

# Origins of OD: How the Founding Principles Play Into Your Everyday Work



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ODN Oregon Monthly Program  
Facilitators: Emily Logan and Ginny Sorensen

# Agenda

- Who's here?
- Key OD Theories
- Small Group Activity
- Wrap-up and Reflect

An aerial photograph of a busy city intersection, likely in New York City, showing yellow taxis, a red double-decker bus, and pedestrians crossing the street. A large yellow rectangular box is superimposed over the center of the image, containing the text "Who's here tonight?".

Who's here tonight?

# Key Organization Development Theories

# Change Theory: The Origins of Change Management

**Key Theorist:** Kurt Lewin

**Era:** 1930s-40s

## **Unfreeze -> Change -> Refreeze**

- Unfreeze: Understand current mindset
- Change: Develop new attitudes, behaviors & processes
- Refreeze: Crystallize & institutionalize

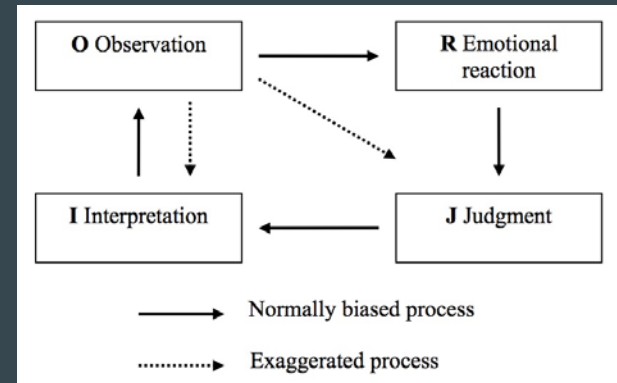
# Process Consultation

**Key Theorist:** Edgar Schein

**Era:** 1960s

## ORJI: Observation Reaction Interpretation Judgment

- Individual model for decisions & analysis
- Encourages self-awareness and analysis



# Systems Theory

**Key Theorists:** Many, across multiple disciplines

**Era:** Varies by discipline

## Organization as System

- Any Change = Change in the Rest of the System
- Influences = Internal Factors & External Environments

# Appreciative Inquiry

**Key Theorist:** David Cooperrider

**Era:** 1980s

## What is Going Right?

- Shift from diagnosis of what's wrong or missing
- Generative process to explore the best of an organization
- Augment or recreate the good stuff

# What Else is Key?

What other key theories, values & concepts influence your OD Practice?

# Small Group Activity: Applying OD Theories

# The Basics

- Split into small groups (we'll help!)
- Review your group's scenario
- Review the key theories
- Discuss the reflection questions provided
- Be prepared to share your group and personal reflections

# Reflection Questions

- How do the principles discussed come into play in this scenario?
- What steps could you take to ensure this process is improved?
- What are the red flags in this scenario that run counter to the principles listed?
- How would you move forward if the problem were in your hands?



# Personal Reflection

**Think of a situation you've struggled with or one you're challenged by today.**

- Which of the principles we discussed apply?
- Is there a principle you're NOT applying that could help you move toward a solution?



Let's Wrap it Up!

# Thank you!

Emily Logan, Project Manager

Edify

[emilyrlogan@gmail.com](mailto:emilyrlogan@gmail.com)



Ginny Sorensen, Consultant  
Propeller

[gsorensen@propellerpdx.com](mailto:gsorensen@propellerpdx.com)



# Reading and Resource List

[ODN website - What is OD?](#)

[Organisation Development by Carrie Foster](#)

- Lots of sections of this website that are very helpful!

[History of OD and the Environment](#)

[Interactive Timeline of OD](#)

[Slideshare - Foundations and Future of OD](#)

# Group Suggestions for Additional Research

- Tavistock Institute
- NTL (formerly National Training Lab)
- Sociotechnical Systems
- Capacity Building
- Future Search
- Self-management
- Cynefin Sensemaking (Snowden)
- Institute for Social Research (Likert, Bowers)
- Chris Argyris-Ladder of Inference, scenario planning
- French & Bell
- Reflective Practitioner (Schon)
- Consensus Decision Making
- Sociocracy
- What are the questions? (before the problems)
- Simon Sinek