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TIPS, TOOLS & INTELLIGENCE
FOR DEVELOPING TALENT



10 TOOLS FOR ORGANIZATIONAL DEVELOPMENT

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INTRODUCTION

As William J. Rothwell writes in *Organization Development Fundamentals*, organization development “is a long-term change effort focused on improving the interpersonal relationships of employees.” Organization development means involving people in the change process, and the change process itself changes as necessary to accommodate changing situations, problems, and other factors.

This job aid collection features templates, questions to answer, checklists, and action planners to help organizations home in on where their culture is now and where they want it to be; and it provides tools to help organizations move forward.

The developer of the “Exploring Current Company Culture” job aid suggests that you distribute it to a group of managers to solicit their views of how success is measured, what employees need to do to succeed, and how the organization perceives its customers.

“Defining Your Organization’s Cultural Elements” will generate thinking around organizational mission, rituals, organizational structure, and lines of communication.

Definitely not, somewhat, definitely? How would you rate your organization in terms of clarity of strategy, recruitment policy, and current training? “Ready for Knowledge Management?” walks you through a series of questions to assess whether your organization is well-positioned for a successful knowledge management initiative.

Action learning programs can be a valuable tool for organizational change. The “Effective Action Learning Checklist” provides tips to developing such a program.

“Diversity and inclusion is based on understanding and respecting differences and similarities between people and cultures to create a positive climate in which all employees bring their best efforts to the workplace, enhancing the development of relevant products and services in a changing marketplace,” write Marjorie Derven, Ernest Gundling, and Pamela Leri in “Leveraging Diversity and Inclusion for a Global Economy.” The “Diversity and Inclusion Action Planner” and “Diversity SWOT Analysis” job aids will help you

evaluate where your organization is in terms of diversity and inclusion, leverage current strengths, and change for tomorrow’s global reality.

Coaching can, according to the International Coach Federation, lead to improved work performance, improved business management, and improved use of time. Building a coaching organization, as Virginia Bianco-Mathis and Lisa Nabors write, “requires a total systems approach that incorporates most of the popular learning and organization development notions of recent years” such as employee engagement, strategic planning, and change management. The “Building Your Own Coaching Organization” job aid provides guidance to take you a step closer to having a coaching organization and being able to see positive critical change.

Employee engagement is a crucial element in organization development. The “Talent Engagement Survey” gives you a tool to assess whether growth opportunities exist in your organization, whether feedback is given to employees and mistakes allowed, and more.

Organization development includes specific projects as well as broader change in culture. The “Action Item Planning Worksheet” can help in coordinating activities needed for a strategic learning initiative.

Social learning is increasingly recognized as an important element of employee and organizational growth and development. The “Checklist of Design Principles for Learning Communities” features questions around including those learning opportunities in your workplace.

These job aids are intended to help your organization not only to stay competitive in today’s rapidly changing business environment, but to begin implementing change to stay ahead of tomorrow’s competitors, today.

EXPLORING CURRENT COMPANY CULTURE

This tool can be used to help managers think about the company's current culture in very practical terms and begin to design a vision of the new culture.

Instructions

Distribute this form to a group of managers and give them time to answer the questions. Then have managers share their answers with others in the group. Discuss the answers and ask the group to agree on one set of answers that best describes the current culture.

During a later session, have the group of managers complete the questions again, this time describing how the company will be in the future (following the change).

Welcome to Our Company

Imagine that a new employee has just joined your organization. It often takes time for people to get to know a new organization. Your task is to help the employee understand what our company is really like. Share your impressions of our company by completing the following sentences. Remember to describe our company as it is now—not the way you might like it to be.

When you begin working here, one of the first things you'll notice is that everyone focuses on

Three adjectives that describe our company are:

- 1.
- 2.
- 3.

We measure our success by

People who work here can be described as
and have given up the idea that

As a new employee, you'll learn how to do your job by

To be promoted here, you'll need to

EXPLORING CURRENT COMPANY CULTURE (continued)

The biggest mistake you can make here is

Although it isn't written down, our company really values

That means you should

We view our customers as

Because we're so good at

our customers never have to worry about

If we could solve these two problems:

1.

2.

we would be an even better company.

In the past our company has been successful because of

Other organizations wish they could duplicate our ability to

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