
CRITICAL EVALUATION OF ORGANISATIONAL DEVELOPMENT IN NIGERIA

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ABSTRACT

In recent years, serious questioning has emerged about the relevance of organisational development to managing change in modern organisations across the world. The necessity for “reinventing” the sector has become a subject that even a number of its “founding fathers” are critically discussing. This paper basically uses works of varied researchers to offer an entire diagnosis of what OD is all about and a critical appraisal of its operability within the Nigerian context. This study adopted the definition of Organisational Development (OD) given by Richard Bekhard, a definition of OD that's widely accepted because it is considered the most relevant definition even in today's context. Considering the worth of organisations in becoming learning organisations, a review of some models that typically underpin the OD change process were evaluated. The conceptual framework supported analytical thinking towards characterising the response of an organisation to disruptive events and aims to support organisational development through outlining the elemental processes necessary for an organisation to elicit a resilient response. Finally, these trends and changes within the contexts, technologies, and requirements of twenty-first-century organisations have raised questions on the theories and practices needed to deal with contemporary change dynamics and have led to the event of latest change models. The study presented a transparent scenario of frameworks and models that included Lewin's change management theory that helped to account for both the uncertainty and resistance to change which will be experienced in the least staff levels within an organisation.

KEYWORDS: Organisational Development, Organisational Learning, Organisational Behaviour, Human Resources Development, Knowledge Sharing

SECTION ONE

ORGANISATIONAL DEVELOPMENT (OD)

Organisation Development has been defined in many various ways, primarily due to its sundry nature of practice and multiple theoretical perspectives. The subsequent are the known definitions of Organisation Development: Pareek, (1975) defined OD as a scientific effort, using behavioural science knowledge and skill, to vary or transform the organisation to a replacement state. Beckhard, (1999) defined OD as a response to vary , a posh educational strategy intended to vary the beliefs, attitudes, values, and structure of an organisation in order that they will better adapt to new technologies, markets, and challenges, and therefore the dizzying rate of change itself.

Warner Burke emphasises that OD isn't just “anything done to raised an organisation,” it's a specific quite change process designed to cause a specific quite outcome. The sector of organisation development (OD) features a rich history replete with triumph and innovation. Yet recently the sector appears to be undergoing an identity crisis—what is that the best way forward?

While there are multiple definitions of OD, Richard Bekhard’s definition of OD is widely accepted because the most relevant definition even in today’s context. It covers Organisation Development, Strategies and Models. Organisation Development initiatives are:

- Planned
- Organisation-wide
- Managed from the highest
- Increase organisation effectiveness and health

Terms like planned change, usage of behavioural science and science knowledge, consulting process, organisation-wide changes in structure, process, and culture, uses OD values and principles, improves organisational health and effectiveness; are distinctly related to OD. The necessity for “reinventing” the sector has become a subject that even a number of its “founding fathers” are critically discussing. With this involve reinvention and alter, scholars have begun to look at organisational development from an emotion-based standpoint. For instance, deKlerk (2007) writes about how emotional trauma can negatively affect performance. Thanks to downsizing, outsourcing, mergers, restructuring, continual changes, invasions of privacy, harassment, and abuses of power, many employees experience the emotions of aggression, anxiety, apprehension, cynicism, and fear, which may cause performance decreases. deKlerk (2007) suggests that so as to heal the trauma and increase performance, organisational development practitioners must acknowledge the existence of the trauma, provide a secure place for workers to debate their feelings, symbolize the trauma and put it into perspective, then leave and affect the emotional responses. One method of achieving this is often by having employees draw pictures of what they feel about things, then having them explain their drawings with one another. Drawing pictures is useful because it allows employees to precise emotions they normally wouldn't be ready to put into words. Also, drawings often prompt active participation within the activity, as most are required to draw an image then discuss its meaning. The utilisation of latest technologies combined with globalisation has also shifted the sector of organisation development. According to Roland Sullivan (2005), Organisation Development refers to a transformative leap to a desired vision where strategies and systems align to form the light within local culture using innovative and

authentic leadership style in support of high-tech tools”. In other words, OD is that thing helping to build good culture within the organisation. The world-wide organisation development may be a leader within the field of organisational development, growth and success, providing a world-class repository of data and expertise on the subject of organisational development and reflecting the problems or challenges faced by organisations of all kinds and sizes globally. Organisation development worldwide collects information, performs research, writes and publishes case studies and organisational success stories for persons and professionals within the interest of ongoing learning. It also disseminates information, products, processes and services designed to assist organisations of all types to develop and grow.

The Worldwide Organisational Development has four main areas of activity given above and relates to gathering information and feedback. offering world-class solutions to members and clients. Organisational research is conducted across a variety of various organisations in multiple sectors. The main target of research is on fixing medium to future studies in organisational development tools, techniques and methods and analysing the results in order that these are often written up and disseminated widely. This includes published articles on OD, case studies and research papers. The worldwide organisational development seeks to find out with and have a big impact upon practicing managers and leaders and people who support them, through exposure to organisational development tools, methods and processes. It helps to make organisational development applications – both programs and products– that are useful and attractive to clients. The organisational growth and complexity related to worldwide operations pose challenging managerial problems. This section describes the emerging practice of OD in worldwide organisations, a relatively new but important area of planned change in Nigeria.

SECTION TWO

LITERATURE REVIEW

Keller & Aiken (2009) talked about some stereotypes which are prevalent about change management with their work based on John Kotter research published in 1995. They basically identified a number of the error which managers altogether the organisations make then they're administrating change within the organisation. They concluded that what motivate you as an individual won't motivate most of the workers within the organisation. So special attention should tend to the items that motivate the workers. Secondly, they identified that the leaders/ managers who are bringing about the change shouldn't believe that they're “the change” and simply because the manager/ leader is influential you can't guarantee effective change within the organisation. They also went on to mean that good intentions of the managers aren't enough to make sure that the change management is going to be effective. Employees all need some quite monetary reward to make sure maximum compliance.

Across all the models reviewed, the main target on participation from organisational members (although to varying degrees), is a crucial element, because it allows organisations to find out from the detailed experience of their understanding of the change agent (Cummings & Worley, 2009). Organisations can therefore feel empowered to effectively collaborate on, or support future changes. On the contrary, this emphasis on collaboration is often costly to employees in terms of the additional hours required of them to participate in research/inquiry and other stages of the change process. Newly formed and little

organisations with limited resources, particularly time and human resources, may lack the capacity to interact in cycles of research and action (Cummings & Worley, 2009; Gallos, 2006). Also, all four models don't take into consideration the necessity for change agents to assess important organisational and practitioner factors which will influence planning, implementation and adoption of action plans. Additionally, the models reviewed don't provide guidance on how the change agent can withdraw from the helping relationship as a part of the change process. Perhaps more importantly, none of the models clarifies how change agents can support and empower organisations to become learning organisations by the top of the change process.

The general model of OD, being an integration of the opposite three models, shares in their strengths, whilst attempting to bridge the gaps in these approaches. Its strengths dwell the following: it fosters collaborative work between the change agent and client, and focuses on both problem identification and development of latest and positive ideas and best practices. It also targets change at the organisational (e.g. strategic and structural change), group (e.g. departmental behaviours and norms) and individual (e.g. job descriptions) levels. It emphasizes cycles of research and action until the specified change has been achieved. It also encourages research to market problem identification/defining. additionally, the overall OD model informs change agents not only about the stages of change, but also, provide clear guidance on the sets of activities necessary at each stage to manoeuvre the organisation to the specified state (Cummings & Worley, 2006; Lacey, 1995). On the contrary, it are often argued that the model is restricted in a minimum of, two main respects. First, the literature highlights certain important client and practitioner factors that influence the design and implementation of change, like the, organisational readiness as well as change agent's skills and values (Armenakis et al., 1999). However, the model did not specify assessment of those core factors that formed the key stage within the change process. Secondly, it's true that the model's emphasis on participation from organisational members can foster sharing of skills and experiences between members and therefore the change agent. But the question remains of the extent to which organisational members' participation can make sure that clients become learning organisations, capable of anticipating and planning effective changes before change situations triggered by either internal or external organisational factors, or of managing the unpredictable deftly? As mentioned above, all organisations may naturally engage in some sort of learning so as to survive. However, it's only those organisations that put measures in situ to continuously and proactively acquire and develop knowledge as an entire system, which can thrive and become leaders in their field. Considering that the creation of learning organisations may be a core focus of the sector of OD, it's crucial that the overall OD model is revised to specify how change agents can make sure that clients become learning organisations by the time they withdraw from their helping role. Even in situations where change agents may go with clients on a long-term basis, it remains essential that the underpinning model used is in a position to guide how they'll still work with the client to foster continuous learning and adaptation.

Lewin's three step model, the action research model, appreciative inquiry model, and therefore the general model of planned change are implementation models that guide the method by which planned change is developed and implemented in organisations. Whereas all four models overlap in characteristics like involving participants within the change process, important differences including the main target and stages of change exists amongst them. A Revised Version of the present general model of planned change has been proposed

that highlights the necessity to assess the important organisational and client factors which will influence the success/failure of planned change efforts. More importantly, the revised model proposes that OD efforts, whether continuous or not, should empower clients to become learning organisations as an ultimate focus of the OD consulting process. However, this model with its significant implications for creating learning organisations can only serve the sector of OD well, if both theorists and practitioners jointly adopt, review, and repose on it.

From its beginning in the early 19th century, various change models have been proposed to guide the core purpose of the field of Organisation Development (OD) that is hinged on to plan and implement change in order to promote organisational effectiveness. Although they may not explain every situation in the real world, these models provide the grounds on which change agents might proceed with designing, planning, and implementing change. During approximately the last twenty years, the use of models to guide the OD consulting process has been associated with enhanced organisational effectiveness through the adoption of one or a combination of change intervention strategies which are: human process-based strategies, techno-structural strategies, socio-technical strategies, and organisational transformation strategies (Mulili & Wong, 2011; McLean, 2005) Organisational change, development, and learning organisations All OD change intervention strategies may lead to some form of organisational learning such as knowledge acquisition, gaining of insight, and habit and skill learning (Mulili & Wong, 2011). Unfortunately, not all intervention strategies can result in the creation of a learning organisation. A learning organisation is an organisation that seeks to create its own future; that assumes learning is an ongoing and creative process for its members; and one that develops, adapts, and transforms itself in response to the needs and aspirations of people, both inside and outside itself (Navran Associates Newsletter, 1993). Such an organization therefore seeks to continuously improve itself as a whole, by proactively adopting organisational leaning activities in order to effectively manage both internal and external change situations ahead of time(Cummings & Worley, 2009). It is important that these two concepts—organisational learning and a learning organisation –are not confused or used interchangeably, as there exists important distinctions between the two. In their review of the importance of organisations in continuously adopting OD efforts, Mulili and Wong (2011) underscored the fact that organisational learning is a learning process that naturally exists in all organisations without any planned efforts. On the other hand, a learning organisation was described as a type of organisation that requires conscious effort on the part of the whole system to be established. Perhaps, a more concise distinction is that reported by Schein (1996), which described organisational learning as learning by individuals and groups IN the organisation and a learning organisation as learning BY the organisation as a total system. The advantages associated with the creation of learning organisations cannot be underestimated. It enhances organisations' capability to meet the ever changing and complex needs of clients. It also gives organisations a sustained competitive edge over other organisations. In addition, successful translation of knowledge gained from continuous learning into new products and services, can allow learning organisations to constantly create new sources of wealth (Cummings & Worley, 2009). In fact, it is argued that learning organisations are an important hallmark of OD efforts that distinguish the field from that of change management. In effect, organisations and change agents may focus on a number of outcomes as a measure of the OD change process. However, the creation of learning organisations, which has emerged over the years as an ultimate focus of the field of OD, must be targeted not only as a desirable outcome, but an imperative one. Considering the value of

organisations in becoming learning organisations in Nigeria, a review of the models that typically underpin the OD change process becomes a noble course. This would help ascertain the suitability of existing models in guiding change agents in the Nigerian context informing learning organizations as part of the OD consulting process. Comprehensive models guide successful planned interventions as evidenced in global perspective, which are necessary to promote not only organisational structures and procedures, but also the quality of work life of organisational members. The ever-changing needs and nature of organisations, in part due to advancements in technology, also support the continuous appraisal of planned change models in order to ensure that the general model of OD is always comprehensive and relevant to the complex and dynamic needs of its clients in Nigeria. The purpose of this critical review therefore, is to appraise four of the main models utilised in the field of OD to guide planned change processes, and their implications for creating learning organisations in Nigeria.

All four models –the three-step model, action research model, appreciative inquiry model and the general OD change model–describe the main stages by which planned change unfolds in organisations. The models also overlap in their involvement of organisational members to varying degrees, as well as in their emphasis on the application of behavioural science knowledge to the planned change process (Cummings & Worley, 2009; Gallos, 2006; McLean, 2005). However, whereas Lewin’s model focuses on the general process of planned change, the other three describe the process as well as the specific OD activities necessary to bring about change (Kritsonis, 2005). Lewin’s model, the action research model and therefore the general OD model also differ from the appreciative inquiry model therein the three approaches emphasize the role of the change agent with some participation from organisational members. Whereas, the appreciative inquiry model views both the change agent and organisational members as co-learners who are mutually involved within the planned change process (Cummings & Worley, 2009). Whereas the appreciative inquiry approach identifies with and leverage on strengths, best practices and new ideas, Lewin’s model charges action research model in identifying and solving problems (Bushe, 2011; Kritsonis, 2005). The integrated general OD model on the opposite hand, focuses on both problem solving and development of opportunities as ways to cause planned change (Cummings & Worley, 2009; Gallos, 2006). Furthermore, Lewin’s model appears to be a linear approach, whilst the opposite three models support a cyclical approach to exploring problems or opportunities; advocating actions; and reflecting on effected changes, (Gallos, 2006). Table 1 below presents a summary of the analysis of the stages of planned change as proposed by the four models.

SECTION THREE

CONCEPTUAL FRAMEWORK

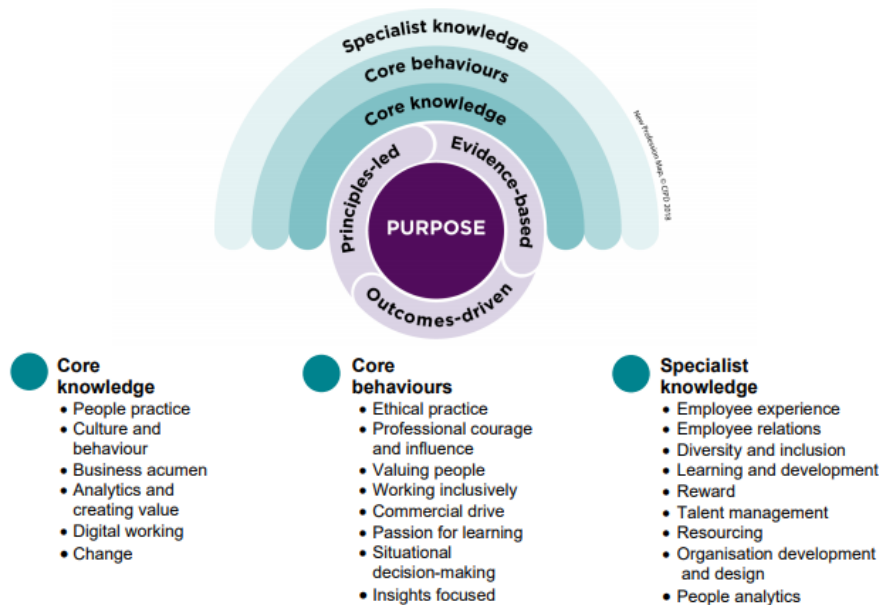
The growing fear over OD and alter is cheap and justified, the aim of raising awareness here may be a good plan to help readers and practitioners start thinking (Kotter, 2008). This framework of shared values allows Human Resources to create the trust that it must create and develop positive change within the workplace. A crucial prerequisite for contemporary organisations to grow and achieve the dynamic and competitive global market is to scan and monitor the environment constantly, make necessary adjustments, and embrace change. In today’s business world, technological advancement, increasingly keen market competition, and growing customer demands require organisations to hunt various solutions to manage unstable and unpredictable situations rapidly and efficiently. Indeed, in many cases,

successful change communication requires joint efforts from leaders, supervisors, communication managers, and sometimes legal, HR, technology, and financial departments counting on the character of change

Over time, Personnel evolved into Human Resources, signalling that employee are considered a valuable asset to organisational performance and sustainability.” As a result, HR’s focus shifted to the stewardship of Human Capital, for the greater good of both organisation and employees. Currently, many HR functions are being renamed Talent Management, implying that human capital isn't only a valuable asset, but one that must be managed optimally and sensitively.

Consequently, many HR professionals are busy integrating talent management components like recruitment and development, into aligned and synergistic systems to make sure optimal connectivity, mutual reinforcement, for stronger impact. OD may be a change process that explores the general dynamics of individuals systems, and the way change in one area affects the others. OD Units are often located within the HR function, but not always.

The new CIPD Profession Map sets the international benchmark for the people profession with a view to use it to form better decisions, act confidently, perform at peak level, drive change within the organisation and progress in career. The new Profession Map includes areas relevant to all or any people related professionals (purpose, values, knowledge and behaviours), and optional areas dependent upon the role (specialist knowledge). The aim of the Profession Map is to supply the profession with the strongest foundation yet for effective decision-making.



***Source: Adapted from CIPD Professional Map (2014)**

Eight core behaviours that empower HR professionals are defined in the Map to ‘create value for people, organisations, society’. A critical map of OD to HR is presented using a systemic approach and application of behavioural science to drive organisation performance. In the new framework, it is agile enough to identify key trends in HR perspective such as “people analytics”, “employee experience” and “historical diversity”, built to evolve and be added to it over time. Workforces are being equipped with standard working tools that align to all

levels of CIPD membership whether associate, chartered or fellow. A new ‘fundamental’ level got introduced to offer better support to HR practitioners at the earlier stage of their work life. The map is designed to demonstrate the new capabilities required from workers in an ever-shifting landscape of the workplace itself.

On the other hand, the Kotter’s 8 Step Change Model is designed to effect a lasting change to an organisation, and every single step is designed to equally bring importance in achieving this. Those who will be charged with designing, initiating and managing change must understand every stage fully in order to be able to implement it to the letter. It should be included in any personal development programmes for all members of staff, implementing it into their everyday tasks.



(Source: Adapted from Kotter1996)

Kotter suggests that it should be used as a start line in any recruitment or promotion process - ensuring that individuals understand the organisation's processes, values and objectives, that they invest them, and inspiring the leadership of these who can still drive the change from within.

However, practitioners should enforce protecting human values by protecting human existence. Few in OD network know once they get paid, practitioners exchanging paper with money, reflecting that their job isn't important to the organisation. So, now should take into consideration when discussing fear within the OD field and therefore the commitment to human ethics. Leaders in organisations and in OD field can carry changes by adopting 4 Steps for Successful Change Management which are:

1. Step 1: Create a vision for the change you'd wish to make. ...
2. Step 2: Stakeholder and alter Impact Analysis. ...
3. Step 3: Stakeholder Activation and alter Advocates. ...
4. Step 4: Communications Plan and Strategy.

As well as Building Shared Understanding and Mutual Interpretation in preference for the primary step of raising awareness for the needed change and second step to work out and include influential people during this change (Kotter, 2008). The choice here is to boost awareness and involve the change of practitioner mindset.

SECTION FOUR

DISCUSSIONS

OD has evolved, yet it's maintained a conceptual core and its diversity. It's evident that the core features a number of elements: a priority with process, attention on change, and an implicit also as explicit concern for organisational effectiveness. At an equivalent time, there's a healthy diversity of views on what processes to specialise in, the way to manage change, and which values should inform the concept of growth and efficiency. On the opposite hand, most OD consultants focus exclusively on the social organization factors because only a couple of are intimate the technical. But if change agents don't appreciate of the individuality of the industry within which the organisation operates (specific competitors, technology used, crucial skills required, then on), then it's very difficult, if not impossible, to require a system perspective. There's so far, no consensus on what the essential goals of organisation development should be. Some practitioners would argue that OD's role is to "reform" organisations: to introduce humanistic values and make sure that organisations become "better" places to figure for his or her employees. Others would argue that OD should help client systems be simpler at whatever it's the clients try to do within their cultural contexts. Client values shouldn't be challenged unless they cross some broad ethical boundary. Still others would argue that the 2 positions converge, therein only organisations that operate by certain humanistic values are often effective within the end of the day anyway. And eventually, some would argue, that organisations are complex systems which system integration therefore has got to be defined in systemic terms. During this view of the sector, the role of OD is more to assist the system work its internal processes of alignment and integration than to challenge or to undertake to vary those values.

Organisational Development (OD) may be a growing field because it helps organisations achieve the worldwide, competitive and interconnected world. Not surprisingly, many HR professionals, managers, and company strategists have an interest in acquiring OD mindsets and skills. At the present in Nigeria, there are not any undergraduate and postgraduate programmes in OD. OD professionals specialise in enhancing organisation capacity through alignment of strategy, structure, management processes, people, and rewards and metrics."

OD has been criticised on the one hand for being too narrow, and on the opposite for not knowing what it really is or where it's going. There's some merit in both indictments, but a fuller view recognises OD as a field whose basic aspirations and scope of labor are increasingly complex and intrinsically paradoxical. Its mystery, majesty, and challenges are in its openness to a collaborative look for the simplest forms and approaches to organising that meet a client system's unique circumstances. No other field is best prepared or set to deal with these sorts of challenges or to know their long-term impact on organisational innovation, productivity, and survival. To try to do that well, OD must keep its values straight, its resolve strong, and its eye on the prize: improved organisational health and effectiveness. OD is at a crossroads. The general public and personal sectors need OD's skills, values, and experiences quite ever to affect the increased complexity, competition, and pressures of recent organisational life. At an equivalent time, too few organisations in Nigeria recognise all that OD offers. Rising fully to the present challenge, however, takes the sector toward new theories, practices, markets, and applications. As Burke (2004a) points out, if one is stuck down in HR then one is structurally far away from the opposite central processes that are more likely to drive change in an organisation. Such an exclusive specialise in human processes distorts how situations are defined.

There has been an excellent deal of commentary and controversy about the present state of organisation development (OD) in Nigeria. One ongoing concern is that the underlying value system of OD and whether the normal humanistic values espoused by the founders of the sector are still relevant or whether or not they should get replaced by a group of more pragmatic business considerations as articulated by newer practitioners (Worley & Feyerherm, 2003). A component of a bigger set of concerns about the OD's future, relevance, and continued viability form part of the controversy over OD's values in today's context (Bradford & Burke, 2004, 2005).

Presently, OD practitioners and students discuss the idea and practice of OD as if it were one entity and supported one set of values and premises. Technology, globalisation, competitive pressures, industry shifts, worldwide markets, increasing workplace diversity, and a number of social and economic forces have altered the planet of labor, the ways collective action organised and therefore the meaning of organisational complexity. Of these changes and factors emphasizes on socially constructing reality, transforming mind-sets and consciousness, operating from multicultural realities, exploring different models and assumptions about change, and creating common social perceptions and agreements contribute to a up to date OD whose theories, assumptions, and practices are vastly different from OD's classical roots

In particular, the study encouraged practitioners to think and find answers of few related questions concerning quite research the OD practitioners want, leadership, advocacy that they have, and human domain that practitioners collectively must operate in. Developmental theory and practice have much to provide to OD. The OD field is spotlighted to embrace both theory and practice so as to extend its impact, its possibilities and therefore the real opportunity to form a transformational difference in science and social policy during subsequent generation.

Due to increased global competitiveness, changing stakeholder expectations, and disruptive technology, organisations in most sectors in Nigeria need to raise the bar. This suggests extensive organisational transformation, which needs enhanced leadership capacity and systems thinking and action. OD's purpose is to assist organisations perform better, which suggests improving their health to an athletic level: sick, dysfunctional, toxic organisations simply cannot perform, nor can they compete. By waiting too long to rework, organisations in many sector of the Nigerian economy paint themselves during a corner, where their options are limited, behaviours reactive, while fear and panic run rampant. OD professionals help organisations move the needle from pain to gain: Organisations should be making a surprise attack to unravel problems before they're forced to.

CONCLUSION

The conceptual framework supports analytical thinking toward characterising the response of an organisation to disruptive events and aims to support organisational development through outlining the elemental processes necessary for an organisation to elicit a resilient response. Finally, these trends and changes within the contexts, technologies, and requirements of twenty-first-century organisations have raised questions on the theories and practices needed to deal with contemporary change dynamics and have led to the event of latest change models.

This study adopted the definition of Organisational Development (OD) given by Richard Bekhard, a definition of OD that's widely accepted because the most relevant definition even in today's context. The study presented a transparent scenario of frameworks and models that

included Lewin's change management theory that helps to account for both the uncertainty and resistance to vary which will be experienced in the least staff levels within an organisation. For Lewin, the method of change entails creating the perception that a change is required, then moving toward the new, desired level of behaviour and, finally, solidifying that new behaviour because the norm. The study also highlights a dynamic structure on John Kotter's 8 Step Change Model developed to extend every individual ability to vary and to enhance their chances of success. The study supported available evidences argued that organisational leaders are torn between trying to remain before increasingly fierce competition and wanting to deliver on return on investment (ROI). Although traditional hierarchies and managerial processes can meet the daily demands of running an enterprise, they're rarely equipped to spot important hazards quickly, formulate creative strategic initiatives nimbly, and implement them speedily. The answer Kotter offers may be a second system that points out an agile, network-like structure that operates together with the primary to make a dual OS. A review of the CIPD Professional Map linked it to realise an understanding of the business benefits of using it as a framework for organisation's approach to Human Resource Management. The study recommended that OD scholars and practitioners should do more research, close, discuss and agree collectively on the way to develop the OD field, job and the way to form such movement changes on their mindset and skills.

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