

People's Needs Defining Change – Health Services Change Guide is based on an organisation development (OD) approach that prioritises the people and cultural factors that impact on personal experiences and behaviour and ultimately shape the delivery of safer better healthcare. The Change Framework (contained in the Guide) is founded on the belief that community, citizen, service user and staff engagement strengthens our public accountability commitment, and improves personal experiences and health outcomes. The following key characteristics of an OD approach have been integrated into the guidance provided:

- ▶ Grounded in **behavioural science and builds from the perspective of people** impacted by change.
- ▶ **Values driven** – it seeks to understand values, supporting people to translate values into behaviour and action.
- ▶ Focuses on the **'big picture'** and the **'whole system'**, recognising the **interdependencies** between all of the parts.
- ▶ Committed to the **transfer and sharing of knowledge and skills** and to creating **learning organisations** that support innovation and improvement.
- ▶ Develops the organisation's ability to **adapt to emerging challenges**. This approach is dynamic and attends to real time needs.
- ▶ **Data driven** and promotes an **action research** approach.
- ▶ **Collaborative** involving all stakeholders in discovering and finding solutions to their own issues.
- ▶ Acknowledges the co-existence of **hierarchical** and more **networked, bottom-up approaches** and recognises the value of both.

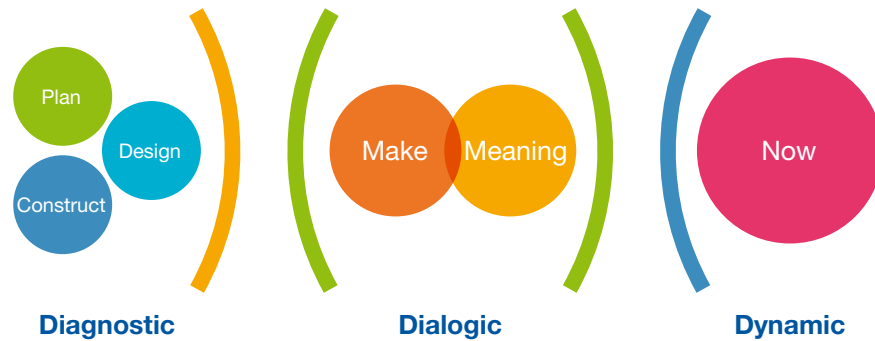
Adapted from: Coghlan, D. and McAuliffe, E. (2003)

Human-centred design is core to OD and is based on principles of **co-production**, with service users, citizens and staff acknowledging that people who receive and deliver services are best positioned to guide change. It involves 'co creating' solutions and testing options for delivery with the service user in mind. Key stakeholders frame problems together, make sense of the current situation and explore possibilities and solutions that can improve the experiences of all. This human-centred design lens sharpens the focus on the people side of change practices.

Organisation Development Approach (continued)

A new architecture for OD

The following diagram (Taylor-Pitt, P. and OD Bootstrappers (2018: 16)) highlights the evolving nature of organisation development from diagnostic to dialogic to a more contemporary dynamic approach. The latter encompasses the need for improvisation, the importance of relationships and the focus on collaboration and integration (i.e. focus on the spaces between). It also reflects the wider contextual need to focus on the present – what is happening now given the changing nature of change itself and the requirement for flexibility and emergence.



	Diagnostic OD	Dialogic OD	Dynamic OD
Approach	Planned	Structured	Improvised
Instrument	Tools and techniques	Conditions and climate	Curiosity and courage
Role	Change agent	Host	Collaborator
Focus	Tool	Container	Spaces between
Enabler of change	Insight	Meaning	Acceptance
Distance	Future	Conversation and beyond	Moment to moment
Territory	Steps	Language	Self
Success depends on	Scaffolding	Approach	Relationship
State	Solid	Liquid	Gas

Source: Taylor-Pitt, P. and OD Bootstrappers (2018)

Data in handout adapted from: Coghlan, D. and McAuliffe, E. (2003); Oswick, C. (2017); Taylor-Pitt, P. and OD Bootstrappers (2018)

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