

WORK GROUP DYNAMICS AND DIVERSITY



STUDY UNIT 8

Organisational Development Models

DEVELOPMENT MODELS

- 1) All-inclusive participation model
- 2) Sustainable organisation effectiveness model
- 3) Value & task synergy models

DEVELOPMENT MODELS

1) All-inclusive participation model

- Preference is given to the historically disadvantaged when appointments are made
- Everybody is included in the development programme
- All employees are put on the upward development spiral
- Historically disadvantaged are promoted much faster
- Opportunities are not taken away from anyone

DEVELOPMENT MODELS

2) Sustainable organisation effectiveness model

- Objective is to improve organisational effectiveness
- This is achieved by improving the following:
 - ✓ Relativity or innovation
 - ✓ Problem-solving
 - ✓ Work group cohesiveness
 - ✓ Communication
- Remove barriers on the individual, group and organisational levels

DEVELOPMENT MODELS

2) Sustainable organisation effectiveness model

- Barriers at Individual level:
 - Personal identity structures; prejudice; stereotyping
- Barriers at Group level:
 - Cultural differences, ethnocentrism, intergroup conflict
- Barriers at Organisational level:
 - Promote a diversity climate by introducing processes to foster acculturation, structural integration & informal integration

DEVELOPMENT MODELS

2) Sustainable organisation effectiveness model

- Monitoring effectiveness takes place on 3 levels:
- *First level:*
 - ✓ Attendance
 - ✓ Turnover
 - ✓ Productivity
 - ✓ Work quality
 - ✓ Recruiting success
 - ✓ Creativity
 - ✓ Problem-solving
 - ✓ Work group cohesiveness

DEVELOPMENT MODELS

2) Sustainable organisation effectiveness model

- Monitoring effectiveness on the *second level*:
 - ✓ Market share
 - ✓ Profitability
 - ✓ Achievement of formal organisational goals

DEVELOPMENT MODELS

2) Sustainable organisation effectiveness model

- Operational strategy for changing organisational culture centres on the following activities:
 - ✓ Leadership
 - ✓ Research & measurement
 - ✓ Education
 - ✓ Changes in cultural & management systems
 - ✓ Follow-up

DEVELOPMENT MODELS

3) Value & task synergy model

- Employees from different cultural groups need to share values & tasks immediately
- Shared values can include:
 - ✓ Organisational effectiveness
 - ✓ Opportunities
 - ✓ Safe conditions
 - ✓ Acceptance of cultural differences as an asset
 - ✓ Tolerance for other people, loyalty, trust

DEVELOPMENT MODELS

3) Value & task synergy model

- ✓ All employees must participate in identifying shared values through discussion groups
- ✓ Immediate empowerment of black employees is achieved by election to managerial positions
- ✓ Strengths of the Eurocentric value system are included in the new culture
- ✓ Strengths of the Afrocentric value system are retained in the organisation culture
- ✓ Effective communication between employees & management
- ✓ High level of tolerance between all employees
- ✓ Development opportunities for black employees
- ✓ Productivity & profit improvement
- ✓ Breaking-down of the in-group / out-group division