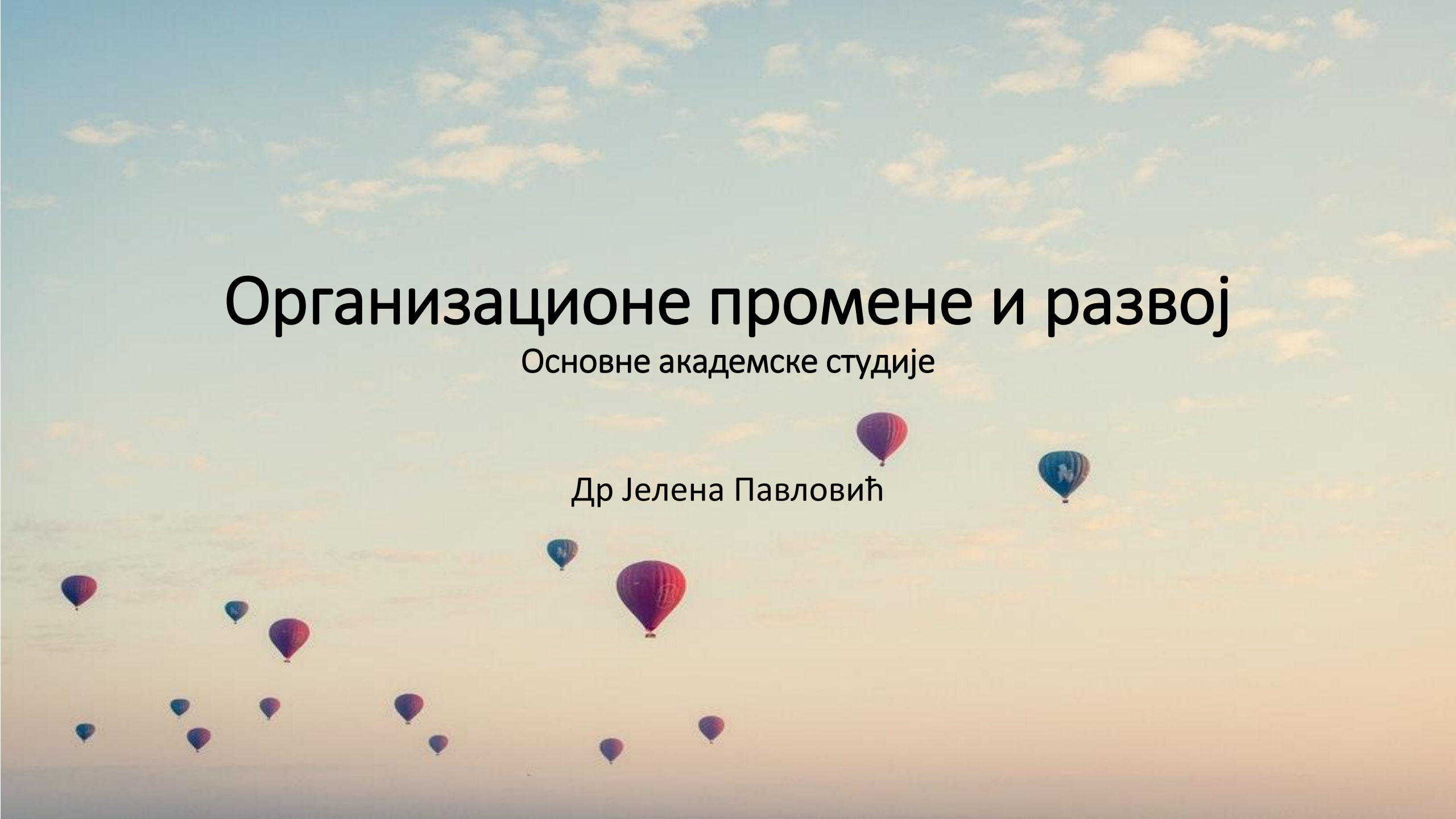# Организационе промене и развој
Основне академске студије

Др Јелена Павловић

Теорије организационих промена и развоја

- Теорије организације као отвореног система
- Теорије животног циклуса
- Теорије организационог идентитета
- Теорија организационе културне еволуције

Теорије организације као отвореног система

(1) Организације су део великог система међузависних утицаја у локалном и глобалном окружењу.

- Макропроцеси: глобализација привреде, транзиција, развој тржишта, технолошке промене, неуспех тима или организације

(1) Промене у било ком делу система на посредан или непосредан начин утичу на све елементе система.

(2) Организације мање или више адаптивно реагују на промене.

(3) Одговори организације стварају нову конфигурацију односа или вредности.

Динамичке способности организације: стварање, интеграција и експлоатација знања.

Могући одговори организације: 1. адаптивно; 2. иновативно; 3. без одговора.

Теорије животног циклуса

- Аналогија са људским животним циклусом: настанак, раст, зрелост, крај, поновни почетак.

- Утврђивање актуелне „животне" позиције организације.

- Прва фаза припреме развојног планирања.

- Идентификовање критичних проблема.

- Циљ организационих промена: еквилибријум у свакој фази.

- Имплицитне претпоставке о промени?

Теорије животног циклуса

ГРЕЈНЕРОВ МОДЕЛ ЖИВОТНОГ ЦИКЛУСА ОРГАНИЗАЦИЈЕ
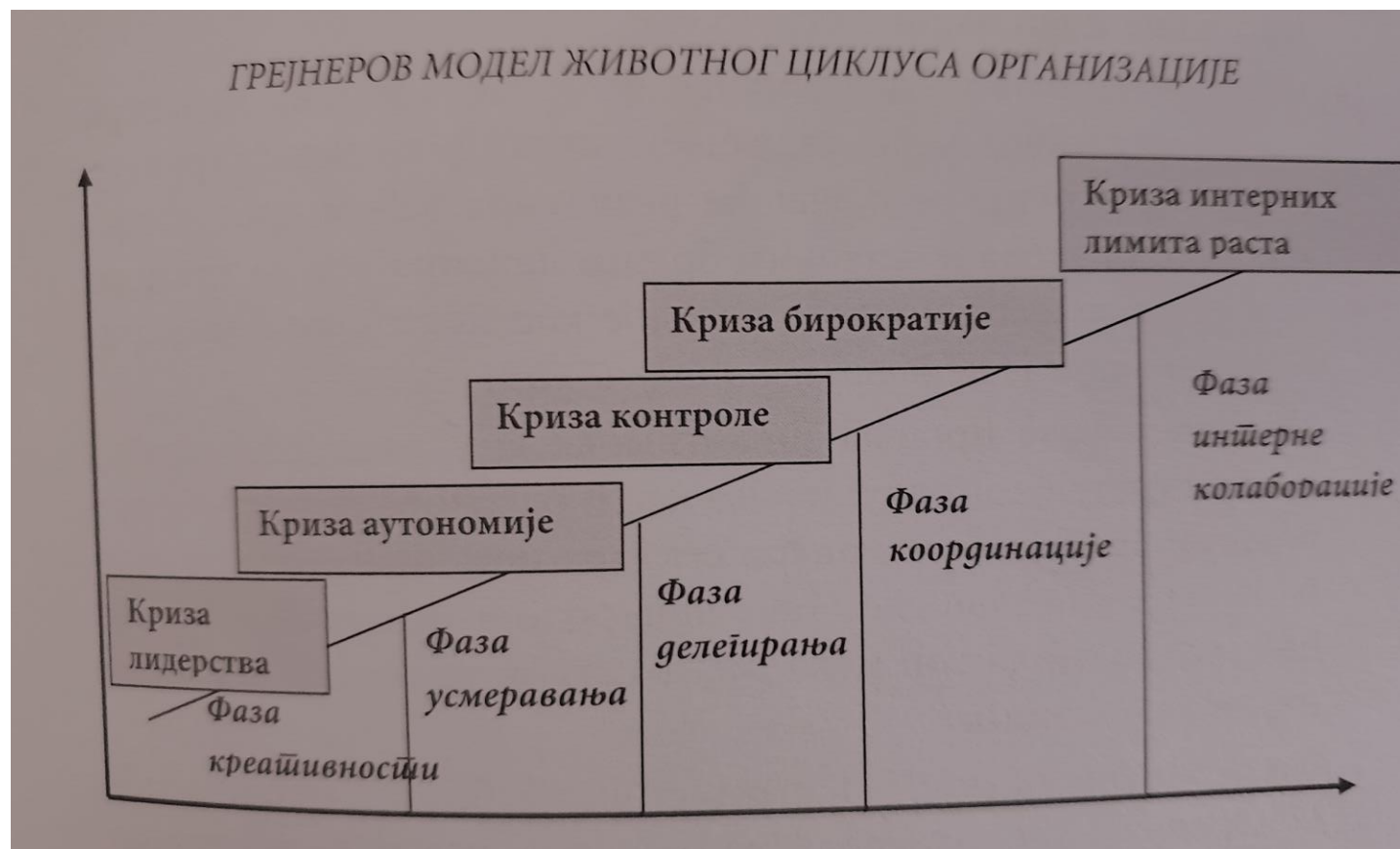
Теорије организационог идентитета

- Организациона култура као централни појам: скуп заједничких вредности и уверења.

- Организациони идентитет и посвећеност.

- Модел динамичке организационе структуре:
    - манифестација (претпоставке)
    - реализација (вредности)
    - симболизација (симболи).

Теорија организационе културне еволуције

- Организациона култура еволуира у складу са организационим развојем.

Студија случаја: Finnair

- Приступ организационом развоју
- Програм развоја лидерства за руководећи тим; уколико програм буде успешан, проширење на свих 120 лидера
- 360 фидбек – зашто? Колаборативна анализа података у тимовима од по 10 чланова.
- дводневна радионица – дизајнирана и одобрена од стране извршног директора и директора људских ресурса.

„Picture the scene: in the woods of Finland, near a lake, midsummer, in a wooden cottage, cramped space. Each team member has talked though the headlines of their feedback, made the understandable explanations and agreements – and then came one of those silent moments. Out of the stillness, one voice haltingly apologizes to the team for failing in his view to deliver what was needed and for putting the airline in this situation! What is interesting about such situations in a team is that the relationship between team members moves in an instant. As a coach there are no real techniques, plans or methods to ensure that the real emotions, concerns and fears get voiced, yet they do – if the right enabling conditions have been established. It was delightful to be able to show to the team that the way they responded was more in line with their leadership attributes than anything we had seen to date. So they could do it, just perhaps, without thinking – something about the leaders' 'being' and using their humanity, not brains.

Студија случаја: Finnair

"Another seminal moment was when we showed the team the change curve (a model new to some) and asked them to come up to the flipchart and say where they were themselves at that moment. The highest impact was made by one team member saying that he was not even on the page but way below, off the bottom of the flipchart, as he felt so concerned about how people were not taking the cost issue seriously. He put this big issue on the table: 'This is how I feel about the team… you are not taking the cost problem seriously at all – it will kill us and yet I feel I am the only one acting as if it matters.' This simple model produced a moment of high emotion from one of the least expressive members of the team, which changed the tone of the event".

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Студија случаја: Finnair

The approach worked and they later reported that the discussions had proceeded much better than expected, with a better rapport and understanding of each other's views. In this short day the leadership team had proven to themselves that 'leadership development' would help them specifically, that their changes would allow wider change to occur. 'So what is the shift in me, which will shift this team, shift our managers and therefore move the whole business?' sums up the evening discussion. Table 8.1 lists the specific behaviours they wanted to try to do more of as a team. To explain the Feedback approach: this was to build a new habit at the end of each meeting or process to ask just two questions – What Went Well (WWW) and Even Better If (EBI).

TABLE 8.1 Finnair leadership habits

| Know your business:	Delegate:
• Start with your numbers • Define the target • Show the outcome/profit	• Enforce decision making at the lowest level • Encourage risk taking – it's ok to fail! • More team decisions – share, involve, openly discuss and develop new solutions together!
Demand delivery of results – celebrate when you get them	**Listen:** • Practise active listening • Ask more! • How do you feel?
Feedback habit – WWW and EBI	**Encourage:** • Foster positive conflict • Encourage creative ideas and experiments
Take decisions – take responsibility to: • give us more profit • add value to the customer • help us beat the competitors	

Студија случаја: Finnair

The culture of the organization was rather focused on the leader as expert. Decisions would go up to the most experienced person, who would demonstrate their value by making the right call really quickly and telling the others exactly what to do. As a customer of Finnair, that has a degree of comfort to it. As a coach of leaders, it is a frightening prospect.

We worked with the team on the live dynamics in the meetings, in particular to help them disrupt the silos, non-delegation, 'same-old' solutions (see new behaviours in Table 8.1). The CEO does need to provide the hub (Figure 8.3), the spokes do need to be connected to that person – what makes the wheel go round is the way the team joins up, outside; when the CEO is not there, if you like. What we did was simply to call the moments when the hub or spoke was taking more airtime and to substitute it for discussions about how we are feeling and what is going on between us, and then asking 'why is this issue one for the CEO to decide'?

FIGURE 8.3 From 'hub and spoke' to team as an integrated wheel

Hub-and-spoke team dynamic

Team as a wheel – together and apart

CEO

CEO
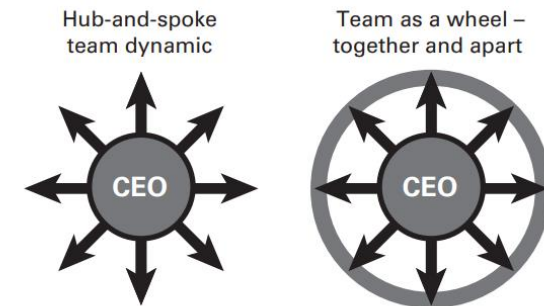
Студија случаја: Finnair

While the leadership team was continuing its development directly in its meetings and one-to-ones, the next 120 leaders were invited to participate in a similar leadership development process. This was designed to create a common leadership approach and to shift the overall leadership culture, with the leadership team members sponsoring and actively attending. Over 100 leaders were involved in the process, including 360° feedback, a twoday workshop and learning group coaching sessions. In March 2012, the process completed with 120 people meeting with the leadership team at a leadership summit event, designed to share new leadership experiences, successes and learning.

TABLE 8.2 Two-day programme

Day 1 Flow	Day 2 Flow
Why is leadership so important – especially now?	**How to lead performance** – feedback
But it is not easy – adaptive, personal change	**Changing my leadership 2** – learning group
Let's help each other – coaching, learning group set up, share 360° feedback and development needs	**Leading a high-performing team**
Changing my leadership interventions	**Changing my leadership 3** – learning group
Apply to your real situations – learning group session, what am I deciding to do differently?	**Inspiring** – rehearse messages and vision, apply storytelling techniques to communicate to our people

What is the discomforting change the leadership team needs to experience, that will trigger the leaders to hold the discomforting conversations with their teams, that will create the change needed to deliver the strategy?

Студија случаја: Finnair

"Leadership team coaching is a key element of organizational development and transformation. It seems implausible to think that the leadership team can remain the same when an organization is undertaking a major organizational transformation".