



Stages of Organizational Development

Evaluative Inquiry Opportunity

<p>1. Inception: The point of origin of any organization is most often someone(s) with a new idea looking for an opportunity to make it a reality. This can be a time of tremendous change and fluidity in the organization.</p>		<p>FRAMING THE INQUIRY: What is the purpose of the organization? What assumptions are informing the decision to do this work? Are there some guiding principles and/or research, which support this effort? This is the time to articulate the "intended change" resulting from the idea manifesting as an organization. What difference will it make? An initial Theory of Change is developed. A shift from a focus on what to what end begins to occur.</p>
<p>2. Launch & Start-up: (organizational infancy) The organization moves from visioning to planning and implementing its mission. Recruitment for key staff positions, administrators/managers is underway.</p>		<p>FRAMING THE INQUIRY: What are the values that will guide the work and the key strategies used? What questions do you need to ask and information to collect to know if services, supports, efforts...etc are actually happening? With the Theory of Change as reference, logic models are developed to address specific areas/strategies of the organization. Expectations around delivery, performance and reach are defined. Research around best/promising practices informs choices around strategies.</p>
<p>3. Ground & Deliver: During this stage, organizations are beginning to deliver and implement their core services and strategies. Depending on the complexity of the organization, this could range from ensuring that hours of operation and staffing are consistent to understanding the variety of positions, skill sets and systems needed to support the mission of the organization.</p>		<p>FOCUSING THE INQUIRY / CONDUCTING THE INQUIRY: Programs/strategies are fully implemented and being monitored. Is the intended audience reached? How much of X is being done? If a research based model is implemented, how true are operations to that model (efficacy)? Be mindful of what is realistic given this stage of development and the desired impact. Logic Models are used to guide expectations and should be modified as context and capacity changes. Work teams come together on a regular basis to assess progress. Simple tools and systems are created and used to track information and provide findings to inform program design and expectations. Program modifications may occur.</p>
<p>4. Specialize & Standardize: In the specialization stage, an organization is trying to understand its real strengths and weaknesses and keep capable people hired and aligned. This requires planning and a clearly articulated vision and goals supported by clear expectations at the personnel and programmatic levels.</p>		<p>FOCUSING THE INQUIRY / CONDUCTING THE INQUIRY / APPLYING THE LEARNING: Questions move from what you are doing to what happened because of those activities. This may (and should) apply to only some areas of work. Data collection tools, processes and protocols continue to be refined. Information systems evolved to provide relevant data in a timely manner with minimal effort. A practice of using findings on a regular basis to inform all manner of decisions begins to evolve.</p>
<p>5. Systemize & Institutionalize: Organizations are institutionalizing their practices and efforts as well as establishing a strong reputation in the broader community for their efforts. At this stage organizations understand the reason for their successes and are able to replicate them. They are nimble and adaptive enough to evolve. They have a problem solving mindset and develop innovative approaches to address change.</p>		<p>APPLYING THE LEARNING / FOCUSING THE INQUIRY / CONDUCTING THE INQUIRY: Service/ strategy delivery systems are operating and full efficiency. Staffing and funding is stabilized. All elements of a Theory of Change are being actualized. The focus shifts to questions about effectiveness and quality. Information continues to be gathered on the quantity of activities and who they are reaching. Information systems continue to be refined. External supports may be engaged to assist in some of the evaluation activities to both maximize resources and to expand capacity. This may include conducting quasi- experimental research designs and/or other methods that seek to determine the efficacy of the program model</p>
<p>6. Renew & Regenerate: Changing external or internal forces, unforeseen opportunities, or a combination of these dynamics drive the organization into a substantive review of its identity, values, vision and mission. Examples of factors, which could precipitate this reflection, include a new leader, a 10-year anniversary or changes in the funding environment.</p>		<p>APPLYING THE LEARNING / FRAMING THE INQUIRY: This is a time organizations take a step back and look at where they have been and accomplished and what new opportunities the future may present. Context and capacity have changed. It is a good time to either review or develop a Theory of Change, which unites the organization under a common set of assumptions, external factors, key strategies and intended changes. Evaluation findings determine what have been the most effective efforts to date. Systems and processes are reviewed. New frames and expectations defined.</p>