Phases of Organization Development

The Poineering phase

Personal, intuitive, Improvising

- Small Organization
- Flexible, flat structure without formal procedures
- Organized around personality and vision of the pioneer(s)
- High motivated and commitment

Possible Crisis

- Out growth pioneer(s)'s Capacity to manage.
- Lost of confidence in pioneer(s)
- Accusation of pioneer(s) being autocratic
- New staff do not carry the vision
- Informal structure can not cope with growing complexity and demands.
- Pioneer leadership loses touch with staff.

The Rational phase

Formalization, Procedural

- Pioneer changes role or leaves and function
- Formalization of structure
- Goal setting
- Policies formulations
- Plan and Procedures
- Specialization
- Integrating functions
- Evaluation and Reviewing

Possible Crisis

- Become too mechanistic and procedure driven
- Staff alienation and loss of motivation
- Communication difficulties.
- Loss of vision
- Gossip and Conflict

The integration phase

Networking Independent

- Renewed aims, value and culture
- Proactive strategic working
- Strong associations and dialogue
- Human-center leadership
- Human work processes and structure
- Structure required requirements of work processes- flexible team
- Decentralized, flatter structure
- Leadership more distributed (Several pioneers)