities of an organization. This is an effort to help organizations learn from what they do right and wrong and make needed adjustments and to develop capabilities in preparing for the future and adapting quickly to change.

THE PLANNED CHANGE PROCESS

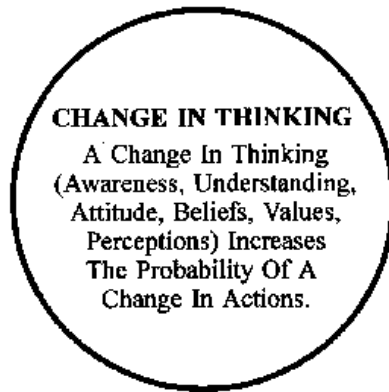


THE SIX BASICS OF MANAGING CHANGE

1. Clarify reality and the need for change.
2. Develop a results oriented rather than activities oriented strategy for change.
3. Plan and manage the change process by following the Three Stages of Change and Seven Steps In The Change Process.
4. Involve the key stakeholders in planning and managing the change process. Stakeholders include the key people who are in the best position to influence or contribute to the success of desired changes.
5. Build in realizable feedback mechanisms to monitor and manage the change process.
6. Assure that enabling structures (Missions, Values, Goals, resources, organization design, reward and valuing systems, policies, etc.) are aligned to facilitate and reinforce the desired changes.

CHANGING HUMAN BEHAVIOR

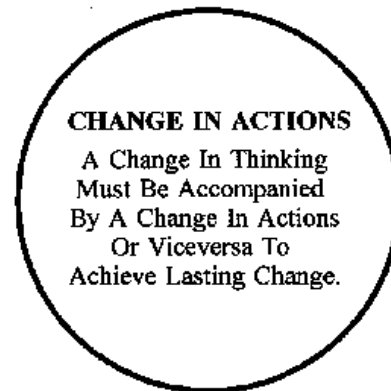
STAGE I COGNITIVE CHANGE



KEYS

- *Willingness To Learn And Grow
- *Awareness Of The Need For Change
- *Acceptance Of Reality
- *Incentive To Change
- *Commitment To Change

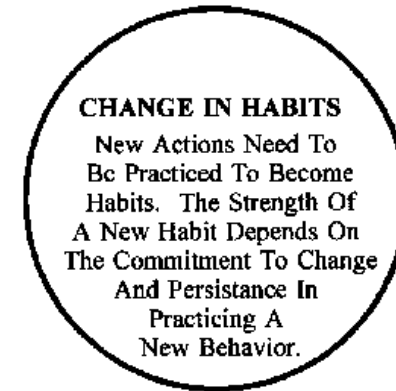
STAGE II BEHAVIORAL CHANGE



KEYS

- *Clear And Realistic Plan
For Changing
- *Practice

STAGE III HABIT CHANGE



KEYS

- *Motivation To Change
- *Ability To Make Needed Changes
- *Support And Encouragement
- *Accountability
- *Constructive Feedback On Progress
- *Reinforcement Of Successes
- *Opportunity To Learn From Mistakes
- *Reasonable Consequences For
Continued Non-Compliance

GUIDELINES FOR MANAGING CHANGE

BE A STUDENT OF BEST PRACTICES AND ASSESS PRESENT REALITIES, FUTURE IDEALS, AND THE BEST ALTERNATIVES IN PLANNING CHANGES

Study best practices, assess reality before assuming reality, consider desired results, and explore alternatives and their impact.

CLEARLY COMMUNICATE CLEAR AND COMPELLING REASONS FOR CHANGE AND THE IMPACT OF CHANGES

Make clear compelling reasons for change, what the change consists of, and how the change will impact employees.

APPOINT A SKILLED CHANGE CHAMPION AND/OR CHANGE TEAM TO GUIDE THE CHANGE PROCESS

Assure that a capable and respected person is responsible for guiding the change, and where needed, use a change team to guide the change process.

INVOLVE AND ENGAGE THE APPROPRIATE PEOPLE IN THE CHANGE PROCESS

Involve, engage, and listen to those who can best contribute to the planning and implementation of changes.

PREPARE PEOPLE FOR THE CHANGE PROCESS

Educate people on the change, provide training to help people adapt to the changes, and train leaders and change champions on how to effectively manage changes.

BE TRANSPARENT, BUILD TRUST, AND DEMONSTRATE THE SUPPORT AND INVOLVEMENT OF THE APPROPRIATE LEADERS

Be transparent and straightforward, act and make decisions in ways that build trust, and demonstrate that leaders are engaged in and aware of the impact of changes.

KEEP PEOPLE INFORMED, CREATE OPPORTUNITIES FOR SAFE, OPEN, AND CANDID COMMUNICATION, AND ADDRESS CONCERNS

It is important to keep people well informed during the change process and to create a climate and opportunities for open dialog and concerns including the concerns of those resisting change.

MONITOR PROGRESS AND MAKE NEEDED ADJUSTMENTS

Solicit feedback, monitor progress, and stay aware of what is working and not working during the change process so needed adjustments can be made.

MAKE THE INCENTIVE FOR CHANGE GREATER THAN THE INCENTIVE TO STAY THE SAME

Changes often mean more work, no advantages, and possible disadvantages for those impacted by changes so it is important to find ways to create incentives and rewards for making needed changes.

AVOID COERCION AND HIDDEN AGENDAS

Accomplishing change through manipulative, forceful, and deceptive ways builds distrust and passive or aggressive resistance and is sure to have undesirable consequences.

DR. D.D. (DON) WARRICK



Dr. Warrick is an award winning educator, consultant, and author who specializes in developing and coaching leaders, developing high performance teams and organizations, managing change, and building strong cultures. He is a Professor of Leadership and Organization Change at the University of Colorado at Colorado Springs where he holds the life time title of President's Teaching Scholar awarded by the University of Colorado. Dr. Warrick has received the **Life Time Achievement Award** from the Organization Development Network Association for his "significant and lasting impact on the field and practice of organization development" and the Academy of Management **Distinguished Educator Award** for "exceptional contributions to organization development and change education, scholarship, and practice." He has also been recognized in the book **Handbook of Organizational Change Thinkers** with a chapter devoted to his contributions as one of the leading thinkers on organization change and development. Dr. Warrick is the author or co-author of over ninety articles, book chapters, and professional

papers and nine books. At his university Dr. Warrick has received the Chancellor's Award, the university's highest annual award, the Outstanding Teacher Award for the University, and has also received the Outstanding Faculty Award and many Outstanding Teaching Awards in the College of Business. He also serves as the President of the Warrick Agency Training and Development Company and has been a consultant or trainer for many Fortune 500 and international companies as well as medium and small size organizations, government agencies, universities, and non-profit organizations. For his contributions to his areas of expertise, Dr. Warrick has received a number of awards including, for example, being named the Outstanding Organization Development Practitioner of the Year, the Outstanding Human Resources Professional of the Year, Best Professor in Organizational Development, and the David Bradford/McGraw-Hill Educator of the Year. Dr. Warrick completed his BBA and MBA degrees at the University of Oklahoma and doctorate at the University of Southern California.

SAMPLING OF ORGANIZATIONS THAT HAVE USED DR. WARRICK AS A CONSULTANT OR TRAINER

- *Aeroquip-Vickers
- *Allied Signal
- *Amax Gold
- *American Banking Association
- *Amoco Canada
- *Ampex
- *Analytical Surveys Inc.
- *AT&T
- *Atmel
- *Bank Of America
- *Bank Of Oswego
- *Bateman Engineering
- *Battle Mountain Gold
- *Belize Chamber Of Commerce
- *BC Credit Union, Canada
- *Benedictine University
- *Blue Cross Blue Shield
- *Bowling Green State University
- *British Petroleum
- *California Banking Association
- *Central Michigan University
- *Cincinnati Bell Information Systems
- *Christian Booksellers Association
- *Christian Music Trade Associations
- *Cigna Health Care
- *City Of Colorado Springs
- *City Of Denver
- *Compassion International
- *Colo. Springs School Dist. 20
- *Cornerstone University
- *Current Incorporated
- *Dayspring
- *Deloitte Touche
- *Department Of The Interior
- *Digital
- *Dofasco Steel, Canada
- *Dow Corning

- *DuPont
- *Eli Lilly
- *Federal Highway Administration
- *Focus On The Family
- *Great West Financial
- *Greater Europe Mission
- *Halifax Community College
- *Hartford Insurance
- *Harley-Davidson
- *Harrison Western
- *Hewlett Packard
- *Honeywell
- *Hughes Aircraft
- *IBM
- *Integrated Medical Systems
- *J.D. Edwards
- *Junior Achievement
- *Kaman Corporation
- *Kansas Power And Light
- *King's Daughters Medical Center
- *Kirkham Michael Engineering
- *KNEnergy
- *Knoll Pharmaceuticals
- *Land Properties
- *Louisiana State Universities (14)
- *Manville
- *MCI
- *Mead Corporation
- *Midwest Gas Association
- *Mitsui USA
- *National Park Service
- *Navigators
- *Newmont Mining
- *Nextel Communications
- *Noel-Levitz
- *Northern Pipeline
- *Nova Information Systems

- *Norwest Mortgage
- *OC International
- *Occidental Life Insurance
- *Occupational Health Mgmt Systems
- *Outreach Publications
- *Penrose-St.Francis Healthcare
- *Pepsi-Cola
- *Public Service Of Colorado
- *Public Service Of Wisconsin
- *Regis University
- *Rocky Mountain Healthcare
- *Rose Medical Center
- *Schuller International
- *SEMCO ENERGY
- *State Of Hawaii
- *State Of Louisiana
- *St.Charles Medical Center
- *St.Vincent Medical Center
- *Sun Oil Company
- *Terracon Consultants Inc.
- *The Broadmoor
- *The Gold And Silver Institute
- *Trapper Mining Inc.
- *TRW Electronics
- *Unilever
- *United Technology
- *University Of Colorado
- *Univ. Of South Dakota
- *URS Corporation
- *U.S. Army
- *U.S. Olympic Committee
- *Western Area Power Admin
- *Whirlpool
- *Word Publishing
- *Xerox
- *Young Life International
- *Zellerbach



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