
**THE ROLE OF ORGANIZATIONAL DIAGNOSTIC MODELS IN
EFFECTIVE CHANGE IMPLEMENTATION**

Dr. MUNIR THEEB
University of Zawia

ABSTRACT

Organizational diagnostic models and surveys have often been demonstrated for understanding the change process and organizational efficiency and effectiveness. As well as diagnostic the existing trends in organizations and determine those that need to change, and also their organizational response to institutional pressures and how institutions implement the process of such change. These models are designed to assist organizations (such change reflects organizational responses to institutional pressures, and also takes into account both external and internal dynamics to introduce approaches that can be used in the analysis in the area of strategy formulation and implementation process). This paper presents the new knowledge management framework as a methodology for integrating design and diagnosis tasks, models, and modelling environments around a common approach for improved integration of generalized design and diagnostic modelling to facilitate the development and implementing of change models in the organizations.

Keywords: diagnostic models, effective change implementation.

1.0 INTRODUCTION

“Organizational diagnosis is a method used for analyzing the organization in order to identify organizational shortcomings so they would be neutralized through organizational change” (Janićijević, 2010).

A new diagnostic modelling system for automatically synthesizing a deep-structure model of the organizations (through identifying the problems that must be handled by diagnostic models) introduces practical models as a general framework for representing the knowledge underlying an organizational process and discusses some of the key factors that have emerged from the use of diagnostic models within the management system. This discussion is framed in the context of providing a diagnostic explanation of several models.

This discussion is framed in the context of providing a diagnostic explanation of several models on how to diagnose organizations and quality of institutional performance analytically and strategically, as well as how to provide a better understanding of the underlying structure of the organizations.

2.0 USES OF ORGANIZATIONAL MODELS

“An effective diagnostic model allows identifying reliable data to help clients better understand their company’s strengths, deficiencies, and opportunities for improvement, to later articulate a targeted intervention and measurement strategy. To effectively improve organizational performance, as well as individual and group development, Organizational Development (OD) practitioners must be knowledgeable of quantitative and qualitative methods, as well as, the different diagnosis models to choose the most appropriate, given the intervention’s objectives, resources, and organizational culture and context” (Justo,2009).

The following are the importance of organizational models:

- Often identify vital organizational variables and depict the nature of the relationships between these key variables help us to understand more clearly and quickly what happens in organizations and often identify vital organizational variables and depict the nature of the relationships between these key variables.
- Help us to understand more clearly and quickly what happens in organizations and thus aids the diagnostic process.
- Help us to interpret data about an organization (Kašík, 2011).

2.1 The Performance Gap

One of the means or methods used in the diagnosis process is to find the performance gap; this can be defined as the difference between what can be done by the organization, or its capacity for actual and real opportunities to work in their environment, and what is actually done and committed, and the opportunities exploited or not exploited. This trend is given the term of gap analysis, and according to this method, data is collected on the current status of the organization, and its desirable ideal situation. The gap or discrepancy between the current and desired situation is the basis for the diagnosis process, organizational design and methods of treatment. This gap demonstrates due to inefficient performance of the internal organization; it may also appear due to the presence of competitive changes, new innovations, and when there is a failure to adapt to external environment changes (Harvey & Brown, 2001). Diagnosis does not only provide good information on the organizational nature of the system but is also important for the design and provides alternatives for implementation and action, to correct existing problems and potential. The diagnosis led to confirm the need for change and the benefits that result to the organization. In many cases, important and fundamental problems are not a phenomenon, while the phenomenon and the obvious problems are those that are not relatively important. In such cases the importance of the organizational stage of diagnosis shows. Moreover, there is the feeling that this gap may lead to the removal of deadlock on some posts in the organization that are in dire need for this change, and when that happens conditions are favourable to make amendments to the functions of the organizational structure, using organizational development interventions. It is proposed that an expert in organizational development would give a personal or subjective assessment of the concept of ‘gap analysis’ in performance by using a form to gather information on four key areas:

1. Strengths of the organization.
2. Who can work to exploit those strengths?

3. Weaknesses of the organization.
4. Who can work to mitigate weaknesses and overcome them? (Ver Schere 1984).

The process of identifying the weaknesses and strengths of the organization usually leads to the perception of gaps in performance and distinguishes and recognizes the importance of programmes for change. The models depend on the diagnosis systems theory: the concept of an open system of inputs to outputs, and some take into account the impact of the external environment, while others rely on a descriptive method, and this shows how to conduct better diagnosis while focusing on models of other dimensions of a diagnosis, and therefore provide a way to guide the change (Harvey & Brown 2001).

2.2 The Change Kaleidoscope

“It is a model that deals with all the contextual features and implementation options that are required for consideration when an organization undergoes change. The framework of the model helps the managers to design a ‘context-sensitive’ approach to change. It contains 8 contextual features that can be assessed as positive, negative or neutral to the change. If it suggests positive then it those features facilitates change and the negative restrict changes” (Sunita-strategic choices, 2013).

Figure 1 shows the overall framework for diagnosing the need for change as a number of variables, which aims to undertake an analysis to determine the need for change, and why should we change? The figure shows there appear two qualities associated with any cases of change, and show the small factors that have been drawn from the broader concept, which helps to identify the most important dimensions for a change, and how they affect the design options for the change which is carried out.

1. Time: studying when and how long is needed for the organization to achieve change? If the organization is suffering from a crisis does it need to change fast? Or are they interested in long-term strategic development? Do shareholders or external markets expect short-term results of the change process?
2. Scope: Is the result of change required full or radical, or modifications only? Does any change affect the entire organization, or is it limited to a specific department or unit?
3. Preservation: What is the extent of maintaining the continuity of change in some management practices and their relevance? Or the preservation of specific ways? Do these practices need to be non-material resources, or do they contribute to creating a fixed value of the organization, or create a new personality?
4. Diversity: Are all members of the organization homogeneous and similar in values, norms and tendencies and trends? Are there many cultures within a single group? Are there several sections or units of work?
5. Capability: How the Organization’s capacity and efficiency in the management of change? To what extent is this coverage throughout the organization? How much change has the organization and its members experienced in the past? Are there special experiences to address the change at the individual level?
6. Possibilities Capacity: How to provide building material and harness the human potential in the service of the process of change?

7. Readiness for change: Are employees aware of the need to change? If they were aware of that, to what the extent is their desire and motivation for change? How much support and understanding is there for the process of change and its extent?
8. Power: Where are the strengths and divisions of the organization? In order to make the change process are the owners part of the final decision on a change? (Shareholders for example) What is the influence enjoyed by the unit requesting a change? Is it part of a larger group, or separate from it somewhat? (Balogun & Hailey 1999).

The design choices

- Change path: classified as 4 types – Adaptation, Revolution, Reconstruction and Evolution
- Change start point: where the change is initiated
- Change style: type of management style to be adapted
- Change intervention: the types of mechanisms to be deployed
- Change roles: assigning roles and responsibilities (Sunita-strategic choices,2013).

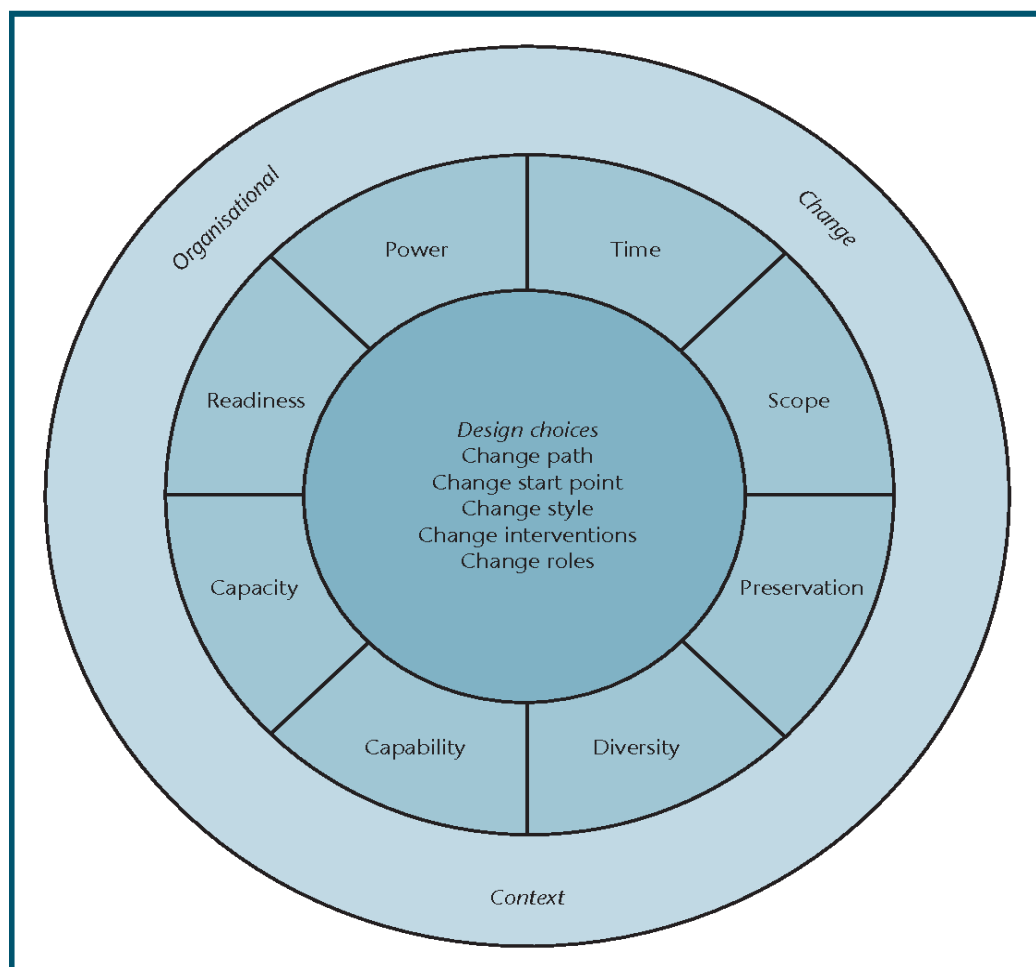


Figure 1: Change kaleidoscope [Source: Adapted from (Change& Balogun 2000).

2.3 Weisbord's Six-Box Model

The Weisbord Six-Box Model simulates comprehensive performance analysis by examining six research areas in the organisational structure. Organisations are often so large and complex that managers, despite knowing that the organisation could be much more efficient, don't know where to start in order to identify and correct problems or inefficiencies. The Weisbord Six-Box Model enables them to evaluate the organisation's performance in a structured way by focusing on issues such as scheduling, motivation and rewards, the role of support functions, internal competition between organisational units, partnerships, hierarchies, and the delegation of authority, organisational rewards and performance evaluation. The Weisbord Six-Box Model complies with the basic system approach of organisational performance and allows managers to examine the organisation's input and output (Janse 2018).

The main diagnostic questions are posed in six boxes; the first is the organization's work goal (Weisbord 1976)]. The most important factors here are clarity of purpose: how well are the objectives articulated, is there clarity on objectives and mission for the workers, acceptance of its goals, and to what extent are they understood and supported? (Burke 1994).

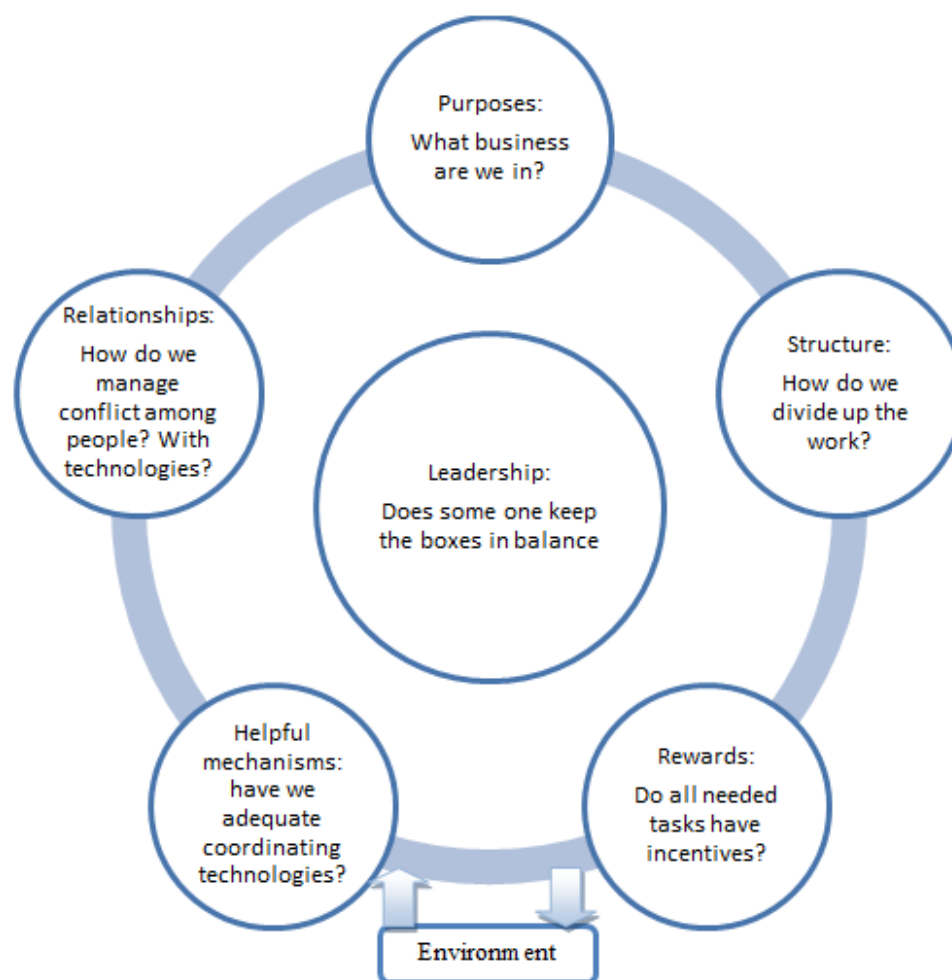


Figure 2: Weisbord's Six- Box Organizational Model (Weisbord 1976)

As for the organizational structure, the key question is: Is there an appropriate time between the target and the structural organization of procedure, which is supposed to serve that goal, and with what range? As for relationships, there are three important relationships between people and between work units or sections doing of the various tasks, and between people and the technology, they are using. The diagnosis here must be with regard to the relations associated with each other, and then interested in the quality of those relationships, and finally being diagnosed by models of personal conflict management. The evaluation systems of rewards are based on a diagnostic process to find the similarities and differences between the systems of compensation already existing officially and what is expected of individuals to receive them.

The Leadership has developed in the belief that the main work of the director is to monitor the content of other boxes and maintain a balance among them. The Helpful Mechanism Weisbord refers to is the existence of a key factor linking the sections together to make the organization more than just a group of individuals working with them and disagreeing with needs. Thus technologies that aid in planning, oversight, budget and other information systems can help organization members to achieve its objectives (Weisbord 1976). Table 1 shows a summary of the six boxes.

This model is useful when there is no time available to conduct the long-term diagnostic process, or in other words, when it is time for a relatively short process of change: in this case, this model is useful for quick service, as is the case in the consultations, or when the manager needs to change the process in a relatively quick time, or when the change is meant to bring about development in the public system. Moreover, Weisbord (1976) developed the Total Systems Model to help practitioners visualize the complex interaction between an organization and the rapidly changing socio-technical environment it works within; in other words, how organizations and society influence each other simultaneously.

2.4 The Nadler -Tushman Congruence Model (for Organization Analysis)

This model is based on several assumptions which are common to modern organizational diagnostic models; these assumptions are as follows:

- Organizations are open social systems within a larger environment.
- Organizations are dynamic entities (i.e. change is possible and occurs).
- Organizational behaviour occurs at the individual, group, and systems level.
- Interactions occur between the individual, group, and systems levels of organizational behaviour (Falletta, 2005).

These assumptions have been used in some of the previous models examined, although only implicitly.

First: Input

Nadler & Tushman (1994) identify four elements in the input system: the environment, resources available to the organization, the organization's history, and strategies that are formulated and developed. These inputs help to determine how individuals act in institutions, according to Nadler & Tushman(1994), as they display obstructive behaviour, in addition to

having opportunities to act. Also, it represents the degree of stability of the external environment that influence the internal operations, structure and organizational policies.

Table1: Weisbord’s Matrix for Survey Design or Data Analysis (Weisbord 1976)

	Formal System (work to be done)	Informal System (process of working)
Purpose	Goal clarity	Goal agreement
Structure	Functional, program, or matrix?	How is work actually done or not done?
Relationships	Who should deal with whom on what?	How well do they do it? Quality of relationships? Modes of conflict management?
Rewards	Explicit system	Implicit rewards What do people feel about payoffs?
Leadership	What do top people manage?	How? Normative ‘style’ of administration
Helpful mechanisms	Budget system Management information (measure?) Planning Control	What are they actually used for? How do they function in practice? How are systems subverted?

The following diagnostic questions help practitioners assess two important factors:

How big a gap is there between formal and informal systems? (This addresses the fit between individual and organization.)

How much discrepancy is there between ‘what is’ and ‘what ought to be’? (This highlights the fit between organization and environment.)

Second: Outputs

In terms of diagnostic purposes, Nadler & Tushman (1994) offer four major classifications of output: the system works in general, the behaviour of the group, internal relations Among Individuals, and individual behaviour and its impact on employment.

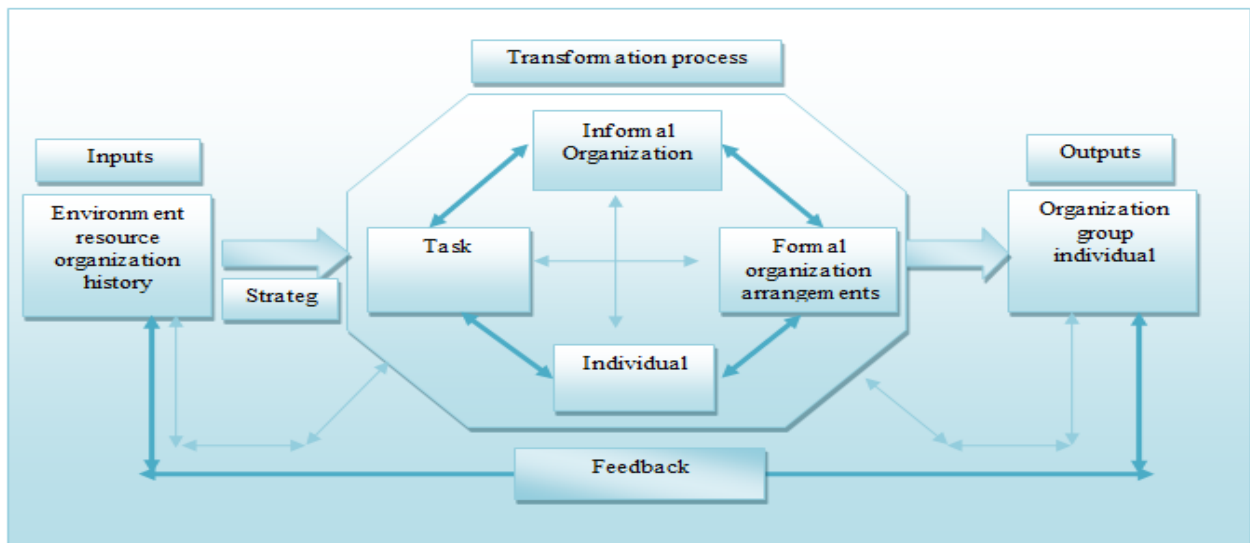


Figure 3: A Congruence Model for Organization Analysis (Nadler & Tushman, 1977)

Taking into account the efficiency of the organization's work in general, the organization as an integrated unit can answer the following questions as they relate to the above classifications:

1. To what extent can the organization achieve its set goals in terms of production, services provided, and return on investment etc.
2. What is the extent of the optimum utilization of resources of the organization?
3. How adaptable is the organization to changes in their environment with time?

Third: The Transformation Process

This constitutes elements of the stage of conversion: individuals, and different functions and business, administrative and organizational structure (the organizational chart) and the mutual relations between individuals, groups and subsidiary regulations. Figure 3 shows there are four elements of the conversion process (Burke 1994):

1. Task: The work to be performed and inherited qualities of the work itself
2. Individual: contains all differences and similarities of personnel, particularly demographic data, administrative levels, skill levels, and the variable tendencies and personal trends.
3. Organizational arrangements: The administrative and operational structure of the organization, design and flow of work and compensation systems, information management systems etc.
4. Informal Organization: indicate the social structure within the organization includes a network of relations, communications and internal policies of the organization, structure and regulation of the informal power, and information.

Fourth: Congruence:

According to Nadler & Tushman (1994) the term 'Fit' is a measure of the extent of congruence between groups of inputs, particularly between elements of the phase conversion process, for example. They consider that non-homogenous congruence could lead to less than optimal performance, for the organization and individuals alike; Nadler & Tushman set out their theory as follows:

The more appropriate sets of each organization were more effective, and three steps are proposed for such a diagnosis:

- A. Identification and definition of any organization: Is the organization under-diagnosis an independent organization, or a branch of another organization, department or unit? If they are part of a larger system what are its limits and functions? Who are its members? Is it a part of a larger organization? If so what are its relations with other units?
- B. Determine the nature of any fundamental variables: What are the dimensions of inputs and components? What are the desired outputs?
- C. Diagnose the extent appropriate: This is a more important step, and includes two steps linked together: the identification of suitable components, and diagnose of the relationship between these components and output. We must focus on the appropriate degree of key elements. Here we can put the following questions:
 - What is the extent of interest in terms of matching the organizational arrangements and suitability for various tasks required in the organization?
 - What is the concordance between individual skills and needs and work requirements? The arrangements for the organization? The informal organization?
 - To what extent must the requirements of working with both formal regulation and informal sectors of the organization be matched?

“The main resemblance between organizational analysis and organizational diagnosis lies in the fact that both methods are focused on understanding the organizational content, i.e. on identifying the elements of organization and their nature, as well as the relations between them. Both methods start with certain organizational models and use very similar, or exactly the same, techniques for data collection and processing. The key difference between organizational analysis and organizational diagnosis is their aim: the aim of the organizational analysis is understanding the organization for the purpose of its exploration, while the aim of organizational diagnosis is understanding the organization for the purpose of changing and improving it (action). It could be said that an organizational diagnosis is a specific form of organizational analysis – a form focused on the performing of organizational change for the purpose of improving organizational performance”(Janićijević, 2010).

Despite these differences between the sections they must work together. Using the analytical model, it may become possible to understand the nature of the two existing differences between them, and therefore have the capacity to develop new ways they could work together better. The data collected over the previous four points could provide the basis for any structural change or others in one section. When groups tend to organize one and are significantly different from each other then the cooperation between those groups is very

difficult, and then it becomes necessary for the organization that is designing the means to achieve integration among them (Harvey & Brown, 2001).

3.0 CONCLUSION

“The study of organizational diagnosis models is paramount for OD practitioners because diagnostic models help to reveal key organizational gaps and critical areas to focus. Moreover, this analysis emphasized the role of the OD practitioner as an advisor, helping clients identify the most appropriate diagnostic model -given the intervention objectives, and the organizational culture, and using feedback mechanisms to channel results in a non-threatening mode to later focus targeted OD interventions at the effective management of change, and the improvement of the organizational effectiveness” (Justo, 2009).

Diagnostic models play a key role in the programmes of development of an organization. The current trend is to ask questions to employees for the personal appreciation of the evolution of the organization in which they operate and on topics related to matters such as institutional performance, organizational change, organizational learning, strategic planning, organizational culture, total quality management, empowerment and so on. The models could be used diagnosis for the analysis of organizational structure, organization technology and its behaviour. The different patterns are all based on the principles of underlying of various models of change, used to examine and assess the existing trends in institutions and determine those that need to change, and also their organizational response to institutional pressures, The diagnostic process concerning the state of the organizations based on the results are also used to analyze results of assessments to determine the strategic position; identify internal and external factors affecting the strategic direction and implementing change, all of which operates within a given environment.

REFERENCES

- Janićijević , N.) 2010) Business processes in organizational diagnosis, Management, Vol. 15, 2, pp. 85-106
- Balogun, J. & Hailey. H.V. (1999) Exploring Strategic Change. London: Prentice Hall.
- Burke, W.W. (1994) Organization Development: A Process of Learning and Changing. Addison-Wesley Publishing Co. Inc.
- Change, S. & Balogun, J. (2000). Management Quarterly Part 10 January 2001 Faculty of Finance and Management 2 Strategic Change Strategic Change.
- Harvey, D. & Brown, R.D.(2001) An Experiential Approach to Organization Development. New Jersey: Prentice-Hall Inc.
- Janse, B. (2018). Weisbord Six-Box Model. Retrieved [insert date] from ToolsHero: <https://www.toolshero.com/management/weisbord-six-box-model/>
- Justo, A. (2009) Organizational Diagnostic Models. Organizational Development. Accessed from: <http://armandojusto.blogspot.com/2009/04/competency-profiling.html>

- Kašík , J. (2011) Organizational Diagnostic Models. Department of Business Administration, Faculty of Economics, V?B – Technical University of Ostrava.
- Nadler D.A. and Tushman M.L. (1977) A Diagnostic Model for Organization Behavior. In: Burke, W.W. Organization Development (2nd ed.). Addison Wesley Inc., p.102.
- Nadler, D.A. & Tushman, M.L.(1994) Types of Organizational Change: From Incremental Improvement to Discontinuous Transformation. In: Nadler, D.A., Shaw, R.B., Walton A.E. and Associates (editors). Discontinuous Change: Leading Organizational Transformation. San Francisco: Jossey-Bass,.
- Salvatore V. Falletta, Ed. D. President & CEO (2005) Organizational Diagnostic Models: A Review & Synthesis. Leadersphere, Inc . Sunnyvale.
- Sunita-strategic choices (2013) Accessed from: <http://sunitagrg.blogspot.com/2013/12/week-18.html?m=0>
- Ver Schere, S. (1984) Assessing the Strengths and Challenges of Your Group. Fund Raising Manage., 56 (12) p.83-114.
- Weisbord, M.R. (1976) Organizational Diagnosis: Six Places to Look for Trouble With or Without A Theory. Group and Organization Studies, Reading MA: Addison-Wesley.