

# **ORGANISATIONAL DEVELOPMENT: A SUPPLEMENT FOR THE EFFECTIVE ORGANISATION**

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*Much can be said about the pros and cons of organisational development (OD) in today's ever-expanding and constantly evolving world of dynamic organisations. It may be argued that OD has even more of a place in today's technologically advanced world of change and economic competitiveness. This article will discuss how OD may enhance the effectiveness of an organisation within an evolving world. It is intended to contextualise OD and the process thereof, different phases in the Action Research Model and the necessity of training and development in OD. It will conclude with the similarities between OD and Employee Assistance Programmes.*

KEYWORDS organisational development, action research model, employee assistance programmes

## **INTRODUCTION**

In formulating the heading of this article, the authors stumbled upon the word 'supplement' and after giving it some more thought, found this word quite fitting and accurate with regards to the content of this article. Organisational development (OD) is to the developing,

successful, productive organisation what supplements are to the serious body builder. The word *supplement* is defined in the *Cambridge Advanced Learner's Dictionary* (2008) as "something which is added to something else in order to improve it or complete it" (p. 1464).

In weight training terminology 'supplement' refers to any substance whether in powder, syrup, tablet, or capsule form, containing specific key ingredients, for example protein, carbohydrates, amino acids, glutamine, arginine, taken orally to enhance and or maintain muscle growth and endurance. It can thus be concluded in layman's terms that a supplement is something taken, used or utilised in order to help achieve specific results quickly and effectively.

In the OD work environment the word *supplement* is rarely, if ever, used. The authors like to think of OD projects as the 'supplements' of a successful organisation, with the performance enhancing ingredients being assessments, interviews, evaluations, behaviour observation, action plans, problem identification and resolution, strategic planning, selection, training and development, and change management to name but a few. No major company or organisation can really achieve optimal effectiveness and productivity without some of these *supplements*.

OD is not a quick-fix for organisational problems. The time period for completion of an OD project can vary but this would be determined by the nature of the issues being addressed and would be set out in the contract establishing the terms and conditions between the organisation and the consultant. There needs to be room for reviewing the work, extending it if necessary, bringing it to a close if required, or creating a way to sustain the momentum that has begun to take shape.

## CONTEXTUALISATION OF ORGANISATIONAL DEVELOPMENT

French and Bell Jr. (1984) describe OD as a long-range effort supported by top management to improve an organisation's problem-solving and renewal processes, particularly through a more effective and collaborative diagnosis and management of organisational culture - with special emphasis on formal work teams, temporary teams, and inter-group culture, with the assistance of a consultant and the use of the theory and technology of applied behavioural science, including action research. Schwanzer (2004/5) explains further that OD is a dynamic approach of change in organisations and communities as it strives to build capacity to the benefit of all involved. It is thus evident that OD is scientific in nature, that it is a process that is inclusive of all role players, and that it has regard for variables in an organisation and its environmental dynamics.

## ORGANISATIONAL DEVELOPMENT AT A GLANCE

Wirtenberg, Lipsky, Abrams, Conway and Slepian (2007) state that corporations are increasingly asked to collaborate with government, non-governmental organisations (NGOs), and non-profit efforts to support the social, economic, and natural environment - and to transform themselves into more sustainable enterprises within this larger ecosystem. Ellerby and Taylor (2005) add that, in order for the collaboration to work, it has to be entered into as a two-way process that takes place over time. The key to meeting these enormous challenges lies in utilising the knowledge, expertise, and commitment of people to enhance organisational performance. Not coincidentally, it is OD practitioners who possess the required organisational resources and competencies that can address these very issues.

According to Kreitner and Kinicki (2001), OD is “an applied field of study and practice” (p. 744). It is concerned with helping managers plan in organising and managing those people who will develop the requisite commitment, coordination, and competence. Its purpose is to enhance both the effectiveness of organisations and the well-being of their employees through planned interventions in the organisation’s human processes, structures, and systems, using knowledge of behavioural science and its intervention methods. Waclawski and Church (2002) are adamant that, for organisational improvement, it is essential to implement a process of planned change through OD. Planned change is rooted in the social and behavioural sciences and draws its influences from a wide variety of content areas, including social psychology, industrial psychology, participative management theory, organisational behaviour, sociology, and even psychotherapy. This view makes sense, if the view of Hlapolosa (2000) is taken into consideration where she indicates that:

In order to change, people need to end or stop what they used to do and embrace the new reality. This takes some psychological doing. People need to be helped to leave the old situation behind and embrace the new (p. 20).

Ellerby and Taylor (2005) take this further, stating that OD is aimed at improving organisational effectiveness. The *Cambridge Advanced Learner’s Dictionary* (2008) defines “effective” as “successful or achieving the results that you want” (p. 449). This is perhaps the most widely acknowledged aspect of OD and relies upon two assumptions namely:

- an effective organisation is better able to solve its own problems in the future, and
- an effective organisation has both a high quality of work and personal life for those involved, as well as morally acceptable high productivity.

Gornick and Blair (2005) state that forward-thinking employers realise that the “success of their organisation is fundamentally linked to how well they maximise the effectiveness of

their people” (p. 2). It can thus be argued that, although OD focuses mainly on the organisation as a whole, every OD consultant realises the importance of the *individual* within the subsystems of the organisation, for without the individual, there would be no systems, and consequently, no organisation. Sempane, Rieger, and Roodt (2002) are of the opinion that organisations represent the most complex social structures known today because of their dynamic nature. Among the role players in the organisation, are the employees and it is through their involvement and commitment that the organisation becomes competitive. Ellerby and Taylor (2005) add that OD emphasises the development of employees and the quality of their interpersonal relationships. According to these authors OD is grounded in a human relations approach that perceives structures or practices that limit opportunities for human development as ultimately harmful to the long-term effectiveness and health of the organisation.

Thus, in order to help the organisation perform at an optimum, efficient, and profitable level the individuals in that organisation should also function at an optimum level. This is based on the view that employees do experience problems from time to time that may negatively affect their performance and productivity. It is at times very difficult (if not impossible) to keep one’s personal life separate from one’s work since the majority of one’s time is spent at work. Personal problems may include, but are not limited to, health status, legal issues, emotional dilemmas, stress, family, finances, religion, political orientation, and drug use, to name but a few (EAPA SA, 2005). Rothwell (1996) is of the opinion that there are three possible causes of all human performance problems. They include: “skill deficiencies, management deficiencies, and a combination of them” (p. 366).

Various organisational factors play a role in an employee’s performance levels. These

factors include, amongst others, motivation, ineffective reward systems, salary, management styles, communication, conflict management, decision-making, stress management, quantitative over- and underload (too much or too little work), qualitative over- and underload (skills required to do the job are too high or too low), transformation and change management, as well as organisational culture. Kreitner and Kinicki (2001) define organisational culture as shared values and beliefs that underlie a company's beliefs. Sempane et al. (2002) state that organisational culture is deeply rooted within the organisational system, as it is a process which evolves over a long time. An organisation's culture determines the way the organisation conducts its business, and as a result also influences its processes.

Gaziel (2004) states that part of an organisation's culture is its shared values. According to Koslowsky (2008), "a strong belief in, and acceptance of, the organisation's goals and values indicate organisational commitment" (p. 10). It is important to take note that the effectiveness and strength of the organisation's socialisation process on the employee will determine whether the employee integrates the norms and values and how these will impact on the employee's behaviour.

It can thus be seen that an OD consultant has to deal with not only organisational factors but also with personal factors which may affect an individual's and ultimately the organisation's productivity. No wonder OD consultants are sometimes expected to be 'magicians' and perform 'magic' to bring about positive changes in the organisation.

## THE FOCUS OF ORGANISATIONAL DEVELOPMENT IN THE WORKPLACE

Kreitner and Kinicki (2001) state that OD is a diagnosis/prescription cycle. OD theorists and

practitioners have long adhered to a medical model of organisation. Like medical doctors, internal and external OD consultants approach the “sick” organisation, “diagnose” its ills, “prescribe” and implement an intervention, and “monitor” progress. These authors further mention that OD is process-orientated where OD specialists focus on processes including, but not limited to, problem solving, decision-making, conflict handling, trust, power sharing, and career development.

It is important to note that OD as a distinct field or function is not often recognised by executive leaders as a source of much of the business performance improvement work that OD could and should support (Wirtenberg et al., 2007). Business leaders usually go elsewhere, at least initially, for the support they need and want: first, to line management, then Human Resources, and consulting firms.

For Ellerby and Taylor (2005) OD applies to the whole system, including the overall well-being of the individuals involved. This is in contrast to approaches which focus upon one or a number of aspects of a system e.g. management information, systems development, or employee counseling, such as that provided through an Employee Assistance Programme (EAP). Wirtenberg et al. (2007) are in agreement that another strength of OD is its whole systems perspective, and that there are numerous possibilities for OD professionals to contribute and add value here as well. OD professionals can leverage this strength in supporting line leadership in becoming ‘whole system thinkers’ in helping leadership to understand that every organisation, no matter how large or small, is a system. Organisational problems are linked together, and change in one often affects other areas of the whole system. Discovering the links and how they fit together and, therefore, what steps the organisation can take to improve the situation is the foundation of a whole systems

orientation.

Various steps, action plans, interventions, models or techniques exist on how to conduct an OD project. They are all different '*ingredients*' in the OD '*supplement*', but all are used to achieve one goal: a successful, productive, efficient organisation. An OD programme is thus focused on the organisation in its entirety. This includes the management, the subordinates, and also the practices and systems prevailing within the workplace and the objectives set by the organisation.

The most important area of focus is the 'system' of the organisation and how it affects productivity and functioning in the workplace. There are other challenges such as resistance to change which affects the effectiveness of OD in the workplace. The *Cambridge Advanced Learner's Dictionary* (2008) defines change as "to make or become different" (p. 449), and it is worth bearing in mind that 'change' can include growth, regression, reduction, and alteration.

Resistance to change takes place on three levels, namely: the individual, managerial and organisational levels and there are various reasons that cause this resistance (Schults, Bagraim, Potgieter, Viedge & Werner, 2003).

- On the individual level, resistance to change may be caused by fear of the unknown, potential job loss, peer influence, low self-efficiency, external locus of control, inconvenience or distrust of management.
- On the managerial level, resistance to change may be caused by loss of authority, loss of status, exposure of previous inadequate approaches and behaviours, change in territorial ownership, or added responsibility related to change processes.



- On the organisational level, resistance to change may be caused by cost, the time and effort required to change, deep-rooted organisational culture, bureaucracy, maintaining stability, past agreements with suppliers, trade unions and customers, and also previous investments in buildings, technology and equipment.

Emener, Hutchison and Richard (2003:250) suggest the following guidelines to minimise resistance to the change process.

- Encourage genuine participation right at the start. If employees participate in meetings and decision-making from the beginning, they tend to have enthusiasm for the change.
- An environment of trust and shared commitment is only created when top management communicates relevant, timely and accurate information to employees.
- Employees and managers expect to share in the economic gains of a change programme. Organisations should reconsider their reward structures as part of the change process, and communicate them to all employees as an incentive to support changes.
- Develop and communicate a strategic human resources plan for the retention, retraining and redeployment of employees.

The competencies needed to work effectively with group change efforts have historically been associated with development as OD focuses on changing groups or organisations (Rothwell, 1996). Organisations are different and unique in every sense of the word. However, the reality is that, despite these differences, all organisations are subject to transformation and change. Change is in most instances inevitable and it is real, radical and

it faces us every day (Schulz et al., 2003).

Ellerby and Taylor (2005) state that OD is concerned with planned, unplanned and responsive change – change that is planned with the ‘actors’ in mind and the capabilities of the system in which they are working. These authors further elaborate that OD involves both the creation and the subsequent reinforcement of change. OD focuses upon the longer-term trends of the change process and develops a relationship that usually extends over time. Clearly, change is triggered by various factors ranging from external to internal influences and in most instances it is about an attempt to adapt to prevailing circumstances. This enables the results to be embedded into the organisation and the ramifications of any change to be incorporated within the overall organisation’s direction.

#### PHASES IN THE ORGANISATIONAL DEVELOPMENT ACTION RESEARCH MODEL

Kreitner and Kinicki (2001) argue that planned organisation change works. However, management and change agents are advised to rely on multifaceted interventions. Goal setting, feedback, recognition and rewards, training, participation, and challenging job design have good track records relative to improving performance and satisfaction. Change programmes are also more successful when they are geared towards meeting both short-term and long-term results. Managers, however, should not engage in organisational change for the sake of change. Change efforts should produce positive results. Kreitner and Kinicki (2001) further add that organisational change is more likely to succeed when top management is truly committed to the change process and the desired goals of the change programme. This is particularly true when organisations pursue large-scale transformation.

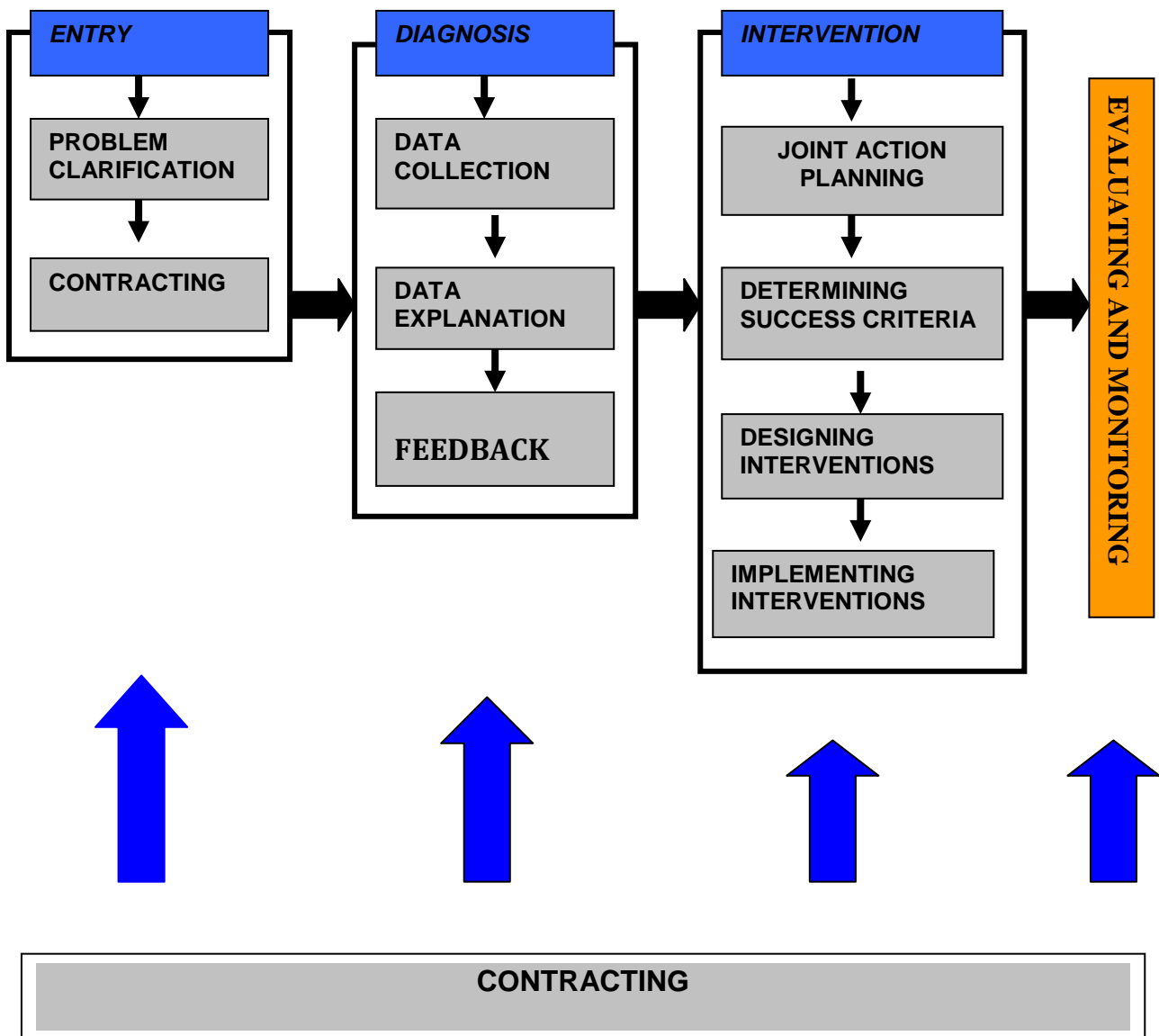
Action research can be described as “a way in which knowledge about a social system can

be generated while at the same time attempting to change it” (Babbie & Mouton, 2006:63). Strydom (2005) explains that the focus in participatory action research (PAR) is on the involvement and participation of all role-players in the particular project. Babbie and Mouton (2006) continue that action research is a cyclical inquiry process that involves “diagnosing a problem situation, planning action steps and implementing and evaluating outcomes” (p. 63). Evaluation leads to diagnosing the situation anew, based on learning from the previous active cycle. The issue here is that action research implies participation. A distinct feature of the classical action research model is thus having the research process carried out in collaboration with those who are experiencing a problem.

Armstrong (2007) states that action research is an approach which takes the form of “systematically collecting data from people about process issues and feeding it back in order to identify problems and their likely causes so that action can be taken cooperatively by the people involved to deal with the problem” (p. 341). The essential elements of action research are data collection, diagnosis, feedback, action planning, action and evaluation. Ramanathan (2008), however, states that consensus has not been reached regarding the model most appropriate for OD.

Figure 1 below illustrates the phases in the OD Action Research Model as developed by Lewin (1974) (in Armstrong, 2007) followed by a discussion of the phases in the process of change.

**Figure 1: The OD Action Research Model**



- The first phase of an OD project is gaining entry to, and acceptance into the organisation (Armstrong, 2007). This entails the OD consultant(s) meeting up with, usually the managing director (client), or whoever the contact person or the person requesting the OD project is, and identifying the perceived problem. Information gathered during this initial phase will help the OD consultant determine whether or not a real need for an OD project exists or if a simpler intervention would be more applicable, in order to yield the

desirable outcomes. A full-scale OD project could be an 'overkill' if the need, applicability, and relevance of an OD project was not properly ascertained during the initial contact session with the client. After the need for an OD project has been assessed the consultants will have to decide whether or not they will actually become involved. This is dependent on various factors such as time, manpower, available resources, finances, transport and other practical and logistical factors. If the decision is made to become involved, a contract will be drafted and handed to the client listing the time and date of commencement of the OD project, all expectations, roles, involvement, terms of termination, processes, qualitative and quantitative tools and instruments to be used, as well as all other applicable methods of gathering information.

OD practitioners need to work closely with executives and line managers to understand the challenges and opportunities they are facing, and come to an agreement on how OD tools and practices can support the business to make and measure changes to capitalise on those challenges and opportunities (Wirtenberg et al., 2007).

- The diagnostic phase is the second phase in the action research process (Armstrong, 2007). This phase includes the gathering of information by means of valid and reliable questionnaires and structured- or semi-structured interviews to assess the prevailing problems. After sufficient information has been gathered, the information needs to be analysed and interpreted. Care should be taken not to view symptoms as problems. The aim is to address the problems in order to resolve the symptoms. Examples of problems experienced could include ineffective management and communication styles, poor conflict and resource management, ineffective organisational structures, lack of manpower, poor decision-making, power struggles, role ambiguity and personal

problems. Symptoms that could result from these problems could include excessive absenteeism, low morale, low motivational levels, stress, burnout, high turnover, conflict, lack of trust, disloyalty, altercations with co-workers, poor judgment and bad decisions, and inevitably lowered productivity and deteriorating job satisfaction. After the problems have been identified, the consultants will give feedback to the client in order to make them fully aware of what exactly is going on in the organisation.

The third phase in the action research model is the Joint Action Planning (JAP) or intervention phase (Armstrong, 2007). During the JAP phase both client and consultant determine the action plans, interventions, and success criteria needed to achieve the goals and objectives of the OD project. It is also important to establish which parties will take responsibility for the implementation of the interventions. These interventions could take the form of training in managerial leadership functioning, in-house training, business plans for all levels, team building and group forming workshops, conflict management training, communication training, career management, and change management. Hlapolosa (2000) is of the opinion that direction and potential within an organisation can only come about if “communication from management about the significance of change and employee involvement in the design and implementation of the change is conveyed to all employees concerned” (p. 18).

The intrinsic goal of the JAP phase is to identify those interventions which will bring about positive change in the way things are done in the organisation or system, and consequently, a positive overall organisational culture. According to Schein (2004), culture somehow implies that “rituals, climate, values and behaviours tie together into a coherent whole; this patterning or integration is the essence of what we mean by culture” (p. 15).

The author continues that culture is a dynamic phenomenon that surrounds people at all times, being constantly enacted and created by their interaction with others and shaped by leadership behaviour. Schein (2004) also states when one brings culture to the level of the organisation, and even down to groups within the organisation, one can see clearly how cultural constraints stabilise and provide structure and meaning to the employees.

Organisational culture, although much more difficult to change, and organisational climate can be promoted to facilitate the achievement of job satisfaction and organisational goals (Sempane et al., 2002). The measurement of organisational climate and organisational culture can serve as a starting point in diagnosing and influencing such change in the organisation. Organisational climate can thus be regarded as the actual 'feel' and/or the 'atmosphere' that prevails within an organisation as described by all those who are in it.

Sempane et al. (2002) indicate that, because of organisational culture's deep-rooted nature, the culture of the organisation is difficult to change, as there is often resistance against giving up something which is valued and has worked well in the past. The Harvard Business School (2003) reports that culture has a significant impact on an organisation's long-term economic performance. The study examined the management practices at 160 organisations over 10 years and found that culture can enhance performance or prove detrimental to performance. Organisations with strong performance-orientated cultures witnessed far better financial growth during the same period.

Frequently other professionals are called in to implement certain interventions. The client, with the help of the OD consultant, decides on the best course of action. The OD process does not end with the intervention phase just for the sake of time and energy, as some OD

consultants like to believe.

- The fourth and last phase in the OD Action Research Model is the evaluation phase (Armstrong, 2007). It is a critical phase and serves as a final assessment in determining whether or not the interventions have been fruitful and if positive organisational change has taken place. Recent perspectives on organisational change describe it as an initiative that alters critical organisational processes which, in turn, influence individual behaviours, which subsequently impact on organisational outcomes (Van Tonder, 2004). It is also described as a dynamic process concerned with the modification of patterned behaviour as well as an empirical observation of difference in the form, quality, or state over time, in an organisational entity. Wirtenberg et al. (2007) add that OD practitioners can help line leaders recognise the interconnectedness of the individual, the organisation and society, and support leaders to evaluate whether their espoused core values – those deeply held views people hold as a compass for themselves, regardless of whether or not they are rewarded – are aligned with the behaviour and actions of the organisation as a whole.

Depending on contracting with the client, evaluation can take place from anywhere between six to 12 months subject to the client and consultants' availability and various other administrative and logistical factors, but it *should* happen.

#### THE NECESSITY OF TRAINING AND DEVELOPMENT IN OD

There are seven major purposes of training and development programmes as part of OD. Carrell, Grobler, Elbert, Marx, Hatfield, and Van der Schyf (1998) list them as follows.



- Improving performance

Employees who perform unsatisfactorily because of a deficiency in skills are prime candidates for training. Although training cannot solve all problems of ineffective performance, a sound training and development programme is often instrumental in minimising these problems.

- Update employees' skills

Managers in all areas must always be aware of technological advances that will make their organisations function more effectively (Carrell et al., 1998). Technological change means that jobs change. Employee skills must be updated through training so that technological advances are successfully integrated into the organisation.

- Avoid managerial obsolescence

Managerial obsolescence may be defined as the failure to keep pace with new methods and processes that enable employees to remain effective (Carrell et al., 1998). Rapidly changing technical, legal and social environments have affected the way managers perform their jobs, and management personnel who fail to adapt to these changes become obsolete and ineffective.

- Solve organisational problems

Managers are expected to attain high goals in spite of personal conflicts, vague policies and standards, scheduling delays, inventory shortages, high levels of absenteeism and turnover, labour-management disputes, and a restrictive legal environment (Carrell et al., 1998). Organisational problems can be addressed in many ways. Training is one important way to solve many of these problems. Training and development courses may concern

human resources, marketing, accounting, finance, manufacturing, purchasing, information systems and general management.

- Orientate new employees

During the first few days on the job, new employees form their initial impressions of the organisation and its managers (Carrell et al., 1998). These impressions may range from very favourable to very unfavourable, and may influence job satisfaction and productivity. Therefore, many administrators make an effort to orientate new employees to the organisation and the job.

- Prepare for promotion and managerial succession

One important way to attract, retain and motivate personnel is through a systematic programme of career development. Training enables an employee to acquire the skills needed for a promotion, and it eases the transition from the employee's present job to one involving greater responsibilities (Carrell et al., 1998). Organisations that fail to provide such training often lose their most promising employees.

- Satisfy personal growth needs

Most managers and many front-line employees are achievement-orientated and need to face new challenges on the job (Carrell et al., 1998). Training and development can play a dual role by providing activities that result in both greater organisational effectiveness and increased personal growth for all employees.

## ORGANISATIONAL DEVELOPMENT: SIMILARITIES TO EMPLOYEE ASSISTANCE PROGRAMMES

Employee Assistance Programmes (EAPs) started 40 years ago when employers first began recognising the workplace-related problems associated with alcohol abuse. Today, however, EAPs have a much broader and more comprehensive approach to helping employees identify and solve their personal problems, regardless of the cause. The general philosophy of an EAP is the belief that, while the employer has no right to interfere in an employee's personal life, it does have the right to set performance standards and to establish sanctions when those standards are not met. Emener et al. (2003) assert that, for an EAP to be effective and efficient in its efforts to assist troubled employees, it must understand the organisation. Importantly, an understanding of an organisation demands a thorough comprehension and appreciation of both its structure and organisational dynamics, as is the case with OD.

Most highly effective organisations operate based on the premise that human resources are the most valuable assets in the successful running of the organization, hence, it makes good business sense to invest in an EAP (Mbadaliga, 2010). According to EAPA-SA (2005:6), an EAP is:

A work-site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, including but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal concerns which may adversely affect job performance.

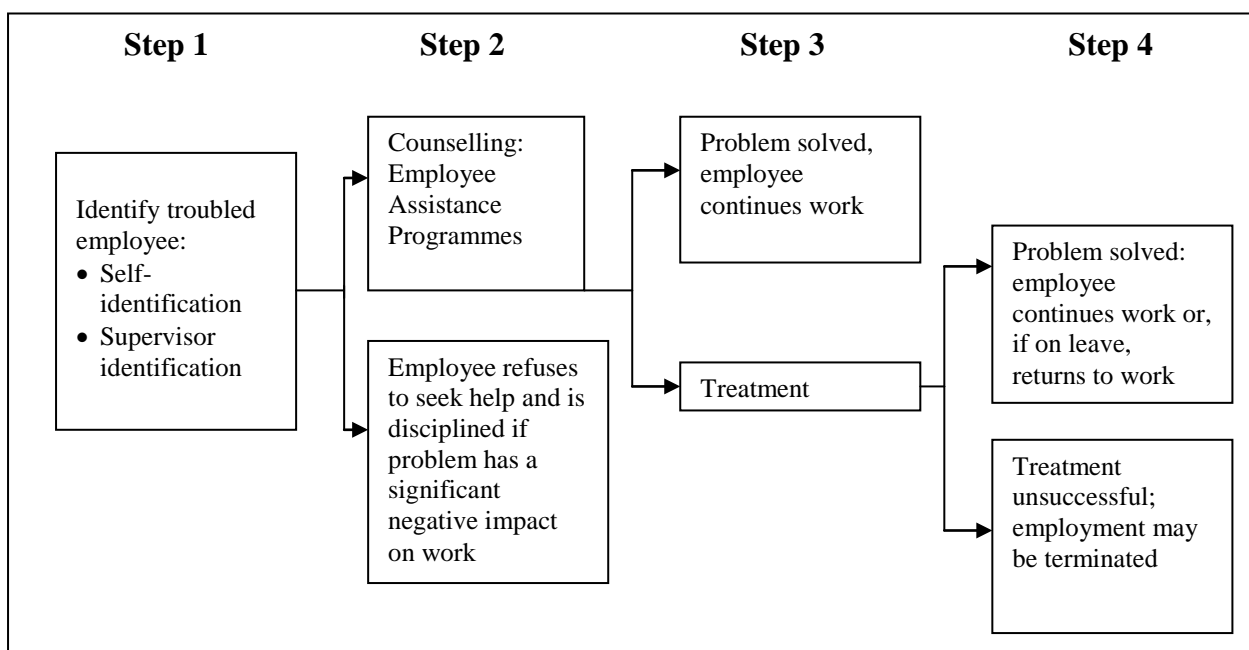
Although ODs and EAPs are two different ventures, with different processes, action plans, strategies, techniques and implementations, their outcomes and goals are quite similar. Recognising that such problems are complex and require the assistance of trained professionals, many organisations have introduced or developed EAPs. Organisations have thus recognised that employees' problems cost them money in terms of production and morale. The authors are of opinion that addressing work productivity problems is good

business practice by employers, but it is also important for the EAP professional to understand the functioning of organisations and how they change and develop over time.

Although EAP aims through certain intervention methods to prevent, identify, and resolve personal and productivity issues, which may adversely affect employee job performance, OD aims to prevent, identify, and resolve problems associated with employees' job satisfaction and job performance in order to enhance an organisation's productivity, efficiency, and effectiveness. Kreitner and Kinicki (2001) state that OD constitutes a set of techniques or interventions that are used to implement organisational change.

One of the core technologies of an EAP, according to EAPA SA (2005), is "consultation with a work organisation to encourage availability of and employee access to employee health benefits covering medical and behavioural problems" (p. 7). EAP can thus be used in conjunction with OD in the sense that when an OD consultant identifies a troubled employee as part of the OD diagnosis phase, the consultant can refer this employee to the EAP consultant for further intervention. This individual will then be incorporated into the EAP according to the steps illustrated in Figure 2 below.

**Figure 2:** Steps to be carried out in a successful EAP



Even though an OD consultant's main focus is on the organisation as a whole, no competent OD consultant can focus on the organisation without first focusing on the employees of that organisation. In order to rectify the problem(s) of the organisation the OD consultant needs to establish the role of the employee in that problem and then ameliorate the problem through various individual and/or organisational interventions and action plans. Individual focused action plans may include interventions such as stress and conflict management training, development of interpersonal relations, in-house training, therapy, and role clarification to name but a few. Ellerby and Taylor (2005) add that an OD approach includes the personal and social needs of the 'participants' in the organisation.

Organisational focused action plans may include inter alia interventions such as strategic planning sessions, setting up incentive schemes, promotions, career management, job profiling, group forming, organisational climate studies, and performance appraisals.

## CONCLUSION

By no means can it be argued that OD is the alpha and omega of organisational effectiveness. Nor can it be said that an organisation cannot function without OD or that an OD project can and will always rectify any organisational dilemma. Literature indicates that organisational development is not easy. The people in the situation often think they know what the difficulty is but not what will help. They will often seek 'answers' that alleviate symptoms because they are not sure of the deeper issues.

The success of any OD project is determined by the consultants' skills, knowledge and experience, the correct assessment of organisational 'problems', availability of resources,

manpower, time and energy, honesty, professionalism, ethics, legal issues, logistical issues, money, commitment, and support and buy-in of all parties involved.

Organisational development practitioners apply behavioural science principles and practices to improve the functioning of organisations. The issues of the culture and climate of the organisation have the potential to limit the strength of the OD efforts to bring about this change or improvement. It is important to note that the effective management of an OD process can be the differences between success and failure in changing an organisation's functioning to be more effective.

Just as a serious body builder can build muscle without the use of any dietary supplements or performance enhancing drugs, an organisation can also function and perform without OD. Some organisations even perform fairly well without it. A serious body builder, however, will optimise, enhance, accelerate and maintain muscle growth and performance by making use of performance enhancing drugs and dietary supplements. In the same way an organisation, which is serious about productivity, efficiency, effectiveness, profitability, and employee satisfaction, could benefit by making use of OD at some stage or the other. The true challenge for today's OD consultant is to challenge the mindset of management and their employees.

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