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Presented by Dr. Myles Sweeney

BA (Psychol), Dip. (Mgt), MBS (Fin), Ph.D. (Psychol)



Holignment

A Normative Model of Integrative
Organization Development

The Problem

- TOO MANY CHANGE / O-D INTERVENTIONS FAIL
 - 50 - 70% for O-D / Change Management in general
 - 48% of mergers underperform their sector in 3 years (Merc. Consul.)
 - Poor uptake of Collaborative Software (Gartner), etc.
- THE REASON
 - No methodology to diagnose capacity for learning, change, etc., and pitch interventions to gain traction
- THE SOLUTION
 - A normative methodology to diagnose learning capacity across organizational functioning, target interventions at those levels and guide sustainable development through normative phases to leadership levels of functioning

ORG. B		ORGANIZATIONAL MATURITY INDEX:											5			
MODULAR INDICES:	Productive Dynamic Index:	4	Human Dynamic Index:	4	Directive Dynamic Index:	7	Macro Dynamic Index:	6								
ZONES	STAGES (Scores)	Physical Resources	Work	Emotion	Cognition	Personal	Interpersonal	Management	Leadership	Strategy	Goals	Reward	Product	Finance	Customer	Macro-environment
Leadership Zone	Sustainable Leadership (12)															
	Leadership (11)															
Comp. Adv. Zone	Sustainable Comp. Adv. (10)															
	Competitive Advantage (9)															
Competitive Zone	Sustainable Comp'ness (8)															
	Competitiveness (7)								7	7		7	7		7	
Learning Zone	Learning (6)															
	Change (5)			5							6					6
Comfort Zone	Destabilisation (4)					4	4	4						4		
	Stabalisation (3)	3		3												
Critical Zone	Critical Divergence (2)															
	Critical Dependence (1)															
Dead Zone	Insulation (0.n)p															
	Inertia (0)															
	Black-Hole (-n)p															
																INTEGRATION
																DISINTEGRATION

	Description of Habituated Stage	Description of Developmental Phase
DISINTEGRATION DIVISION – (where integrative initiatives would not achieve traction)		
Change (5)	Introducing new processes, training, etc. which are neither part of a viable strategic plan nor visibly growing the organisation towards Sustainable Competitive Advantage	Training and personal development are established that will ensure that the competence requirements of a strategic plan are in place; learning from pilots, etc.
Destabilisation (4)	An internal friction that never integrates into a drive with potential for growth. Dissenters are bipolarised & degrade, or they leave	Allocation of resources, positioning key people, possible piloting, etc.
Stabilisation (3)	A niche is allowed to shape the organisation to suit its needs. If the niche changes, degradation to a chaotic stage occurs	Getting people on board with the growth strategy, taking stock of progress from the opportunistic phase, planning for resource allocation in the next phase, etc.
Critical Divergence (2)	Chasing opportunities that may not yield strategic value or potential for sustainable competitive advantage, churn, burnout	Strategic Delegation to a network of key people with the credibility to leverage change & grow beyond critical dependency, diversify, strategic opportunism
Critical Dependence (1)	Dependence on a singularity - customer, financier, etc., or deference to a leader or influence (Groupthink), limits growth creates boundaries & competence ceilings	Depending on the dimension this phase means attaining visible leadership commitment to a plan; winning a flagship customer; launching a strategic product, etc.
Insulation/Incubation (0.n)p	“Failure To Launch”, etc.	Planning progression through the phases
Inertia (0)	Deadwood, Switched off people, no ROI, Depressed Culture, etc.	Critical mass of people make a resolved decision to stop what is damaging the organisation or hindering its progress

	Description of Habituated Stage	Description of Developmental Phase
INTEGRATION DIVISION – where the initiatives in place will be suitable and guiding the organisation toward organisation-wide effectiveness		
Sustainable Leadership (12)	Trusted Brand etc.	Regularly diagnosing organisational functioning & re-invigorating the phases
Leadership (11)	Leadership positioning in the sector and beyond, giving direction to the marketplace and beyond. However, habituation brings the risk of Autopoieses or the bias to constantly look internally for solutions rather than refreshing the system from outside	People from the organization, as well as the brand, assume leadership positioning within the organization, within the sector and in the broader world at large
Sustainable C.A. (10)	Organisational Advantage with failure to take macro-systemic Leadership	Systemising to support innovation etc., maintain quality & manage direction, Self-Organisation
Competitive Advantage (9)	Innovation that loses awareness of market, external change, etc.	Systemic Self-Engagement, Innovation, Empowering game-changing connectedness, etc.
Sustainable Competitiveness (8)	Neglect of R&D, innovation, etc.	Systemising Competitiveness throughout the organisation
Competitiveness (7)	Performance becomes a matter of discreet contests rather than integrating strategic growth	Customer-Care Excellence internally and externally, organizational results comparable with the competition
Learning (6)	A bias to process and procedure rather than the next level of market focus and the organisation never becomes adaptive	Embedding all of the processes and procedures needed to re-enforce the strategic plan and future development through the phases

INCORPORATION OF OTHER O-D MODELS							
Level	Stage	Stages of Evolution (Greiner)	Crises of Stages (Greiner)	CMMI	People CMM	Org. Learning (Nevis)	Team Development (Tuckman)
	Sustainable Leadership						
Leadership	Leadership						
	Creative Complexity	Collaboration	"?"		Optimising	Deutero Learning	
Creativity	Complex Creativity						
	Adaptive Complexity	Coordination	Red Tape	Optimising	Predictable	Double Loop L	
Complexity	Complex Adaptive	Delegation					Performing
	Adaptive Learning			Managed	Defined		Norming
Learning	Adjustive Learning			Defined			
	Unstable Equilibrium						Storming
Equilibrium	Bounded Equilibrium		Control	Repeatable			
	Reflexism		Autonomy	Initial	Managed		Forming
Chaos	Tropism	Direction		Initial		Single Loop L	
	Insulation	Creativity	Leadership				
Inertia	Core Inertia				Initial		Adjourning
Gravitation	Black Hole						

[OD Models Compared]

	Model Base	Accuracy	Depth	Capability	Effectiveness	Robustness	Completeness	Method								
Comparative Models	Scientific Basis	Intuitive Basis	Normative	Descriptive	Diagnostic	Discussion	Complexity	Simplicity	Calibrated Int	One Fits all Int	Systemic Learning	Change Learning	All Org Systems & Functions	Organisation Only	Program	Initiative
HOMI	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
GRID	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
GREINER	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Community MM	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
People CMMI	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Big 6 Frameworks	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Six-Sigma/Lean	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
TQM	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

ORGANIZATION A / ORGANIZATION B		ORGANIZATIONAL MATURITY GAP INDEX:										A9				
												B5				
MODULAR INDICES:	Productive Dynamic Gap Index:	A8	Human Dynamic Gap Index:	A8	Directive Dynamic Gap Index:	A9	Macro Dynamic Gap Index:	A10								
		B4		B4		B7		B6								
ZONES	STAGES (Scores)	Physical Resources	Work	Emotion	Cognition	Personal	Interpersonal	Management	Leadership	Strategy	Goals	Reward	Product	Finance	Customer	Macro-environment
Leadership Zone	Sustainable Leadership (12)															
	Leadership (11)															
Comp. Adv. Zone	Sustainable Comp. Adv. (10)									A10			A10	A10		A10
	Competitive Advantage (9)	A9				A9			A9	A9	A9				A9	
Competitive Zone	Sustainable Comp'ness (8)		A8	A8		A8	A8									A8
	Competitiveness (7)							B7	B7		B7	B7			B7	
Learning Zone	Learning (6)									B6					B6	B6
	Change (5)		B5													
Comfort Zone	Destabilisation (4)	B4				B4	B4	B4						B4		
	Stabalisation (3)			B3												
Critical Zone	Critical Divergence (2)															
	Critical Dependence (1)															
Dead Zone	Insulation (0.n)p															
	Inertia (0)															
	Black-Hole (-n)p															
																INTEGRATION
																DISINTEGRATION

ORGANIZATION A / ORGANIZATION B		MERGER DYNAMIC GAP INDEX (MDGI):								A9		
MODULAR INDICES:		A8	Economic MDGI:	A9	Personal MDGI:	A9						
		B4		B6		B7						
ZONES	STAGES (Scores)	Attitude to the merger	Attitude to the Process of Merging	Attitude to the other organization	Attitude to your leadership team	Attitude to your organization	Market Share	Economy of Scale	Intellectual Property	Life Management	Career	Financial
Leadership Zone	Sustainable Leadership (12)											
	Leadership (11)											
Comp. Adv. Zone	Sustainable Comp. Adv. (10)										A10	A10
	Competitive Advantage (9)	A9			A9			A9	A9	A9		
Competitive Zone	Sustainable Comp'ness (8)		A8	A8		A8	A8					
	Competitiveness (7)							B7		B7	B7	
Learning Zone	Learning (6)								B6			B6
	Change (5)		B5									
Comfort Zone	Destabilisation (4)	B4			B4	B4	B4					
	Stabalisation (3)			B3								
Critical Zone	Critical Divergence (2)											
	Critical Dependence (1)											
Dead Zone	Insulation (0.n)p											
	Inertia (0)											
	Black-Hole (-n)p											

Capacity for Integration

- The diagnostic shows exactly those dimensions of an organization that will support integration and where it will gain traction, and those dimensions that need additional attention
- At disintegrative levels of functioning < Stage 6:
 - **No integration** will take place
 - **Merger will compound disintegration**
- We can now see why and where disintegration occurs in Mergers and Acquisitions
- We can now pin-point the remedies

ORGANIZATION A / ORGANIZATION B		ORGANIZATIONAL INTEGRATION GAP INDEX:										A9			
												B5			
MODULAR INDICES:	Merger Dynamic Gap Index:	A8	Human Dynamic Gap Index:				A8	Directive Dynamic Gap Index:			A9				
		B5					B4				B7				
ZONES	STAGES (Scores)	Social	Economic	Personal	Emotion	Cognition	Personal	Interpersonal	Management	Strategy	Goals	Reward	Customer		
Leadership Zone	Sustainable Leadership (12)													INTEGRATION	
	Leadership (11)														
Comp. Adv. Zone	Sustainable Comp. Adv. (10)											A10	A10		
	Competitive Advantage (9)	A9	A9	A9		A9				A9	A9	A9			
Competitive Zone	Sustainable Comp'ness (8)				A8		A8	A8							
	Competitiveness (7)			B7						B7		B7	B7		
Learning Zone	Learning (6)		B6								B6		B6		
	Change (5)														
Comfort Zone	Destabilisation (4)	B4					B4	B4	B4						DISINTEGRATION
	Stabalisation (3)					B3									
Critical Zone	Critical Divergence (2)														
	Critical Dependence (1)														
Dead Zone	Insulation (0.n)p														
	Inertia (0)														
	Black-Hole (-n)p														

COMPANY XXX			COLLABORATIVE MATURITY INDEX:							4						
DYNAMIC INDICES:	Interpersonal:	5	Organization:	3	Working:	4	Customer:	4								
ZONES	STAGES (Scores)	Trust	Conf. in others' Resp. Sharing of Aims	Mgt. Involvement Culture	Self-Organization	Communications Boundaries	Business Processes	Autonomy	Feedback	Attitude to Social Media	Mgt. Motivation Goals	Engagement Results	Customer Satisfaction	Connectivity	Communities	
Leading Collaboration	Sustainable Leadership (12)	<i>ADDED-VALUE COLLABORATION</i>													INTEGRATION	
Added-Value Collaboration	Leadership (11)															
Competitive Collaboration	Sustainable Self-Org. (10)															
Efficient Collaboration	Self-Organizing (9)															
Competitive Collaboration	Sustainable Comp'ness (8)															
Efficient Collaboration	Competitiveness (7)															
Efficient Collaboration	Learning (6)		6	6												
Social Media	Change (5)	5							5			5			5	
Chaotic Comm's	Destabilisation (4)		4	4	4				4			4	4		4	
Isolated Self-Serving Comm's	Stabalisation (3)					3	3	3		3	3			3		3
Isolated Self-Serving Comm's	Critical Divergence (2)															
Isolated Self-Serving Comm's	Critical Dependence (1)															
Isolated Self-Serving Comm's	Insulation (0.n)p															
Isolated Self-Serving Comm's	Inertia (0)															
Isolated Self-Serving Comm's	Black-Hole (-n)p															

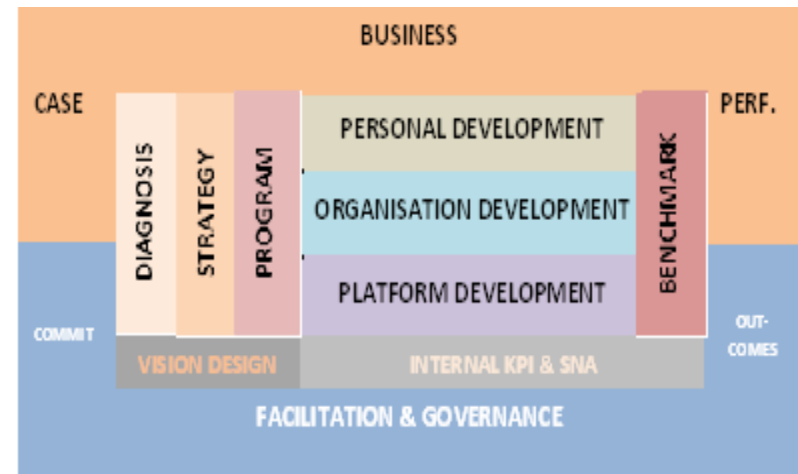
COLLABORATION: a Business Solution around the HCMI

Framework

- Process, Tools, Guides, templates.
- Creates OD and IT integration
- Aligns OD & IT interventions
- Metrics & Benefits Realisation
- Engages organisation in change

Diagnosis & Maturity

- Based on HOMI Research
- 7 Levels & 20 Constructs
- Next action report
- Benchmark capability
- On-Line



COMPANY XXX		COLLABORATIVE MATURITY INDEX:				4									
DYNAMIC INDICES:	Interpersonal: 5	Organization: 3	Working: 4	Customer: 4											
		Conf. in others' comp. sharing of info. Trust	Mgt. Involvement	Self-Organization	Communitarianism	Business Processes	Autonomy	Feedback	Attitude to Foster Mgt. Goals	Mgt. Motivation	Engagement	Customer Satisfaction	Connectivity	Communitarianism	
ZONES	STAGES (Scores)	EFFECTIVE COLLABORATION												INTEGRATION	
Leadership Zone	Sustainable Leadership (12) Leadership (11)														
Comp. Adv. Zone	Sustainable Self-Org. (10) Self-Organizing (9)														
Competitive Zone	Sustainable Competness (8) Competitiveness (7)														
Learning Zone	Learning (6) Change (5)	5	6	6						5		5		5	
Comfort Zone	Destabilisation (4) Stabilisation (3)		4	4	4					4		4	4	4	4
Critical Zone	Critical Divergence (2) Critical Dependence (1)					3	3	3		3	3		3	3	3
Dead Zone	Insulation (0.n/p) Inertia (0) Black Hole (-n/p)														
															DISINTEGRATION