

Organization Development and Change

Chapter Four: Entering and Contracting

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Learning Objectives for Chapter Four

- To describe the activities involved in entering into an OD relationship
- To describe the steps associated with developing an OD contract

The Entering Process

- **Clarifying the Organizational Issue**
 - Presenting Problem -which is often a symptoms of the underlying problem
 - Clarify the organisational issue/problem
 - This may include collecting preliminary data
- **Determining the Relevant Client**
 - Gather information to determine the relevant client
 - Relevant client includes members who can directly impact the change issue

The Entering Process

- Selecting an OD practitioner
 - Based on expertise and experience
 - Request proposals
 - Check references

Developing a contract

The goal of contracting is to make a good decision about how to carry out the OD process

- **Mutual expectations**
 - Focus on expectations of the client & practitioner
 - Client states services & outcomes to be provided
 - OD practitioner states what he/she expects to gain from the OD process.

Developing a contract

- **Commit Time & Resources**
 - Essential requirements (access to clients, managers, members; access to information)
 - Desirable requirements (access to special resources; written rather than verbal reports)
- **Ground Rules focuses on:**
 - Issues of Confidentiality
 - Termination of the OD relationship
 - Clarifying issues on how to handle sensitive information