

# The Organizational Development Process

Build effectiveness and capacity to change in 5 steps



# Introduction

## Organizational Development for HR professionals

Managing an organization to achieve high levels of employee engagement and maximize results is a constant challenge. We are all facing new challenges every day, making the effectiveness of our strategic development plans more important than ever. **As an HR professional, you can make a real difference. Use the ITN, Organization Development Guide to assist your efforts.**

## What is Organizational Development?

Organization Development is a critical, data-based process that provides a structured approach to building effective and adaptive organizations. The ITN, Organization Development Process gives you the insights you need to guide your strategic development plans.

## How to use this guide

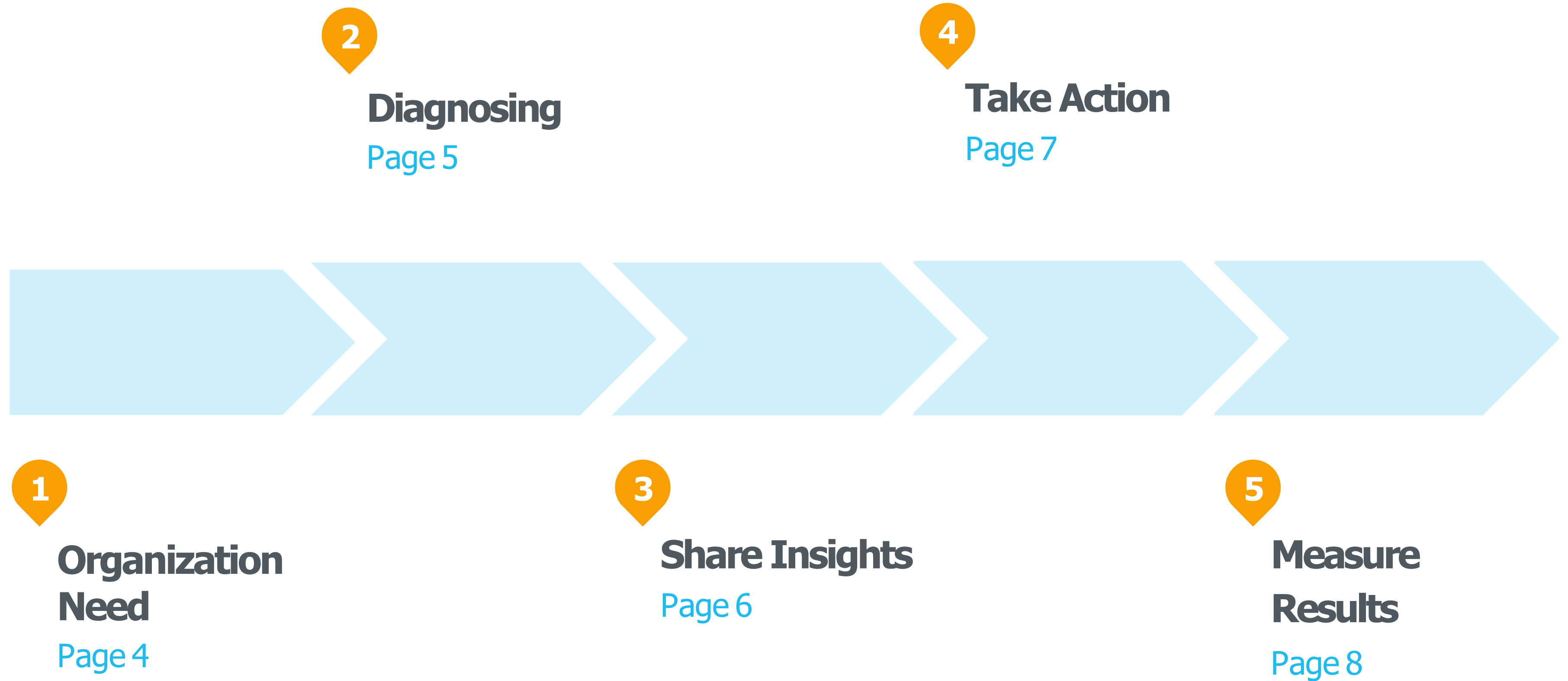
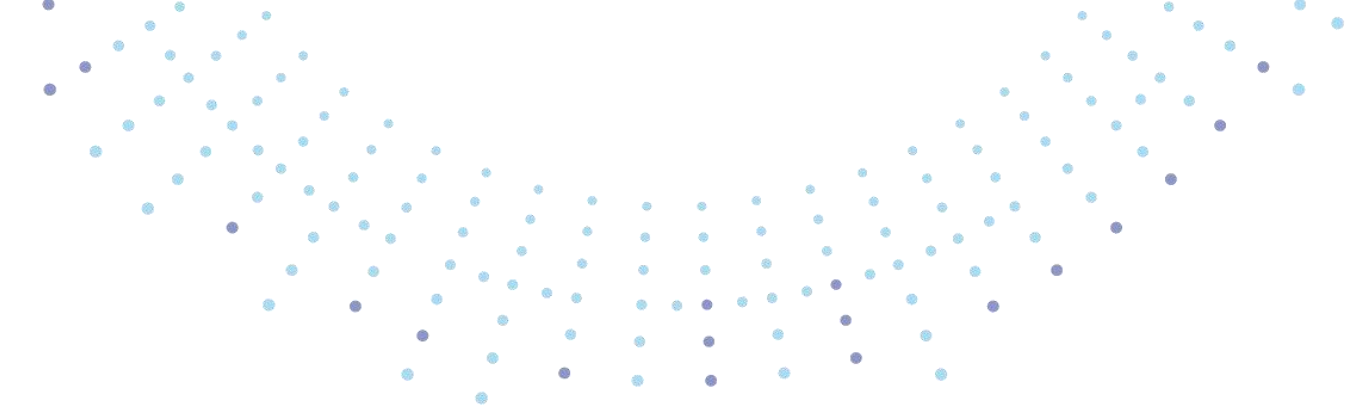
This guide provides a primer on a 5-step Organizational Development process, along with practical tips and insights that will help you get a better understanding of how to identify your organization's development needs.

## Ready for more?

Want to know the status of your organization development efforts. Use the ITN Organization Development Assessment to get your free assessment and report. Learn what methods are available and how to use them.

[Take the OD Assessment](#)

# The OD process



## STEP 1

# Organization Need

## An opportunity for improvement

The Organizational Development process starts when a manager or administrator identifies an opportunity for improvement. Possible triggers include:

- External changes affecting the organization
- Internal conflicts
- Complaints received from customers
- A loss of profits
- A lack of innovation
- High levels of absenteeism or turnover

Once the problem has been pinpointed, it is time to take action. Work with your team to define the scope of your needs and then use the ITN, Organization Development guidelines to create your roadmap to success.



## STEP 2

# Diagnosing

## A data-driven approach

With the problem successfully identified and expectations correctly set, it's time to gather your data. In order to accurately diagnose the source of the problem, you need to understand how the organization currently operates and design effective interventions that will solve the problem(s) identified in the previous step.

### Tip

Involve others when you analyze the information you've collected. Having multiple perspectives means there may be multiple interpretations and therefore more insights that can help you understand issues and design interventions.

## Types of data to collect

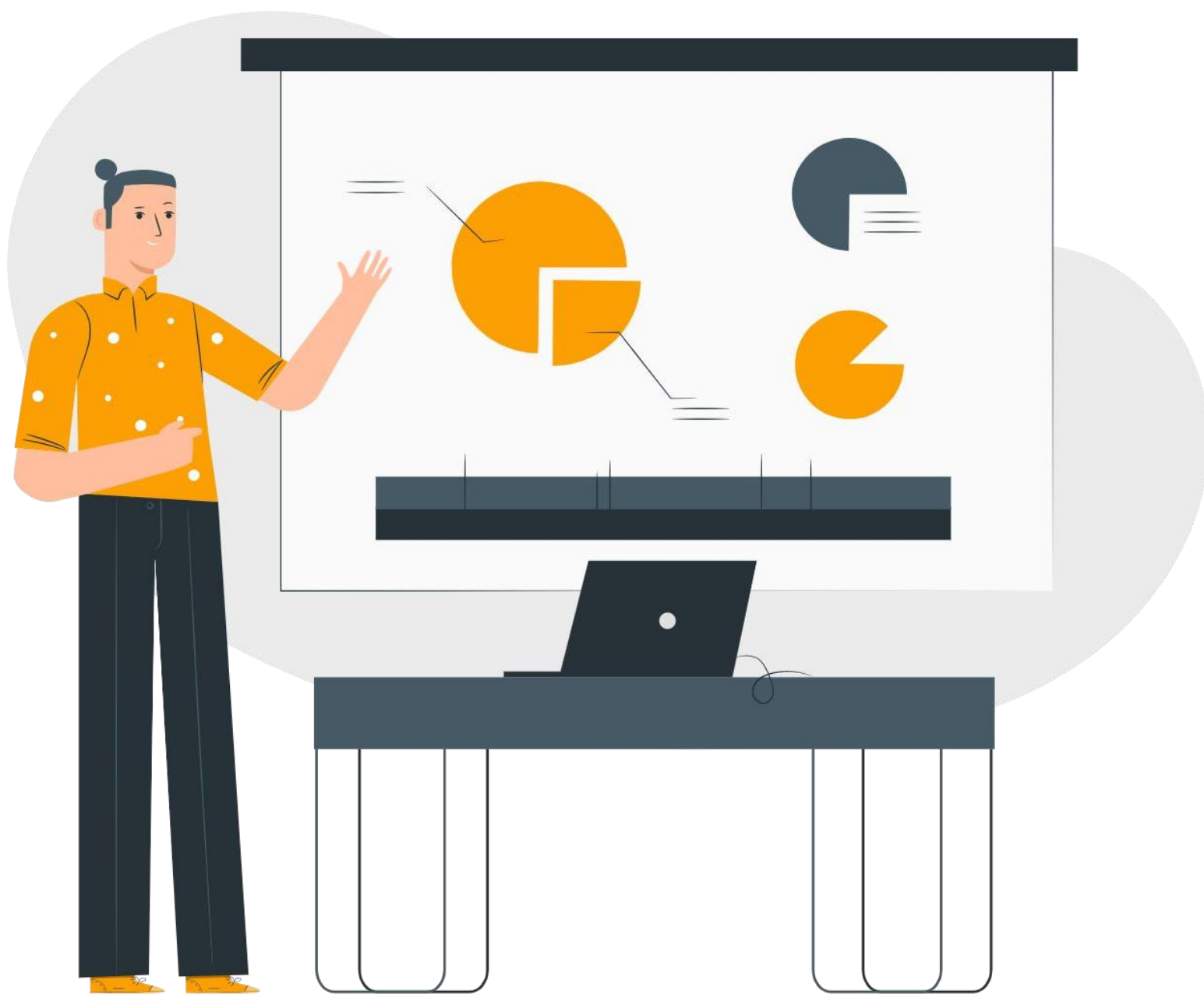
- **Financial**  
Information relating to business performance or financial results.
- **Self-Assessment**  
Take the iTN, Organization Development Assessment to get benchmarked data.
- **Survey**  
Use the iTN Workforce Survey to get employee feedback on development needs.

You could also consider using ITN industry data for benchmarking and setting objectives.



## STEP 3

# SHARE INSIGHTS



## Communication

Once you have gathered both your OD Assessment and Survey data, it's time to communicate the findings to key stakeholders.

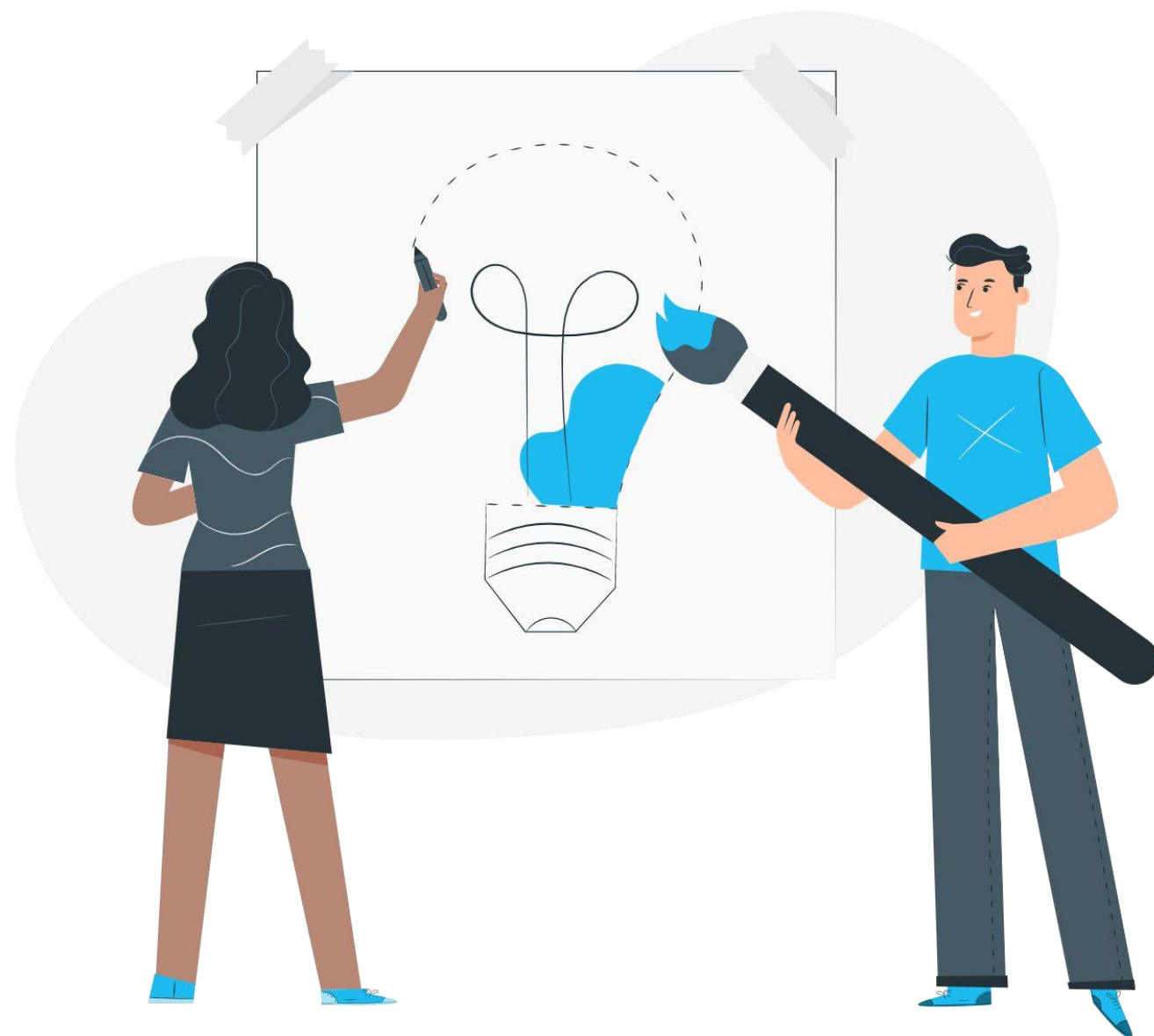
Chances are you'll have to summarize your finding. Let ITN experts help you to understand the data and prepare a communication plan that is sure to mobilize your stakeholders into taking action.

## STEP 4

# Take Action

## Design the right plan

At this point, you have thoroughly researched the organizational challenges and helped the organization understand them. With everyone aligned and motivated, it's time to find solutions to the problems at hand. It's time to take action.



## Possible Solutions

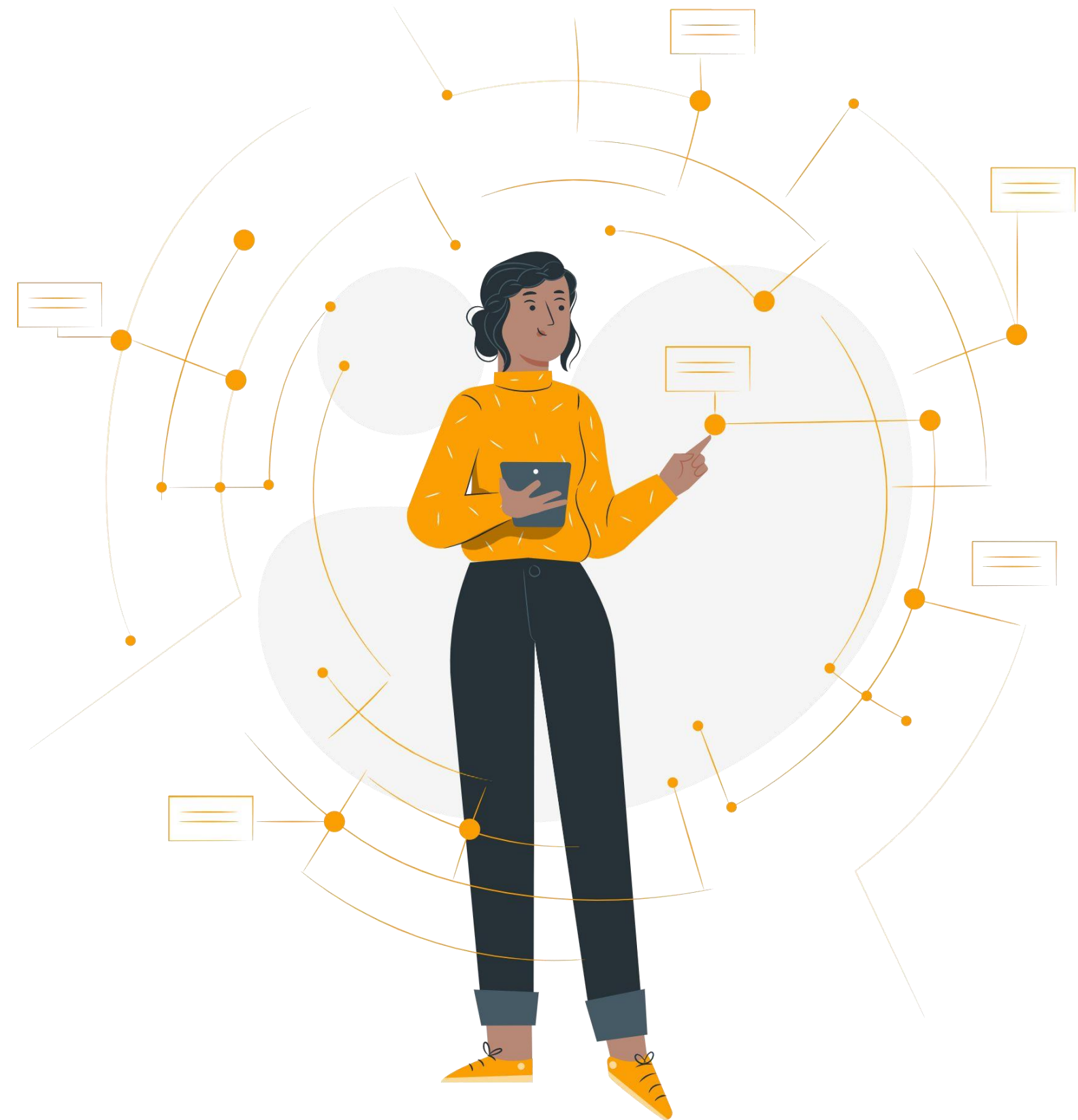
- **Organization Level Interventions**
  - Organization Design
  - Culture change
  - Diversity, Equity, and Inclusion work
  - Strategic planning and implementation
- **Group Level Interventions**
  - Team building
  - Conflict resolution
- **Individual Level Interventions**
  - Coaching, mentoring or counseling
  - Management Development
  - Job redesign, job enrichment, job enlargement

## STEP 5

# Measure Results

## Get the Data

You want to make sure that your programs and plans are working as intended —and that the organization realizes the value of the efforts expended. Here at ITN, we are huge proponents of making smart use of data, something that is often easier said than done. Discuss which metrics and measurement methods to use that will establish clear performance metrics. Then implement your plans and track carefully. Most important to this effort is to benchmark your performance to prior results and implement changes as you continue to learn and improve.





# ORGANIZATIONAL DEVELOPMENT

Help your organization thrive, now and in the future

**Build a better, stronger, and more resilient organization**

Enhance your HR toolkit with Organizational Development expertise and get the skills you need to help future-proof your organization.

**LEARN MORE**

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