

ORGANIZATIONAL DEVELOPMENT: UNPACK & EXPLORE.

BY JOELLE MONACO

What is this thing we call organizational development, and why should employees, leaders, and businesses integrate it into their organizational culture? There are several reasons why and how organizational development can influence teams and success. Many may already participate in some of these concepts and techniques without even realizing it.

Let's backtrack to 1930; yes, you heard me right! Organizational development research dates back to the 1930s. It is defined as a collection of change methods that improve organizational effectiveness and employee well-being, integrating work processes with human needs. Organizational development has become what it is today through a combination of contributions from various disciplines and experts, ranging from social sciences to business and everything in between. You may be familiar with some standard techniques: sensitivity training, survey feedback, team building, strength-based approaches, workforce development, change management, and intergroup development.

However, fully integrating organizational development into your organizational culture takes more than executing techniques.

Now that we've laid the groundwork let's talk about what that integration might look like for you!

If we were to define organizational development as a process, no matter the industry or topic, we tend to follow the process of planning, implementation, and assessment. I know this isn't rocket science, and I'm sure many of you use this process daily, but how many of you implement this process for operational purposes? Chances are many have or do; we assess a plan to complete a project, take action with the project while keeping the objectives in mind, and assess the project's results and success. So, where is the integration of human capital in that process? You need human capital for every step of the process, but organizations often don't consider this, or it's an afterthought. Employees drive organizational success, not projects or products.



Overlaying human capital with the operational process is where we achieve the concept of organizational development. This focus provides organizations with unique opportunities to lead from an employee-centered perspective.

There are various benefits to an organization in utilizing organizational development; here are a few of my favorites.

- Increases in profit. Yes, organizations see a direct impact on their bottom line by focusing on human capital.
- Higher rates of employee satisfaction and engagement, which result in satisfied and engaged consumers.
- Satisfied and engaged employees are more likely to stay and grow, resulting in organic succession planning.
- Increased organizational communication in all directions and divisions.
- Increased creativity and innovation to analyze and elevate processes fosters a growth mindset.

**Only 40% of
companies say that their
learning strategy is aligned
with business goals.**

Human Capital Management Excellence Conference 2018,
Brandon Hall Group.

While there are many benefits, the culture of organizations that combine organizational effectiveness and success with employee wellbeing typically have a brand reputation that supersedes them. However, fully integrating organizational development into your culture takes constant work, development, and implementation, looking far beyond the immediate process or deliverables.

**Engage teams of today and tomorrow,
Joelle M. Monaco**
