

*Report*

Synovate Ltd  
Hotel Avion  
Opp. Domestic Airport  
Nehru road, Vile Parle (E)  
Mumbai – 400 057

Tel +91 22 26182468 / 2623

Fax +91 22 26193161

www.synovate.com



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**TRAINING PROGRAMME ON ORGANIZATIONAL DEVELOPMENT  
FOR PACS-CSO PARTNERS**

Prepared for      Development Alternatives

Prepared by      Social and Environmental Research Centre (SERC)

Job Number      70460014



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## 1. Background

The number of development organizations and Community based organizations attempting to address a range of development issues has been steadily increasing. The growing impact of larger development issues, increased efforts at the local level, and financial resources have lead to greater initiatives and interventions to address the development and social issues in developing countries. Increased resources for development issues also necessitate and emphasize a “performance culture” in development and not for profit organization emphasizing effectiveness, impact, cost-efficiency and accountability. However, evaluations of local development programs typically only measure results in terms of outcomes and benefits (i.e., clean water, increased income, etc.). Often, they do not assess the *process dimensions* of the program (the way these outcomes were achieved); although there is a growing realization that poor performance may be linked to internal organizational problems<sup>1</sup>.

For smaller NGOs, operating close to the field, learning may be a largely informal process. However, larger NGOs, or those wishing to scale-up their activities, need more formal management information processes to ensure that lessons learned at field level are systematically identified and disseminated for adoption in other areas (Billis and MacKeith 1992; Noponen 1997)<sup>2</sup>. Organizational learning is now widely regarded as an essential process enabling NGOs to discover what works and what does not, and thereby improves their effectiveness as agents for poverty relief (Fowler 1995; Edwards 1997)<sup>3</sup>.

PACS (Poorest Area Civil Society) Programme implemented by DA works with around 400 NGOs across six states and 100 most poor districts in India. As a capacity building initiative a five day training programme on Organizational Development was organized for their NGO partners.

## 2. Approach and Methodology

The methodology to be used for conducting this training programme will be Visualization in Participatory Programmes (VIPP). VIPP methods democratize the interaction between people. By this method, everyone takes part in the process of arriving at a consensus. Less talkative participants find a means of expression and those who might normally dominate a group lose control and are forced to let others have their say. By visualizing the group's main proceedings, repetition and circularity in argument are reduced.<sup>4</sup>

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<sup>1</sup> Gubbell and Koss, From the roots: Strengthening Organizational Capacity through self assessment. World Neighbours, 2000

<sup>2</sup> Centre for Development Studies, Department of Economics and International development, Occasional Paper,

<sup>3</sup> Simister Nigel, Laying the Foundations: The Role of Data Collection in the Monitoring Systems of Development NGOs

<sup>4</sup> **VIPP, Visualization in Participatory Programmes: A manual for facilitators and trainers involved in participatory group events**



Small group discussions and exercises provides ample opportunities for participants to work in groups that was recognized and appreciated as an evidence of teamwork with which the tasks at workplace could also be shared. This methodology provided scope for cross learning among different team members and identify solutions through sharing of similar experiences and a common understanding of problem.

### 3. Training Day 1

On day one following topics were covered:

- ⌘ Introduction and Expectations
- ⌘ SWOT – Individual
- ⌘ Beliefs and Orientation to Change in Belief
- ⌘ Emotional Intelligence
- ⌘ Risk and Challenges- characteristics of achievement behaviour

#### **Session 1: Introduction and Expectation**

Objective: To get to know and understanding participants' expectation

Method: At the onset the participants' interacted with each other through an ice breaking exercise. Each participant was told to introduce self to the least known participant in the group. Each participant in the pair then shared following about self:

- ⌘ Name
- ⌘ Organization that they work with
- ⌘ Role in the organization
- ⌘ Three things that they would like to achieve in one year from now

Outcome: Exchange of this information between two participants was then followed by each participant introducing their partners to the larger group. This exercise facilitated interaction and enabled each one to get to know other participants.

#### **Session Two: Understanding Expectations**

Objective: To understand participants' expectations from the training programme

Method: Participants stated their expectations in the plenary, which were enlisted. Individually all participants shared their expectations from the training programme for next five days

Outcome: Following expectations emerged as stated by the participants. The expectations were reviewed along with the group and the agenda was briefly discussed to highlight how these expectations would be met through these sessions.



### **Session 3: Individual SWOT**

Objective: To enable the participants to identify and assess themselves as individual with their strengths and weaknesses.

Method: Each participant was asked to list down the following in the given format (This is me):

- ⌘ What are the compliments that I generally receive from others?
- ⌘ What are the criticisms that I generally receive from others?

Outcome: Each participant could review and identify their strengths and weaknesses and review the same. This was further continued with the session on the following:

- ⌘ Where do I stand in terms of emotional intelligence?
- ⌘ Feedback on the beliefs

Review SWOT in the context of beliefs and emotional intelligence score

### **Session 4: Risk and Challenges- Characteristics of achievement behaviour**

Objective: To enable participants to assess self and understand their risk taking behaviour

Method: This was done through an exercise of throw and win. Targets were set of 25, 50, 75, and 100, which the participants had to achieve from pre-determined destinations. The distance chosen to achieve their target determined the number of points scored by the participant. Greater the distance chosen higher was the score achieved. (Distance chosen also indicated greater willingness to take risk and challenge).

Each participant then played this exercise.

Outcome: The group briefly discussed and reviewed how the decisions taken reflect their risk taking behaviour and their willingness to accept challenge. Dimensions of calculated risk and no risk, or uninformed risk was also briefly discussed



## 4. Training Day 2

The second day continued from the previous day's session. After a brief review of what happened the previous day by the participants, following topics were covered:

- ⌘ Achievement behaviour
- ⌘ Organization, Structure, and Functions
- ⌘ Characteristics of a successful organization
- ⌘ Stages of change within the organization
- ⌘ Characteristics that differentiates high performing and low performing organization

### **Session 5: Characteristics of achievement behaviour**

**Objective:** To recap and summarize the learnings from previous exercise of risk taking. Enlist behaviour or attitude that characterizes achievement behaviour within the employees of an organization.

**Method:** This was done through generating discussion among the participants continuing from previous exercise. The points of discussion focused on identifying individual attitude towards doing a task and achieving targets. Each participant then played this exercise.

**Outcome:** Listing of aspects that constitute achievement behaviour was subsequently summed up with enlisting the attitudes that form characteristics of achievement behaviour in an individual, emphasis being on a positive outlook and thinking and seeing opportunities in adverse situation and working in an team with respect to every individuals

### **Session 6: Organization, Structure, and Functions**

**Objective:** To enable participants assess and understand organization and its constitutes- primarily the structure and functions and gain clarity on the same

**Method:** The group was divided into three smaller groups. Each group based on understanding of their own organization/s explained the term organization as they understand, enlisted the different types of structures that exist within an organization, and functions that organization as a whole play and also of each structure. Each group discussed within the given framework which was followed by presentations by each group.

**Outcome:** Each group was able to discuss and list down basis characteristics of an organization (in the context of development) such as organization having a goal, is a group of like minded and people committed to a cause/issue, and carry out programmes/activities to accomplish the goal. In this context the structures that are created for operational (to exist as a legal entity) as well as execution was also discussed. The need to have a set of functions for each structure that as a whole results in broader implementation of function was also discussed.



### **Session 7: Characteristics of a successful organization**

**Objective:** Continuing from the previous session, the objective of this session was to generate a discussion among the participants and facilitate understanding of varied characteristics that put together constitutes a successful organization.

**Method:** Each participant enlisted on small card paper characteristics that make a successful organization. They can use as many cards as they wanted to. Once all the participants had enlisted the characteristics, this was then shared by each participant in the larger group. The characteristics were discussed as they were mentioned and consensus sought from other participants as well.

**Outcome:** List of characteristics of a successful organization generated. Broadly the characteristics were then categorized into following four broad aspects, namely, vision/mission/goals, structure, systems/policy, processes, and staff (See Annexure)

### **Session 8: Stages of Change- How an organization evolves?**

**Objective:** To enable participants understand and appreciate that each organization follows a growth path and it is important to develop one's organization as a learning organization.

**Method:** Each participant shared age of their organization (for how long it has been working) and also discussed how it was then and how it has evolved during the course of its existence. The aspects mentioned by the participants were then used to highlight the stages of change within an organization.

**Outcome:** Summarizing that a development organization exists in a dynamic environment and is impacted by both internal (people, policies, and structures) as well as external environment. Each organization goes through these stages of exploring the reasons, crystallizing vision and goals, developing strategies and programmes, reviewing the outcome, and revisiting strategies and vision. It was stated that there is no fixed time period for the organization to complete this circle and come to a stage of reviewing ....

### **Session 9: Characteristics differentiating high performing and low performing organizations**

**Objective:** To underscore the key differentiating aspects of a low performing organization in comparison with a high performing organization.

**Method:** Presentation of the key aspects (See Annexure) followed by discussion and sharing of examples from the field.

**Outcome:** Understanding the aspects – clarity in vision and mission, well defined systems and policies, dissemination of policies and clear channel of communication, autonomy, feedback, etc. that differentiate a high performing and low performing organizations.



## 5. Training day 3

On day three of the training programme the session started with recap of previous day's session and highlighting the key aspects discussed and learned the previous day by the participants. Following topics were covered during the day:

- ⌘ Assessing organizations' health- Characteristics of Healthy and Unhealthy organization
- ⌘ My organization's health – Diagnosis
- ⌘ Exploring and identifying solutions
- ⌘ Home Task- Case study

### **Session 9: Assessing Organizations' health – Healthy and Unhealthy organization**

Objective: This evolved continuing from high performing and low performing organization and was conducted to help participants understand the characteristics that determine the health of an organization.

Method: This was presented through slides on what constitutes a healthy and unhealthy organization and hands out shared with the participants.

Outcome: Understanding gained on aspects determining health of an organization and what differentiates a healthy organization from an unhealthy one.

### **Session 10: My organizations' health- Diagnosis**

Objective: To facilitate understanding and review of one's organizations health by each participant based on the understanding gained in previous sessions on characteristics of successful and healthy organizations.

Method: The characteristics that had emerged through discussion on successful and healthy organization were free listed and the participants agreed that these characteristics are relevant and important to understand health of an organization. These characteristics also evolved from their understanding and experiences. A format (See Annexure) was given to all participants for scoring their own organization on each parameter identified. The score was to be given on a scale of 1-5. Each participant did this and they were informed that these scores would be confidential and they would be taking it back with them and they did not have to share this with either the facilitators and/or the group members.

Outcome: Each participant completed diagnosis of their organization and able to identify strengths and weaknesses of their own organization in light of the information gained and understanding developed with regards to an organization's health and characteristics that determine success.



### **Session 11: Diagnosis- Exploring and identifying solutions**

**Objective:** To identify areas of strengthening and weak areas identified by the group within their respective organization and explore responses and solutions for the same.

**Method:** From the diagnosis tool, each participant was first asked to write down aspects where they have given a score of 1 for their respective organizations. This generated a list of aspects common and uncommon that were identified as areas by the participants as those that called for action and addressing the issue.

Of those who were willing to share and discuss the problem with the larger group shared the reason for giving a low score. The group was encouraged to identify appropriate responses and actions to address the problem area. This group interaction and specifically sharing of experiences from among the group led to identification of practical steps that have been taken/can be taken to address the issues in similar or different settings. (See Annexure for examples)

**Outcome:** Participants understanding the process of diagnosis and ways of identifying solutions for the same. Many participants shared that they would share these scores and reasons for giving these scores with their managers and explore ways of addressing this.

### **Session 11:Case Study**

**Objective:** To take up one issue /problem (hypothetical situation) and analyze the same using a systems approach and identify ways to address the problem in an organization

**Method:** The group was divided into three small groups and given the same case study (see annexure). The group was given points of discussion and had to explore options to identify cause of the problem and what actions could be taken to resolve this.

**Outcome:** Opportunity for participants to use systems' approach to discuss the problem in given hypothetical condition. The presentation was to made on the next day.



## 6. Training Day 4

On day four of the training programme the session started with recap of previous day's session and highlighting the key aspects discussed and learned the previous day by the participants. Following topics were covered during the day:

- ⌘ Home Task- Case study Presentation
- ⌘ Planning in Organizations

### **Session 12: Homes Task Case study presentation**

**Objective:** To take up one issue /problem (hypothetical situation) and analyze the same using a systems approach and identify ways to address the problem in an organization

**Method:** The group was divided into three small groups and given the same case study (see annexure). Each group discussed the case study in depth and identifies possible reasons for presentation of the problem, individuals and systems responsible for it and ways of addressing/responding to the problem presented. Each group then presented the points discussed in smaller group and observations of each group were summarized. (See Annexure)

After presentation of the case, few participants also shared of similar experiences either experienced by them or others in their organization and how the issues were addressed and/not addressed.

**Outcome:** After presentation of the points by each group, the facilitator summarized the seven issues highlighted by various groups.

- ⌘ Diagnosis
- ⌘ Job person fit
- ⌘ Training and Orientation
- ⌘ Systems approach- Communication, Appraisal, and Rotation
- ⌘ Crisis Management
- ⌘ Change Management- all systems are linked, you cannot focus and correct only one system, Total organizational perspective, Are decision data based?
- ⌘ Human behaviour perspective

It was further emphasized that this case is not a mathematical problem, this should enable participant to develop trained thinking. Solutions should be context based and not problem based. .



### **Session 13: Exercise- Seeing the larger picture- developing our perspective**

Objective: To enable participants to see how most of the times our thinking and understanding is limited to narrow understanding and perspective and need to broad base our perspective.

Method: Word FLY in white on a large background of black was enlarged multiple times to have a magnified view which also presented itself as various illustrations of objects. Individuals were asked to interpret and tell what was on the screen. Participants mentioned a host of objects. Facilitator then facilitated the group to view the word FLY and gradually each one was able to see the same. Once the group identified the word, following aspects were discussed:

- ⌘ What you see according to your perception?
- ⌘ Background and picture are interdependent...need to understand the context. If things are seen in the context
- ⌘ Learning- to see things in complete perspective
- ⌘ Manager needs to be flexible, if we try to compartmentalize people as black and white. You lose flexibility...
- ⌘ Giving a person and/situation benefit of doubt
- ⌘ Will not remove person but errors

Outcome: Participants able to see how most of the times our thinking and understanding is limited to narrow understanding and perspective and need to broad base our perspective. Appreciate the importance of seeing the whole picture ...

### **Session 14: Planning in organization**

Objective: To enable participants to understand the concept and steps in planning, having a mission. This session was covered through smaller session covering various aspects of planning as given below.

Method: Presentation on concept of planning and its steps and group discussion to review experiences of participants within the organization in planning. Following concepts were discussed:

- ⌘ Planning and its steps (See Annexure)
- ⌘ Mission and Vision understanding difference that mission can change but vision is static, participants shared vision statements for their respective organizations
- ⌘ Forming mission statement which are the ends towards which organization activities are aimed, An organization has goals/objectives, each function and sub function, has its own set of goals,/objectives converging and contributing towards the organizational goals. SMART (Specific, Measurable, Attainable, Relevant, and Timely)
- ⌘ Developing strategy, which usually has competitive implication. These are general programme of action and deployment of resources to attain comprehensive objectives

Outcome: Participants understanding concept of planning and its associated concepts and understand the relevance in the context of organizational development



## 7. Training Day 5

On day five of the training programme the session started with recap of previous day's session and highlighting the key aspects discussed and learned the previous day by the participants. Following topics were covered during the day:

- Formulating Policies within the organization
- Recruitment
- Research and its relevance
- Developing an action plan
- Summing up

### **Session 15: Formulating Policies within the organization**

Objective: To enable the participants to understand steps and process of developing policies in any organization.

Method: presentation followed by discussion on steps involved in developing a policy.

Following points were covered:

- ⌘ Understanding the context
- ⌘ Identify areas in which policy needs to be introduced
- ⌘ Developing a draft policy after reviewing options
- ⌘ Sharing the same with concerned stakeholders
- ⌘ Seeking consensus
- ⌘ Wide dissemination and
- ⌘ Ensuring mechanisms and processes for implementation

An example of how recruitment is carried out in different organization present and the need to have a policy and 'how' of the process was discussed to show the process of introducing policy in this regard.

Outcome: Understanding about the process of introducing and ensuring adoption of the policy

### **Session 16: Research and its relevance**

Objective: To enable the participants to understand role and reason of research in the work and various options and how this can be adopted to strengthen their interventions to make them more need based.

Method: Presentation followed by discussion on

- ⌘ what is research?
- ⌘ Research- its role in development organization
- ⌘ Different types of research options
  - Situational analysis



- Needs Assessment
- Baseline
- Mid Term evaluation
- End line Evaluation
- Impact evaluation
- Social Audit
- ⌘ Choosing the research option and understanding steps involved
- ⌘ Conducting research
- ⌘ Disseminating of findings
- ⌘ Using findings to strengthen interventions and deciding for directions to be chosen

Outcome: Understanding various options and appreciating the relevance and importance of research and how it can provide inputs in developing need based and context specific interventions, reviewing our progress and making mid course corrections.

### **Session 17: Developing an Action Plan**

Objective: To enable the participants to visualize and plan implementation of learning from this training programme to their respective organizations.

Method: Participants detailed out the following in the given format (See Annexure) indicating how the learnings from this training programme would feed into their day to day work

- ⌘ Five concepts/ideas that one has learnt during the training programme that are especially useful for an NGO
- ⌘ Steps that “I” would focus on improving in my personality for making a better impact in my organization
- ⌘ Five changes that I would make in my organization based on learning from this training programme and time frame for making these changes
- ⌘ Any other comments

Outcome: Action plan developed by each participant

**The training programme concluded with vote of thanks to all participants.**



## Annexure

### Characteristics of a Healthy Organization

	Vision /Mission/Goals/Objectives/Values	Structures/Systems/Policy	Processes	Staff
1.	Apolitical	Freedom to work for every employee	Record keeping	Skilled
2.	No discrimination	Transparent	Mechanisms for coordination	Committed
3.	Promote partnership	Responsible		Matured
4.	Good relationship with media, local public	Not conscious of hierarchy	Follow up, regular	Responsible
5.	Honest	Promotes equality	Adaptability	Dedication
6.	Common vision	Recognized	Timeliness	
7.	Trustworthy	Value based	Innovative ideas	
8.	Accountable	Use of information technology	Creative	
9.	Respond to needs of community	Employee management		
10.	Gender sensitive	People oriented	Disciplined	
11.	Positive approach	Defined authority	Policy for implementation	
12.	Mutual trust	Clarity in line of	Capacity building of staff	
13.	Progressive	Link with government programmes	Time frame for completion of	
14.	Non judgmental	Evaluation and Monitoring process	Multitasking	
15.	Image building	Compliment existing programmes	A learning organization-continuous	
16.	Take initiative	Action plans	Promote sharing	
17.	Should meet expectations of the society	Not in conflict with government and government programmes	Lead to tangible results	



	Vision /Mission/Goals/Objectives/Values	Structures/Systems/Policy	Processes	Staff
18.	Use of community based and local resources	Monthly reporting system	Audit	
19.	Not a giver/provider but a facilitator	Appraisal system	Optimum utilization of resources	
20.	Use of local technology	Meet statutory requirement and norms	Training on Organizational development	
21.	Environment friendly	Provision for future security	Networking	
22.			Baseline surveys prior to start of new programmes	
23.		Channels of disseminating information with others	Incentives for motivation	
24.		Response time	Additional perks	
25.		Financial management	Facilitate exposures for community as well...	
26.		Good Administration		



### Characteristics of High Performing and Low Performing Organizations

LOW		HIGH
Work is routine, procedures, scheduling, planning, etc. done by others; no deviation from set procedures	<b>AUTONOMY</b> ↔	Freedom and discretion in planning, scheduling, assigning priorities, etc. independent actions in carrying out work
No feedback from job itself about well one is doing his work	<b>FEEDBACK FROM JOB ITSELF</b> ↔	Constant flow of information about how well one is doing his job
No information from others about how well he is performing on job	<b>FEEDBACK FROM OTHERS</b> ↔	Feedback from others about how well he is performing on job
Job does not require to work with other people; no opportunity to interact with other people	<b>DEALING WITH OTHERS</b> ↔	Job requires to work closely with other people



## My organization's health- Diagnosis

### TRAINING ON ORGANIZATIONAL DEVELOPMENT

	<i>Name (optional)</i>	
	<i>Organization (optional)</i>	
	<i>District</i>	
	<i>Date</i>	
	<b>Organizational Characteristics</b>	<b>Score</b>
1.	Apolitical	
2.	No discrimination	
3.	Promote partnership	
4.	Good relationship with media, local public	
5.	Honest	
6.	Common vision	
7.	Trustworthy	
8.	Accountable	
9.	Respond to needs of community	
10.	Gender sensitive	
11.	Positive approach	
12.	Mutual trust	
13.	Progressive	
14.	Non judgmental	
15.	Image building	
16.	Take initiative	
17.	Should meet expectations of the society	
18.	Use of community based and local resources	
19.	Not a giver/provider but a facilitator	
20.	Use of local technology	
21.	Environment friendly	
22.	Freedom to work for every employee	
23.	Transparent	



**TRAINING ON ORGANIZATIONAL DEVELOPMENT**

	<i>Name (optional)</i>	
	<i>Organization (optional)</i>	
	<i>District</i>	
	<i>Date</i>	
	<b>Organizational Characteristics</b>	<b>Score</b>
24.	Responsible	
25.	Not conscious of hierarchy	
26.	Promotes equality	
27.	Recognized	
28.	Value based	
29.	Use of information technology	
30.	Employee management	
31.	People oriented	
32.	Defined authority	
33.	Clarity in line of	
34.	Link with government programmes	
35.	Evaluation and Monitoring process	
36.	Compliment existing programmes	
37.	Action plans	
38.	Not in conflict with government and government programmes	
39.	Monthly reporting system	
40.	Appraisal system	
41.	Meet statutory requirement and norms	
42.	Provision for future security	
43.	Channels of disseminating information with others	
44.	Response time	
45.	Financial management	
46.	Good Administration	
47.	Record keeping	



**TRAINING ON ORGANIZATIONAL DEVELOPMENT**

	<i>Name (optional)</i>	
	<i>Organization (optional)</i>	
	<i>District</i>	
	<i>Date</i>	
	<b>Organizational Characteristics</b>	<b>Score</b>
48.	Mechanisms for coordination	
49.	Follow up, regular	
50.	Adaptability	
51.	Timeliness	
52.	Innovative ideas	
53.	Creative	
54.	Disciplined	
55.	Policy for implementation	
56.	Capacity building of staff	
57.	Time frame for completion of	
58.	Multitasking	
59.	A learning organization- continuous	
60.	Promote sharing	
61.	Lead to tangible results	
62.	Audit	
63.	Optimum utilization of resources	
64.	Training on Organizational development	
65.	Networking	
66.	Baseline surveys prior to start of new programmes	
67.	Incentives for motivation	
68.	Additional perks	
69.	Facilitate exposures for community as well...	
70.	Skilled	
71.	Committed	



### TRAINING ON ORGANIZATIONAL DEVELOPMENT

	<i>Name (optional)</i>	
	<i>Organization (optional)</i>	
	<i>District</i>	
	<i>Date</i>	
	<b>Organizational Characteristics</b>	<b>Score</b>
72.	Matured	
73.	Responsible	
74.	Dedication	



## **Planning in organization**

- ⌘ Planning bridges the gap between where we are and where we want to be in desired future**
- ⌘ Planning involves selected missions and objectives and the actions to achieve them. It requires:**
  - Decision making**
  - Choosing course of actions from among the alternatives**
- ⌘ It strongly implies not only introducing new things, but also sensible and workable implementation**
- ⌘ Planning and control are inseparable**
- ⌘ Efficacy of the plan is extremely important**



## **Steps in Planning**

Being aware of the opportunity

(In light of the community, competitions, societal needs, our strengths and weaknesses)

Setting Objectives or Goals

(Where we want to be and what we want to accomplish and when)

Considering planning premises

(In what environment –internal- external will our plans operate)

Identifying alternatives

(What are the most promising alternatives to accomplishing our objectives?)

Comparing alternatives in lights of goals sought (which alternative will give us the best chance of meeting our goals at the lowest cost and highest benefit)

Choosing an alternative

(Selecting the course of action we will pursue)

Formulating supportive plans

(Such as plans to acquire resources)

Quantifying plans by making budgets

(Develop such budgets for procurement of resources, operating expenses, hiring services)



## Case Study Outline

**Case Study 1- SWOT Individual.** *Narrate characteristics of person “A” as suitable for ‘field work’, of person “B” as suitable for ‘project design or administrative work’. Build a case of mismatched ‘person-job’ fit.*

**Problem presented:** *Misfit of allocation of Job responsibilities and Individual skills and capabilities*

**Purpose:** *Diagnosis of problem presented and explore ways of addressing this*

**Learning:** *To ensure optimum utilization of existing human resources, there is a need to identify individual skills and capabilities. Ensure person and job fit!!*

### **Scenario:**

Disha\* is an organization that works on child labour. Activities involve creating awareness on child rights and mobilizing community, advocacy to highlight issues of child labour in the district. This requires function of community mobilization, documentation, and interacting with the funders to give visibility to the issue.

In Disha, the responsibilities are shared by everyone for all the tasks. The roles and responsibilities are not very clearly defined for each staff member. Disha conducts monthly review meeting. In one of the meetings the Project Manager has given responsibility of ensuring planning and completion of monthly activities (ensuring daily planning of out reach workers, group session, sensitization programmes) to Siddharth.

Siddharth shares an excellent rapport with the team members and the community. Akash is articulate in his communication- both verbal and written. He is responsible for compiling reports for the organization. Everyone has a feeling that Akash was being promoted only because of his writing skills and does not have an understanding of field issues, it was decided that Akash would now visit community and conduct sessions as well on child rights as others in the team do.

The number of new cases identified for advocacy by Disha has reduced considerably. Akash is still struggling to identify new cases. Siddharth is caught with routine tasks and unable to complete his reports.

During the subsequent quarterly review meeting Project Manager is addressing the issue of not meeting the targets of sessions to be conducted, community interaction being reduced and none of the reports are ready! Staff is worried as the funding organization is coming for their annual review in the next quarter.

Project Manager has asked both Siddharth and Akash to explain the delay and non achievement....

### **Questions for discussion:**



- ⌘ According to you , why Disha has failed to carry out activities as planned?
- ⌘ What is the diagnosis of the problem faced?
- ⌘ What corrective actions do you suggest?

⌘ Presentation by groups

Group	Why Disha failed	Reason of problem	Suggestions
Group 1	<ul style="list-style-type: none"> <li>⌘ Responsibility not divided according to skill</li> <li>⌘ Responsibility were allotted without preparation</li> </ul>	<ul style="list-style-type: none"> <li>⌘ Skills not appreciated and recognized</li> <li>⌘ Lack of training and orientation responsibility prior to change in job responsibility</li> <li>⌘ Lack of systems</li> <li>⌘ There is no mention of working committee member and their role</li> </ul>	<ul style="list-style-type: none"> <li>Clarity in Interest and Skills to be considered for allocating job responsibilities</li> <li>System for review to be in place</li> <li>Training should precede any change in job responsibility</li> <li>Directions to be sought from working committee member-joint decision making</li> </ul>
Group 2	<ul style="list-style-type: none"> <li>⌘ Inefficient decision of Project Manager</li> <li>⌘ Inefficient change in post</li> <li>⌘ Gap in coordination and communication- (go to field, interact with field staff!)</li> <li>⌘ Absence of capacity building programme               <ul style="list-style-type: none"> <li>○ Demotivation of staff due to change in job responsibility</li> <li>○ Feeling of jealousy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>⌘ Root cause...</li> <li>⌘ Ineffective personnel policy               <ul style="list-style-type: none"> <li>○ no clearly defined roles and responsibilities</li> <li>○ Recruitment policy</li> <li>○ No policy of job rotation</li> <li>○ Interest assessment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>⌘ Introduce effective personnel policy</li> <li>⌘ Immediate steps- role reversal to original</li> <li>⌘ Objective orientation during team meeting- and linking individual responsibilities to organization goals</li> <li>⌘ Reorientation of Project Manager</li> </ul>
Group 3	<ul style="list-style-type: none"> <li>⌘ No distribution of responsibility</li> <li>⌘ Only two people were sharing most responsibilities of the</li> </ul>	<ul style="list-style-type: none"> <li>⌘ Planning is not correct</li> <li>⌘ Everyone is not sharing responsibility</li> </ul>	<ul style="list-style-type: none"> <li>⌘ Appropriate planning</li> <li>⌘ Tasks and responsibilities to be divided</li> </ul>



Group	Why Disha failed	Reason of problem	Suggestions
	<p>organization</p> <ul style="list-style-type: none"> <li>⌘ One who is skilled to do a job was not let to do the same job</li> <li>⌘ Jealousy among the staff</li> <li>⌘ PM reacted to staff's perception without reviewing the situation</li> </ul>		<p>appropriately</p> <ul style="list-style-type: none"> <li>⌘ Allocate tasks that one is good at</li> <li>⌘ Train if responsibilities are changing</li> <li>⌘ If one person does all work none of the work is done correct</li> <li>⌘ Everyone should be responsible for success and failure and not limit to two people</li> </ul>



### Organizational Characteristics- Issues diagnosed, Proposed Solutions, and Field Experiences

No	Organizational Characteristics	Solutions	Examples from field
1	No discrimination	Management Committee to meet with employees, disseminate rules and regulations, written rules, induction - sharing rules and regulations, monthly meeting, have written appraisal, 360 degree appraisal, transparent appraisal, Monthly review meetings	Example: Not to make any caste based appointments, change in photographer
2	Promote partnership	Monthly meetings, delegate responsibility, and execute tasks as delegated. Ensure cooperation (Systematic transparency- with NGO head and subsequently with other staff members)	Lead organization conducts review meeting and monthly meetings. Large assignments are divided across all staff, Joint activity- prayer every day
3	Good relationship with media, local public	Publish activities in newspaper, publish newsletter, Share activities- project goals and vision in local newspaper	Has PR department, listen to grievances, inform media and invite them for the activity/event, if any incident occurs in any of the target area- give flexibility to other staff members for highlighting the issue; Give press release on a regular basis



**ACTION PLAN**  
**PROGRAMME ON ORGANIZATIONAL DEVELOPMENT**  
20-24 September, 2004

Name:  
Designation:  
Organization:  
Location:

- In this programme I have learnt about the following Concepts/ Ideas that are especially useful for an NGO.

Sr No	CONCEPTS/ IDEAS
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	



- Based on the learning in this programme, I will focus on improving the following in my personality for making a better impact in my organization for Organizational Development (OD)

Sr No	IMPROVEMENTS	Action/ Efforts
1.		
2.		
3.		
4.		
5.		

- After going through this programme I have realized and decided about the following 5 changes to be made at my organization.

Sr No	IMPROVEMENTS	Time Frame
1.		
2.		
3.		
4.		
5.		

**Comments:**

Signature

Date:



## List of Expectations

- Developing organization- Covered
- **Writing proposals- Partly**
- Good administration – Covered
- Expanding spread of organization
- Stabilizing organization- Introducing and building systems
- Managing resources- covered
- **Selecting staff –To be covered**
- Internal structure
- Legal organization- Not in the purview
- Organizational scanning
- Analysis
- **Research- basics and relevance**
- General learning on organization
- Organizational Evaluation
- **Government/ Social Audit**
- Resource mobilization
- Coordination
- Integration
- Gender bias
- MIS Application
- Self Appraisal
- Documentation
- **Making SWOT**
- General Management Skills
- Quality in organization
- Sustainability



### List of participants

	Name	Organization and Address	Telephone Number
1	Sharad Pawar	Jan Vikas Samajik Sanstha Kaij, Taluka: Kaij Dist: Beed- 431123 Maharashtra	02445-252722
2	Edward Kachhwa	Samaj Pragati Kendra Village- Panchfedi P.O- Balumath Dist: Latehar- 82922 Jharkhand	
3	Pravin Ohal	Hope and Animal 205, Malabar Resort Anantpur, Ranchi Jharkhand	09431171929
4	Saibal Paul	15, J N Das Path, City Centre, Durgapur Dist- Burdwan West Bengal	06438- 224562/ 224264 06432-256525
5	Mohan Agarwal	Pahchaan- An institute for Tribal Development P.O Shankergarh Dist: Surguja Chhatisgarh	07778-274827 098264 42823
6	Mangesh Paikra	Pahchaan- An institute for Tribal Development P.O Shankergarh Dist: Surguja Chhatisgarh	07778-274827
7	Sabbar Tousif	Mukti Niketan At P.O Katoria Dist: Banka	06425-250631
8	Shambunath Singh	Society for Community Resource Centre Near Pachpedwa Bus stop Badhni Janoad: Siddharthnagar Uttar Pradesh	
9	Alok Sahai	Sanchit Vikas Sanstha Village- Jakhnu P.O Labnapur Basti- 272001	05542-283310



	Name	Organization and Address	Telephone Number
		Uttar Pradesh	
10	N P Tiwari	Lokpriya Janhit Sewa Sanstha Lagani Pratapgarh Uttar Pradesh	05341-255531
11	Dr Sanghamitra Gawai	Speed Multiaid Association N-6, F-26-9 Sambhaji Colony, CIDCO Aurangabad- 431003 Maharashtra	09422619829 0240 2481047
12	Mangal Patunkar	GRASP 57, Suman Shreya nagar Osmanpura, Aurangabad Maharashtra	0240-2340305 09422189835
13	Rajendra Bhakte	Adivasi Pichde Kalyan Sankalp Sansthan Gunji P.O Devi Taluka: Sausar Dist: Chhindwara- 480106	06165-277615
14	Kanhaiya Lal Vaish	Janpriya Sewa Sansthan 198, Paltan Bazar Pratapgarh	05342- 224229/220763
15	Ram Shran Verma	Pratapgarh Gramottan Samiti Pure Bedua Azim Ki kothi Pratapgarh Uttar Pradesh	05342-227123 05341-255152



## Training Agenda

Duration of the session	Topic and Details	Methodology	Teaching Aids	Resource Person
1 hour	My organization	A fact sheet would be prepared and given to each participants who write down the details and share it with the larger group, emphasis is understanding type or organization		
	⌘ What defines my organizations		Facts sheets	
	⌘ Values and Beliefs		White board	
	⌘ Organizational Culture		Marker pen	
	⌘ Goals and Vision		Chart papers	
	⌘ Activities and services		Transparencies if required by the participants	
What is Organizational Development?				
45 minutes	⌘ Why do we talk about Organizational Development	Case study linking discussion with OD and its function followed by a presentation	Case study scenarios, Hand outs of case studies for smaller groups, chart papers, marker pens, transparencies for participants	
1 hour 15 minutes	⌘ Understanding basics of Organization development- what is OD, the processes, systems	Presentation followed by question answer session	Power point slides and hand outs for all participants	
What are the factors that influence organizational development?				
3 hours	⌘ Strategy	Small group discussion – understanding linkages of	Case study scenarios	
	⌘ Vision and Goal		Hand outs of case studies	



Duration of the session	Topic and Details	Methodology	Teaching Aids	Resource Person
	⌘ Activities	different factors of OD through case studies drawn from development sector	Note on components of OD and aspects that influence OD	
	⌘ Stakeholders			
	And			
3 hours	⌘ People of the organization			
	⌘ Organizational culture			
	⌘ Norms			
	⌘ Systems and Processes- stated and unstated			
Day 2	What are the systems and processes in place currently for following organizational development components? –			
	⌘ Review meetings	Experience sharing – each participant shares about a difficult situation encountered within the organization, what was done to respond to the situation. This to be followed by SWOT Analysis of systems and processes	White Board Marker pens Chart papers Pens	
	⌘ Team meetings			
	⌘ Staff development programmes			
	⌘ Capacity building of team			
	⌘ Communication channels			
	⌘ Understanding			
	⌘ Problem solving and conflict resolution			
Day 3	Techniques to understand basics of Organizational Development			
	⌘ Values and underlying assumptions	Presentation followed by group discussion	Power point slide and discussion points	
	⌘ Steps and Processes			



Duration of the session	Topic and Details	Methodology	Teaching Aids	Resource Person
	○ Needs Identification	Problem solving case studies	Case studies and hand outs for all participants	
	○ Diagnosis			
	○ Design			
	○ Implementation			
	○ Evaluation			
Day 4	Enhancing organizational capacity to address larger development issues			
	⌘ Understanding linkages between development issues and larger goal	Success stories of OD application in not for profit sector and diagnosis-identifying aspects that contributed to success- Values, Actions, and processes	Success stories identified through extensive review of literature	
	⌘ Understanding linkages of target approach vis-à-vis integrated approach			
	⌘ Identifying needs gaps			
	⌘ Adapting to dynamic external environment			

Training sessions would be interspersed with appropriate energizer and other small exercises and games to ensure and keep up the interest and participation level of the participants.

Each day the session would begin with recap of previous day's session, each participant sharing their learning of the day and would end with an evaluation of the day's session.

