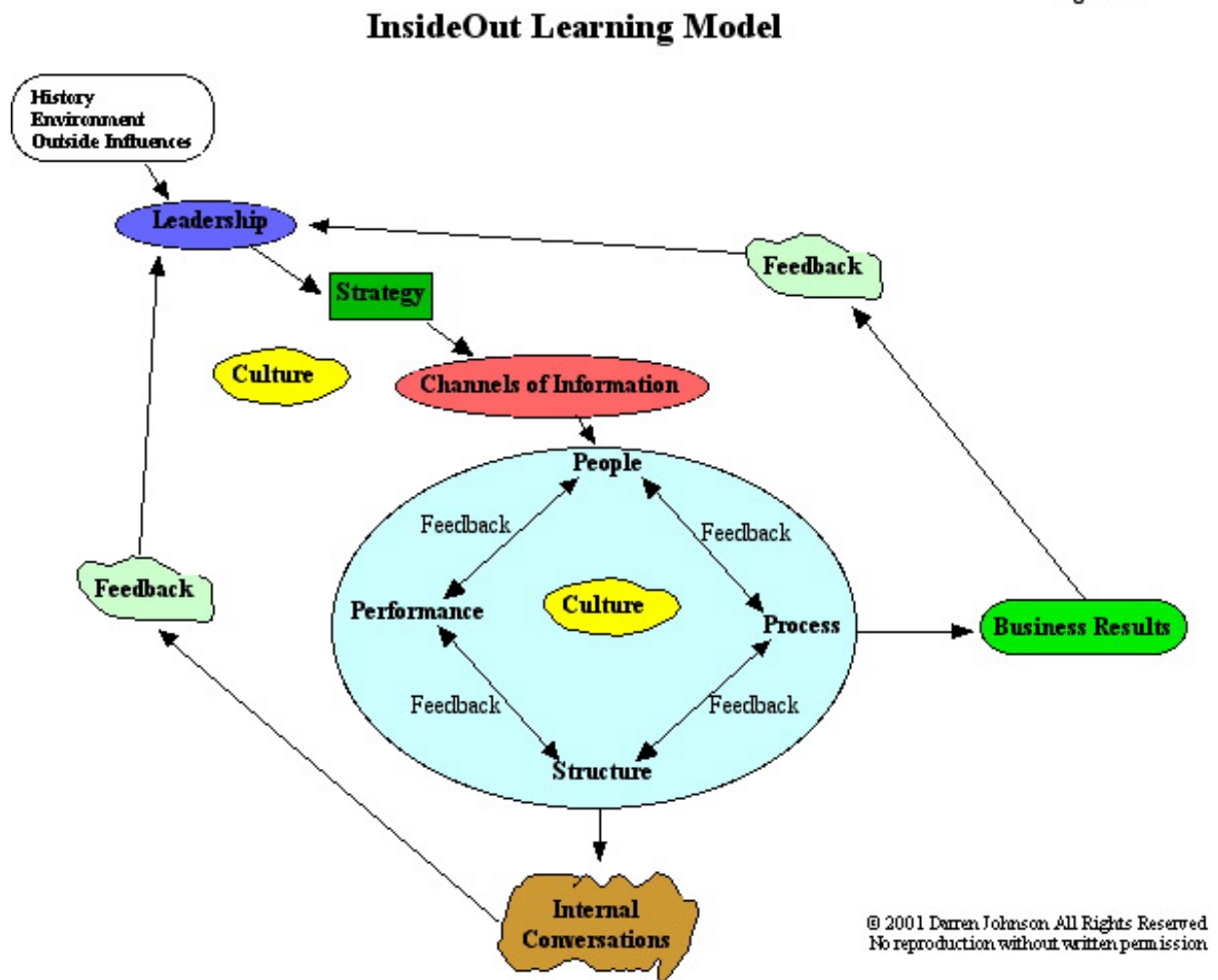


Organizational Diagnosis

The use of the InsideOut Learning diagnostic model (hereinafter referred to as IOL Model) will be used as a guide for the client. Perhaps I will find out whether or not the data collected from the client subsystem (Freedman, Zackrisson 2001) supports the choice to use this particular model, which is shown in Figure A below.

Figure A



Since you will read about this model throughout this report, let me tell you a bit about it. The Hanna Model, the Nadler/Tushman Model (Drexler, 2002, handout), the open systems model (Cummings & Worley 2001, Harrison 1994, Morgan 1997), and

personal theories about how individuals grow, let go, & change (Johnson, 1998) all contributed to the creation of the IOL Model. It reflects the impact of history, the environment, and other external influences such as stockholders, boards of directors, and the like. These components have significant impacts on leadership and how it makes decisions. Top leadership, beginning with the board, executive director, or CEO, has a certain style (Peters, Phillips, Waterman 1980) and will develop strategies that should reflect the overall vision, mission, history, and other external influences. This strategy is communicated throughout the system via various channels of information. The various subsystems (Freedman, Zackrisson 2001) comprise people, processes, performance, and structures that move in various directions while remaining aligned with the overall vision and mission. Feedback is a constant and integral part of the model as well. Feedback can be provided on purpose and by accident. Either way it is fed back into the system. The model also depicts two outcomes that can be categorized as business results (i.e. ROI, retention rates, P/E margins, % of sales) and internal conversations. These outcomes provide vital information to leadership that help to reshape its approach in implementing new strategies and perhaps even to change the various flows of communication back into the system.

According to the IOL Model, information that could be extracted from the feedback loops can assist in making important strategic decisions about the direction of the agency should be headed. This model is also going to be helpful in that it will allow for greater understanding and clarity of the impact of the various subsystems that exist and how those subsystems impact the outcomes of the agency overall. What makes this model so powerful are the feedback loops between the two outputs and the link they

provide for continued strategy for leadership. Being aware of the power of the internal conversations of the agency can provide feedback for the Board to understand what is happening at the subsystem level of the organization. Understanding the consciousness of the organization at this level is also key to making strategic decisions about the agency's future. Cummings & Worley (2001) write about how important it is for leadership to identify the core values of an organization for some future action relative to its mission. The IOL Model's feedback loop between internal conversations and leadership depicts one of the ways to identify, not the "espoused values", but the "values in use" (Cummings & Worley, 2001 p. 160). Those identified values are key to the creation of strategy for leadership. Since core values are not "determined or designed, they are discovered and described through a process of inquiry" (Cummings & Worley, 2001 p. 161) and observation, being aware of internal conversations becomes critical for the creation of strategy by leadership.

After hearing about the IOL Model, the client was particularly interested in the feedback of information between internal conversations and leadership. Other models I have seen do not seem to include and acknowledge internal conversations, which are critical to both individuals (Johnson, 1998) and organizations. To explain internal conversations a bit further, organizations have conversations that represent how people really feel about the culture. These same conversations will also help to define and can represent the culture. Sometimes the internal rumblings of the masses of people within a system can tell you more about that system than the leadership could ever deduce and assess. Metaphorically speaking, internal conversations are like the amygdala portion of the brain. The amygdala is the "repository for all our moments of triumph and failure,

hope and fear, indignation and frustration. ...everything we see and hear from moment to moment.” (Goleman, 1998, p. 74) Leadership on all levels can use the internal conversation of the system as feedback to gauge what is needed. Feedback also must be used in a timely manner. Using a version of David Blicher’s formula for the readiness of change ($\text{change} = [\text{desire} \times \text{vision} \times \text{first steps}] > \text{resistance} \times \$ \text{ of change}$) in organizations, Richard Beckhard (Beckhard, Harris 1987) says that being able to identify the dissatisfaction in an organization is key to effectuating change and increases the probability for succeeding with a change effort. All of the feedback loops in this model are designed in part to help leadership recognize when it is necessary to make adjustments in style and data can assist with this effort. Even though analyzing data in detail expands beyond the scope of this paper, the correlation between the data and the model will be discussed briefly.

Based on the IOL Model - style, beliefs, and actions of leadership influence strategy and how the strategy is communicated throughout a system. The style of leadership (Peters, Phillips, Waterman, 1980) can be reflected in the philosophy, strategy, and channels of information within an organization. It may also suggest that those who make up the top of leadership have varying ideas, needs, and desires for power that may not always be congruent with the overall goals of the system (Peters, Phillips, Waterman, 1980). This contributes to somewhat of a different sub-culture among leadership that is slightly different from the rest of the system. This difference could be defined as style, although the model labels it as culture. I believe the use of this model will assist the Board as it looks at how to consistently and effectively stay in tune with all aspects of the agency.

Specific references related to the use of an organizational diagnostic model are included in the references located at the end of this report.

Organizing the data became a very simple task given the amount of feedback.

Nonetheless, I forged ahead as if the feedback had come from hundreds of people. The first step was to organize the data in to some common themes.

The personal interviews went well. The one employee who was interviewed provided great insight into some of the differences of opinion about the direction of the agency. She felt that the agency was not maximizing its potential. She thought that the owner was not fully aware of what it takes to make things happen and therefore would ask for people to commit to things that were unreasonable, relative to the annual GOLF golf-tournament.(no pun intended).

The previous executive director (ED) also felt very strongly that the agency has great capabilities if only the mission were clearer to the Board. She also indicated that there should be more clarity about the direction of the agency. She feels that with the proper funding and with a strong ED, the agency will certainly grow.

Relative to the IOL Model for diagnosing the agency, it was apparent that leadership was not totally focused on many other aspects of the entire system beyond the organizing of the annual event. The focus seemed to be on the annual golf event that was held. There seems to be no energy put into developing other areas of the agency. Part of the reason is because the interim ED and the Founder are both busy with other professional activities that, while important, are taking them away from GOLF and its future. Table 3.4 depicts some of the themes from the collected data relative to the diagnostic model mentioned earlier. The participants, who attended the four-hour intervention meeting, created those themes.

What I Learned From This Step

Every time I collect data using the evaluative questions that support the InsideOut Learning Diagnostic Model (Johnson 2001), I learn about the strength of this model. It is my theory that every organization has internal conversations and when leadership can hear and begin to understand those conversations, it can be much more effective and purposeful in providing what the organization needs to do its best.

After initially hearing about the model, the client was particularly interested in the feedback of information between internal conversations and leadership. Other models presented both in class and in our handouts did not seem to include and acknowledge internal conversations, which are critical to both individuals (Johnson, 1998) and organizations. **As explained earlier, organizations have conversations that represent how people really feel about the culture. These same conversations will also help to define and can represent the culture. Sometimes the internal rumblings of the masses of people within a system can tell you more about that system than the leadership could ever deduce and assess.**

All of the feedback loops in this model are designed in part to help leadership recognize when it is necessary to make adjustments in style and data can assist with this effort. The client perceived this model to be a very important asset for the Board's role in the future. This perception helped to strengthen my belief in a model that I created. What I learned from this step is the importance and power of believing in your own creations and designs. Being willing to be vulnerable by putting yourself out there in terms of your theories, beliefs, ideas, and practices.

Relative to the InsideOut Learning Diagnostic Model, I used a grid (see table 3.2) to depict the story of the relevant data collected. The data collection form is designed to

divide the respondents data into various categories. The categories are based on the model and are centered around the various feedback loops. For example, there is a feedback loop between internal conversations and leadership. This loop indicates that leadership can learn from the internal conversations and use this information to assist with the creation and revision of organization wide strategies. The data collection form asked specific questions related to that particular feedback loop. Table 3.2 will depict data according to this model.

Categories & Corresponding Questions	InsideOut Learning Diagnostic Model Participant Responses (Sorted Raw Data)
Goals & Objectives Question 2	not really clear, you just know what to do because of the nature of the agency; what is needed is clear, but not in writing; if you have initiative then you know what to do; communication of goals is a given and is done in person rather than on paper.
Informal Groups Question 8	they exist but not in leadership; there are informal groups; getting work done can be hindered and is sometimes held up because the leader doesn't realize what is necessary to make things happen; when there is gossip about Board participation it creates lack of trust; they come in, have own agenda, want to do things their way and don't like to get feedback or ask for input.
Connected Leadership Questions 7, 9	not very, somewhat disconnected; very connected; more proactive; feel watched by leadership; not as connected as it could be because of lack of structure; leadership is connected to the organization although it is hard to tell sometimes if you don't work [directly] with leadership.
Communication Questions 10, 12	is mostly word of mouth (meetings or one on one) and email; mostly verbal communication. Primarily verbal. Performance: is rewarded based on internal relationships and knowledge, some education and some importance to overall business.
Culture Question 6	somewhat political, unique, a little bureaucratic, ideas are welcomed from everyone but only a select few are actually used; professional yet never settled, always a push to give more; cohesive team; trusting, open communication; difficult to satisfy various needs altogether on what we do but cannot all use same resources to get job done because of skill levels, very diverse..
Internal Conversations Question 11	when together we sound cynical, we are our own venting outlets, most of us enjoy what we do; not always practical, inflexible. Leadership doesn't really check in unless there is hearsay about something negative, if you are doing things well, you never hear about it. people feel a higher standard because we are who we are, there is an intensity to deliver; our systems are very antiquated. too much open door, the energy is good; there is a sense of dissatisfaction/not being appreciated for hard work.
Congruency Questions 1, 3, 4, 5	somewhere in between being congruent and not; not congruent; like a partnership filling the needs of the organization; we are not always congruent with our mission, people loose sight because of the annual event. Founder doesn't see mission the same as others. Feedback: get good feedback from

	outside when we ask for it, only negative from the inside; feedback is not timely because everyone is busy, it is used to get rid of unnecessary activities but it is not documented. people get disillusioned and de-motivated which impacts their desire to provide support.
Philosophy Questions 1, 3, 4, 5	not sure there is a philosophy as of yet, Board talks a good game but actually getting things done is like pulling teeth; not sure about philosophy; annual tournament is about service and a good resource - but not sure how effective; we do work long hours on the annual golf event, but don't know about philosophy.

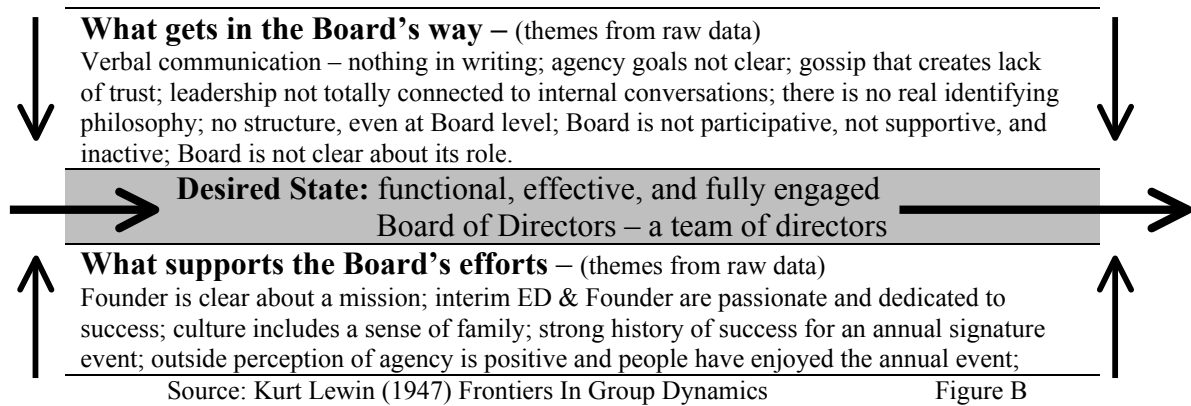
Table 3.3 depicts the raw data collected from one on one interviews and observations.

Category	Sorted Raw Data Table 3.3
Initial Observations	There is a strong commitment among past the current employees and volunteers; mission is unclear to most, however very clear to the Founder; there is no structure to the agency; there is a need for funding sources; the environment is family oriented; the Board is somewhat inactive and when it was it was difficult to find direction; there is a desire to move beyond the tournament, however there is lack of clarity about how to accomplish that goal
Data Collection from interviews History	Came from the Founders desire to help Blacks have access to education about organ donation; used Lee Elders wife at first tournament; used Morgan Wooten to market concept; tournament not happened last two years - prior to that had annual event for about five years; 501(c)(3) in 1999; used volunteers to help get work done; had at least two executive directors.
Leadership	Board is not present and not participative; doesn't provide leadership; Founder is very committed to the mission and holds the vision of being the number one contributor to increasing awareness and opportunity for organ donation among people of color; interim ED has passion for the success of the agency; other potential leaders don't have enough to hold on to and therefore can't give of themselves because there is no substance
Structure, People, Process, and Performance	There is very little structure for the agency; need to re-structure beginning with the board; ideally GOLF should provide education to minority communities on health related issues in general; the \$\$ should be used to help families gain better access to information; through our efforts we should close the health care education gaps.
Internal Conversations	We love this golf tournament; this is a great idea and it helps so many people; the Founder has a good heart; GOLF is raising consciousness. They could do more if they had more direction.

This raw data was used to create themes. To be honest, because there was so little data to review, my initial reaction was to simply show the data to the client in its raw state. This would have had much more of an impact. Nonetheless, I forged ahead and created themes from what had been gathered. Initially the themes were going to be organized into four categories: 1) individual commitment 2) leadership 3) structure and 4)

internal conversations (external and internal to the agency). However since the data collection was so sparse, the category of individual commitment was changed to history because historically there was such a lack of commitment. In Figure B these categories are depicted in a version of a Force Field Analysis (Lewin, 1947). The desired state is to have a functional, effective, and fully engaged Board of Directors on the group level that can support the mission of the total system (Bidol-Padva, 2003). The focus of this project is on that level. Another aspect of the desired state (Lewin, 1947) at the total system level is being a premier organization that contributes to the education and health of people of color through the heightening of awareness about organ donation. Imagine, as you look at Figure B below, the themes that represent what gets in the Boards way are pushing down on the desired state, hindering it from moving forward. At the same time the themes that represent what supports the Board are pushing up against the agency in an effort to move it forward. You might ask, which one will win? According to Freedman (2002) relative to Lewin, if the agency can eventually let go of the restraining forces and only focus on what it can control and change, then the supportive forces will drive the agency forward, perhaps at a faster pace.

Figure B below depicts what is keeping the Board from being fully functional and what supports the Board as it moves ahead. The format is somewhat representative of Lewin's (1948) Force Field Analysis as described above.



To sum up what actually happened regarding data organization, I was able to demonstrate the data in a couple of simple formats. The primary reason for using these formats was to be able to show the raw data to the client during the feedback meeting.

The challenge with the self evaluation data collection forms was that the low response rate made it difficult to use the raw scores. I made a conscious choice not to create an index of central tendency (Williams & Monge 2001) because the sample was too small. Although the mean is considered the most sensitive index of central tendency and is the most important, there just didn't seem to be enough data to support using a mean value. As a matter of fact, I chose not to include any of the scores because there were only three questionnaires that were returned and two of those were the Founder and interim ED. However I included their written responses in the raw data in tables 3.2 and 3.3.