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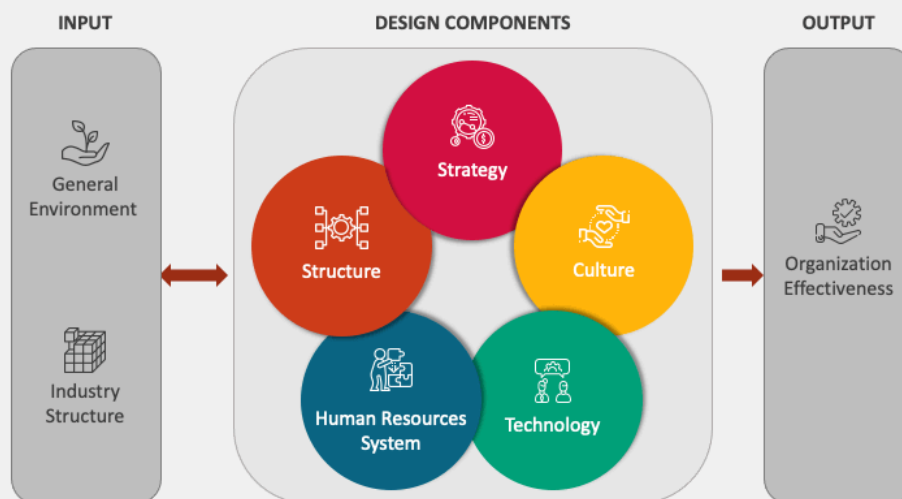
ORGANISATIONAL DIAGNOSIS

Organizational diagnosis is a systematic process used to assess an organization's current state, identify problems, and develop solutions to improve its overall effectiveness. It involves analyzing various aspects of the organization, including its structure, processes, culture, and performance, to understand its strengths, weaknesses, and areas needing improvement.

Organizational diagnosis is a scientific approach to understanding and evaluating an organization's overall health and performance. It involves thoroughly examining the organization's strengths, weaknesses, competitiveness, and performance gaps compared to industry standards.

Organizational diagnosis analyzes the organization's structures, strategies, staff, skills, and shared values. It also gauges its key processes like goal setting, decision-making, and communication patterns.

ORGANIZATIONAL DIAGNOSIS



Key Aspects of Organizational Diagnosis:

Purpose:

To understand the organization's current state, identify problems, and develop strategies for improvement.

Focus:

Analyzing the organization's structure, systems, strategy, staff, style, skills, and shared values.

Process:

Involves data collection (through surveys, interviews, observations), analysis, and feedback.

Methods:

Can include various tools and techniques like force field analysis, the Six-Box Model, and other diagnostic models.

Outcomes:

Provides insights into the organization's strengths, weaknesses, and opportunities for improvement, forming the basis for developing interventions and change strategies.

Benefits:

Helps improve organizational performance, enhance efficiency, and facilitate positive change.

In essence, organizational diagnosis is a crucial step in the organizational development process, providing a roadmap for improvement by understanding the organization's current state and identifying areas for development.

Purpose of organizational diagnosis

Organizational Diagnosis: Purpose

- 👤 Identifying Existing Problems Within the Organization
- 👤 Recognizing Strengths, Opportunities, and Problem Areas
- 👤 Evaluating Whether Organizational Change is Necessary or Desirable
- 👤 Providing Feedback to the Organization by Sharing Collected Data
- 👤 Developing Plans for Growth and Diversification
- 👤 Enhancing Overall Organizational Effectiveness and Planning General Improvements]

The purpose of organizational diagnosis is to plan the growth of an organization while evaluating its current posture and areas for improvement. This involves:

- **Identifying existing problems within the organization**

Organizational diagnosis includes conducting a thorough analysis to uncover underlying issues that may be hindering the organization's performance. This can be done by assessing operational inefficiencies, communication breakdowns, or department misalignment.

- **Recognizing strengths, opportunities, and problem areas**

The way forward toward growth is incomplete without first evaluating the current strength along with the business's unique capabilities, workforce quality and market position. Quantifying such measures will identify opportunities for growth on its own.

Furthermore, it will highlight problem areas that require attention, for example, resource gaps or competitive threats. This balanced perspective allows the organization to capitalize on its strengths while addressing vulnerabilities.

- **Evaluating whether organizational change is necessary or desirable**

If your current posture is already aligned with your strategic goals then maybe organizational change is not necessary. Running a diagnostic at an organizational level will uncover this.

However, if not, consider whether changes are needed to adapt to evolving market conditions or internal challenges. This evaluation helps in deciding whether to implement new strategies, restructure teams, or adopt different technologies to stay competitive and agile.

- **Providing feedback to the organization by sharing collected data**

The collected and analyzed data should be fed back to the relevant leadership and stakeholders of the organization. The feedback should be clear, actionable, and relevant to the organization's needs.

The organization will have ample opportunities to make informed decisions based on the insights gained from the diagnosis report while fostering a culture of transparency and continuous improvement.

- **Developing plans for growth and diversification**

The diagnostic will help an organization design strategic plans, with specific steps toward growth such as market entry, product line addition, or service line extension. It might even consider diversification to lower the risk in a business environment.

- **Enhancing overall organizational effectiveness and planning general improvements**

The focus would be to bring efficiency and effectiveness to the organization by optimizing processes, enriching employee skills, and instilling a positive organizational culture.

General improvements could be referred to investments in technology and streamlining operations amongst others that give an organization a great amount of flexibility in confronting business dynamism.

Methods used in organizational diagnostics

The most common methods used in organizational diagnosis include:

- **Conducting surveys**

Surveys are a quantitative method of collecting data from a large number of employees, customers, stakeholders, vendors, etc. It provides quantitative data that can be easily analyzed and compared over time or across departments.

Surveys are particularly useful for identifying trends and patterns within the organization, though they may lack the depth of qualitative methods.

- **Interviewing employees**

These one-on-one or small group conversations allow for more exploration of topics, uncovering underlying causes of problems and potential solutions. Interviews can reveal information about organizational culture, interpersonal dynamics, and individual perspectives that may not be captured in surveys.

- **Enforcing task-specific groups**

Task-specific groups, such as focus groups or problem-solving teams, bring together employees to discuss specific organizational issues or challenges.

Task-specific groups can help in building consensus and commitment to proposed solutions, as participants feel more invested in the outcomes they helped create.

- **Evaluating records**

Record evaluation involves analyzing existing organizational data, such as financial reports, performance metrics, customer feedback, and HR records. This method provides objective, quantitative information about the organization's past and current performance.

- **Benchmarking**

Benchmarking involves comparing the organization's processes, practices, and performance metrics against industry standards or best-in-class organizations. It can inspire new ideas and approaches, challenge existing assumptions, and set realistic improvement targets.

- **Holding seminars and training programs**

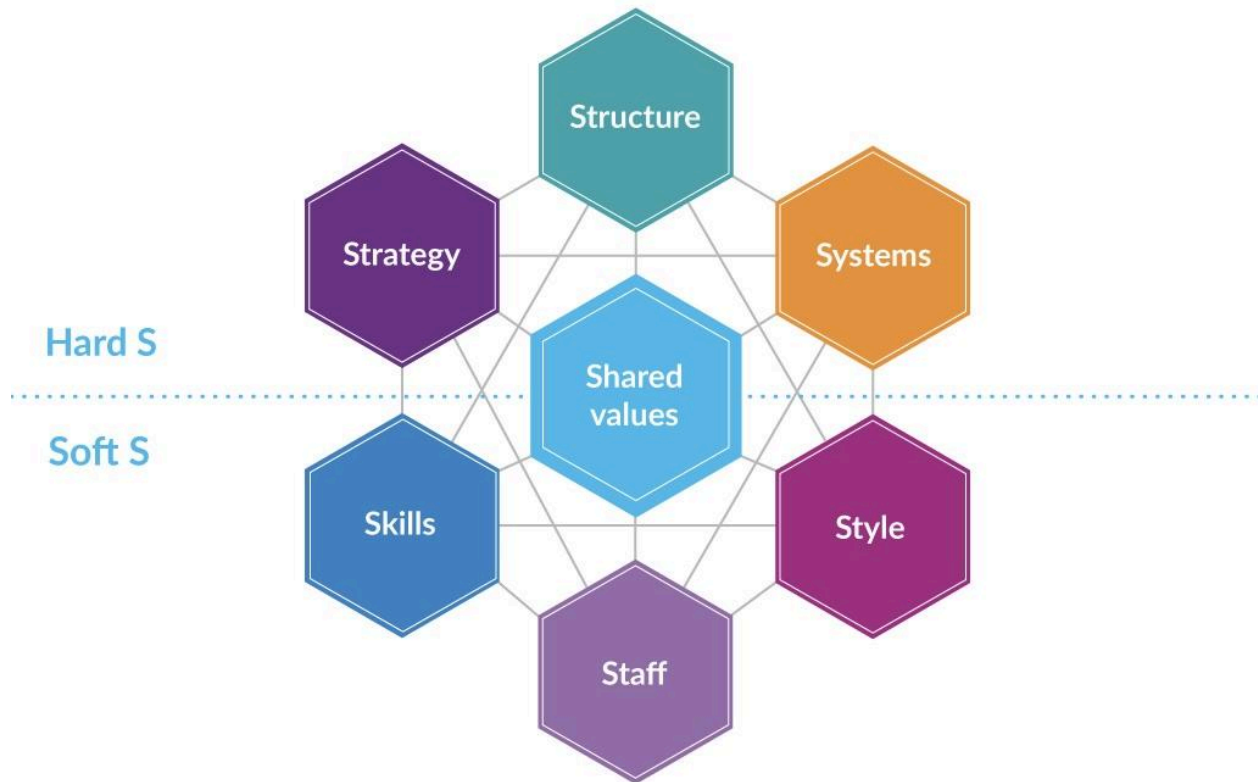
Seminars and training programs provide opportunities for open dialogue, skill development, and organizational learning. They can also be used to introduce new concepts or methodologies that may be relevant to the diagnostic process or subsequent change initiatives.

- **Using diagnostic models**

Diagnostic models provide structured frameworks for analyzing organizations. Examples include

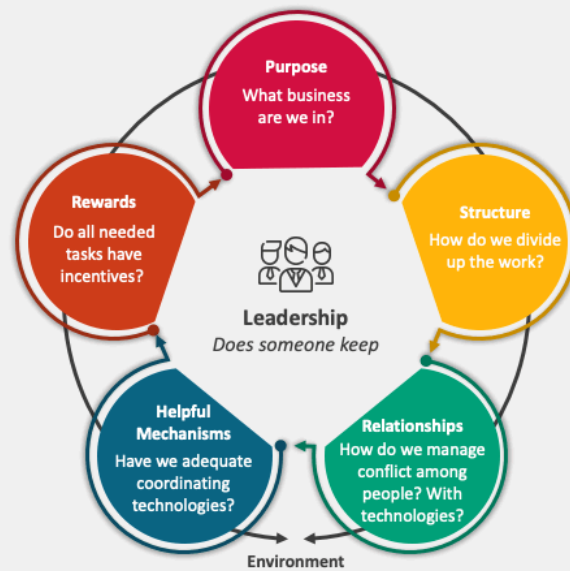
- McKinsey 7-S model

McKinsey 7S Framework



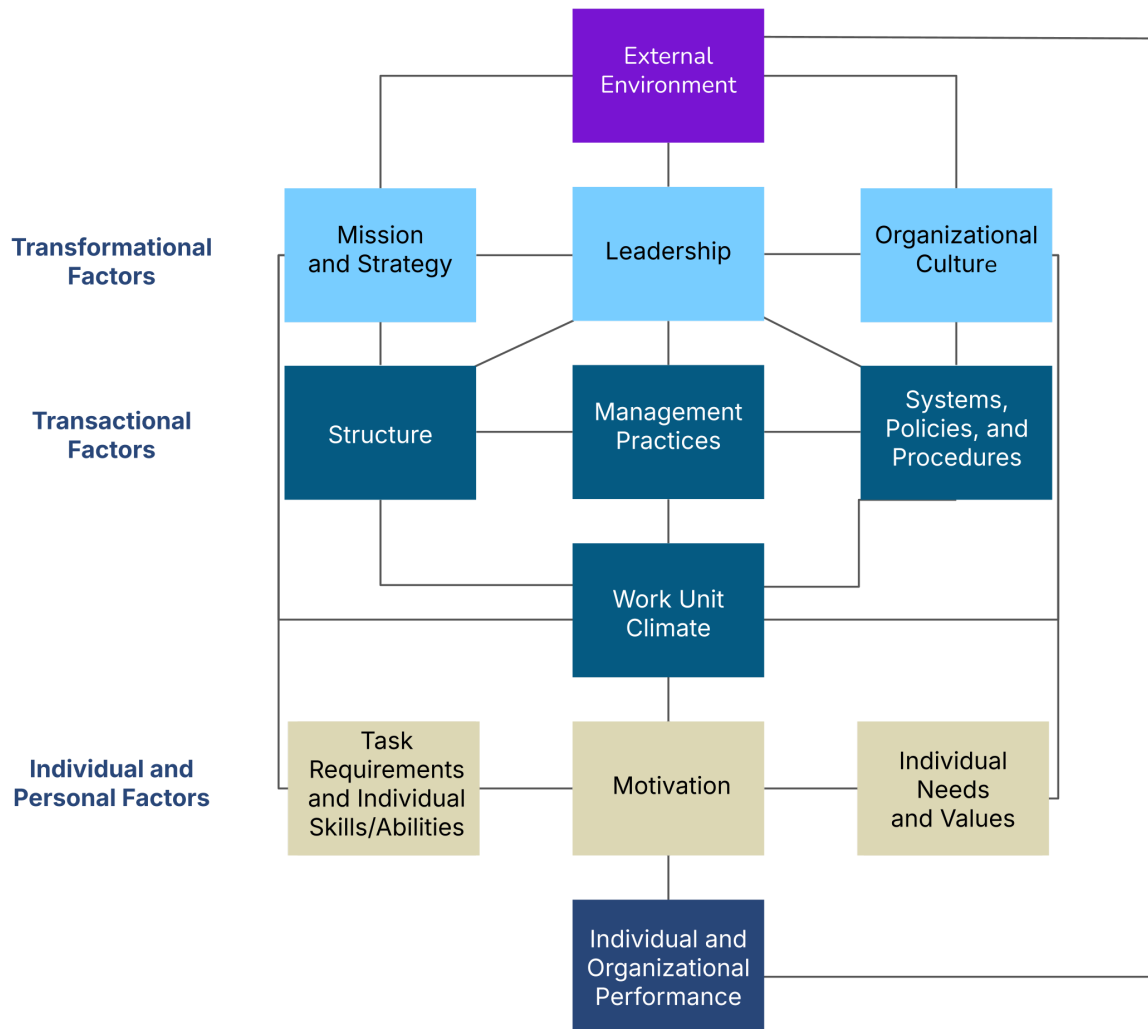
- Weisbord's Six-Box model

Marvin Weisbord's Six-Box Model to Effective Organizations

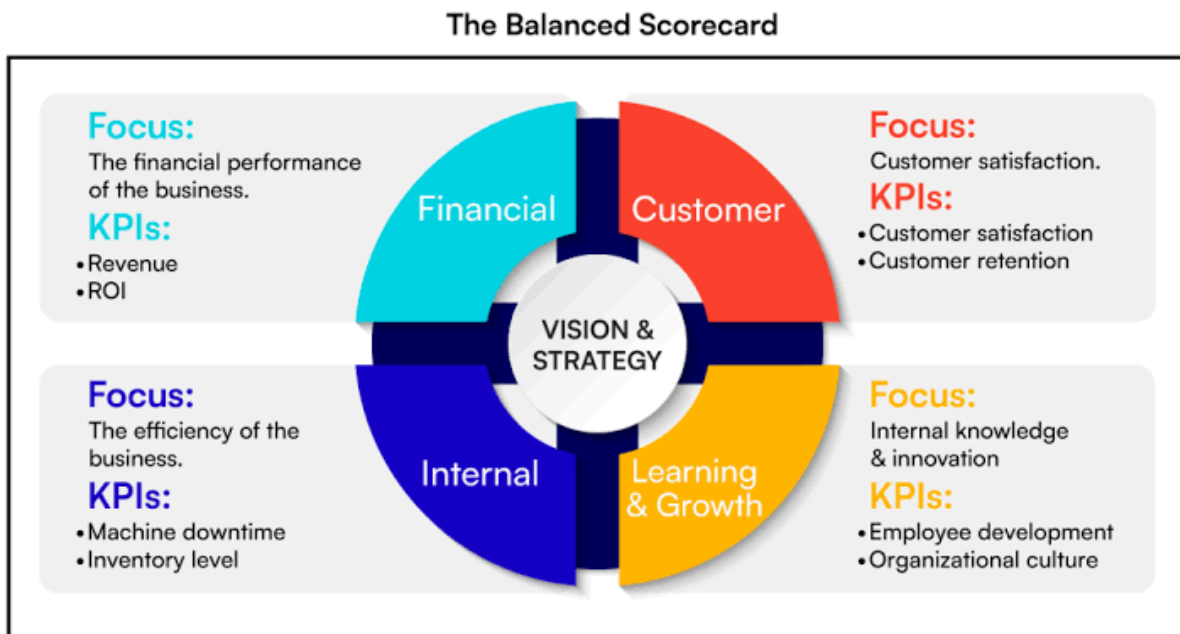


- **Burke-Litwin model**

Burke-Litwin Model



- **Balanced scorecard**



These models offer systematic approaches to understanding the interrelationships between various organizational elements such as strategy, structure, culture, and leadership. They help ensure a comprehensive analysis and can guide the selection of appropriate intervention strategies.

- **Unstructured diagnosis**

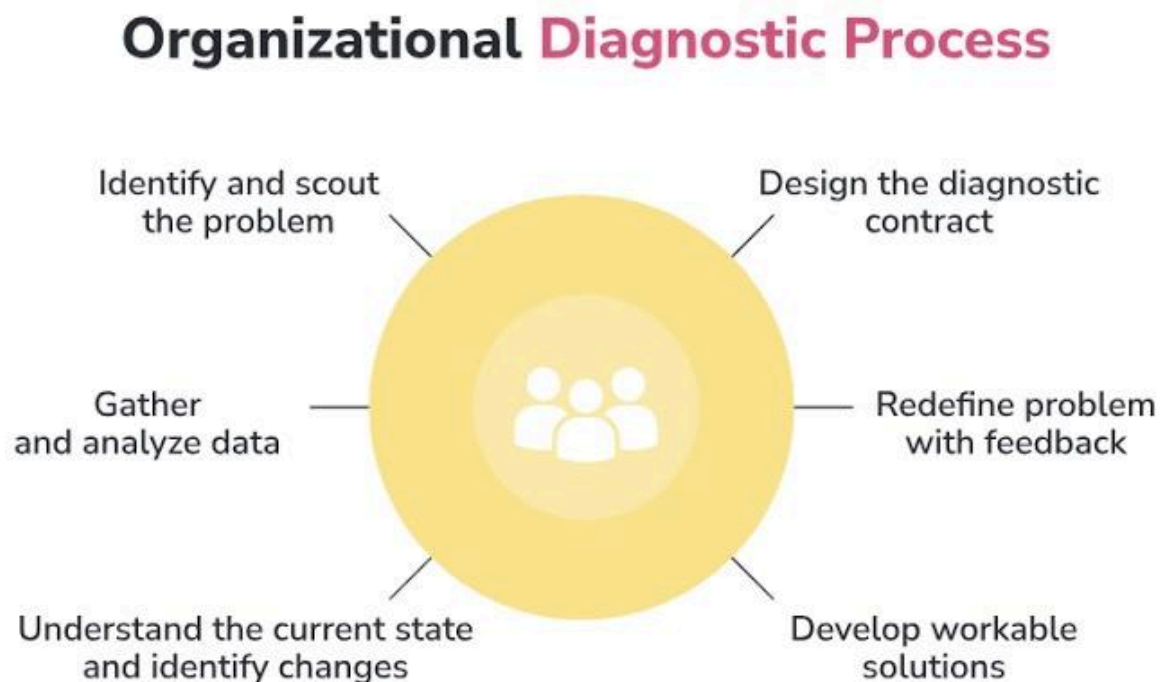
Unstructured diagnosis gives a more flexible, intuitive approach to gathering information about the organization. Examples include:

- **Casual observations:** Noticing employee interactions and office dynamics while walking around.

- **Informal conversations:** Chatting with staff during breaks or social events.
- **Open-ended discussions:** Hosting free-form brainstorming sessions.
- **Shadow days:** Following employees through their workday.
- **Suggestion boxes:** Providing anonymous feedback channels.

While less systematic than other methods, unstructured diagnosis can uncover unexpected insights or issues that might be missed by more structured approaches. It's particularly useful in the early stages of diagnosis or in organizations where formal methods might be met with resistance.

Steps in an organizational diagnostic process



The process of organizational diagnosis involves collecting and analyzing data about the organization's structure, processes, culture, and people. It can be broken down in the following steps:

- **Identify and scout the problem**

In this initial phase, consultants and clients collaborate to explore the organization's needs and challenges. They discuss the problems at hand and determine appropriate diagnostic tools and techniques.

This stage involves assessing the organization's issues and strengths, agreeing on a methodology for investigation, and setting the groundwork for the diagnostic process.

- **Design the diagnostic contract**

During this step, consultants and clients design the study, outlining its aims and objectives, methods, measurement procedures, sampling techniques, analysis approaches, and administrative procedures. This phase ensures that both parties are aligned on the scope and execution of the diagnostic process.

- **Gather and analyze data**

This step involves collecting data through various primary and secondary measures, including interviews, personal observations, group discussions, workshops, questionnaires, and analysis of existing documents.

Once gathered, the data is organized and analyzed using relevant statistical tools, descriptive methodologies, and interpretative techniques. Consultants interpret the findings and prepare for feedback.

- **Redefine problem with feedback**

Consultants present their findings to clients and other stakeholders. The feedback may include explicit recommendations or general findings to stimulate discussion and decision-making.

Based on this feedback, the problem is often redefined to develop workable organizational solutions. This phase involves making explicit assumptions about the organization's desired state and defining what constitutes organizational effectiveness.

- **Understand the current state and identify changes**

Different organizational members define and suggest solving the problem uniquely. The process also identifies internal and external forces that create pressure for change and sources of resistance. This phase assesses the readiness and capability for change among affected individuals and groups.

- **Develop workable solutions**

The final step focuses on identifying behavioral patterns and organizational arrangements that can be most effectively changed to solve problems and improve effectiveness. This involves considering cost-effective solutions and determining which aspects of organizational life should be the focal points of change efforts.

The goal is to develop practical, implementable solutions that address the diagnosed issues and align with the organization's goals and capabilities.

The Diagnostic Cycle

The purpose of a diagnosis is to identify problems facing the organization and to determine their causes so that management can plan solutions.

An organizational diagnosis process is a powerful consciousness-raising activity in its own right, its main usefulness lies in the action that it induces.

The major steps of a diagnostic cycle include

- Orientation
- Goal setting
- Data gathering
- Analysis/ Interpretation
- Feedback
- Action Planning
- Implementation
- Monitoring/ Measure
- Evaluation

