

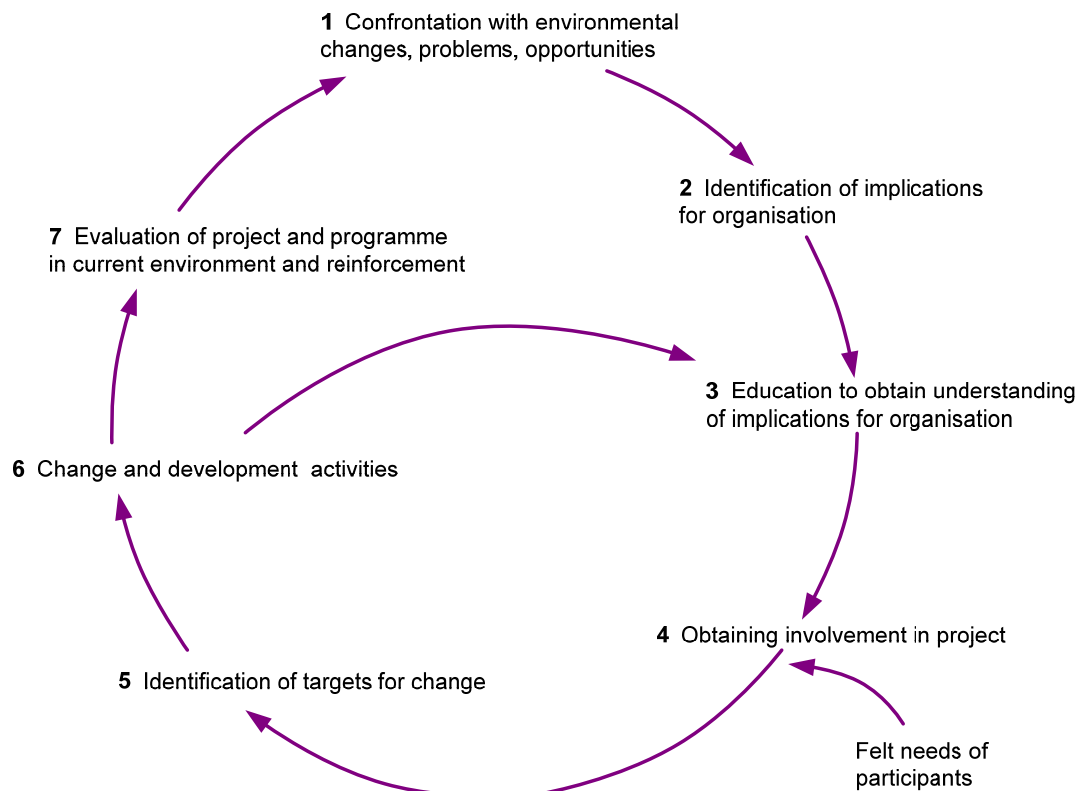


ORGANISATIONAL DEVELOPMENT

Keeping the Momentum

Make sure there's always a core with a solid majority in favour of the direction of travel. This means taking time to build slowly, from maybe only 3 or 4 individuals until there is a sufficient group size to maintain the impetus.

New joiners are likely to have some reservations and will need time to come fully on board.



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The model shows the various stages in a cycle of OD. What it doesn't show is the need for a top-level sponsor who can break deadlock if required. Any group involved in Organizational Development needs to be able to turn to someone if they need help in overcoming external resistance. However the group itself should be run by someone a couple of rungs down the ladder. For one thing that helps with buy-in from others as it is seen less as diktat from above.