



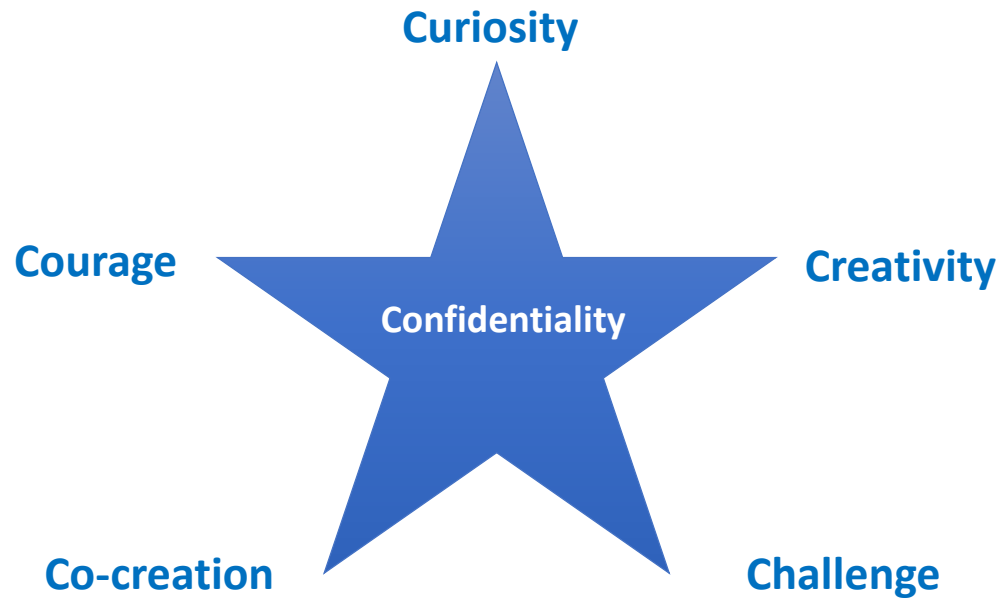
**ORGANISATION
DEVELOPMENT**

Leading Change in Complex Contexts

Paul Taylor-Pitt & Karen Dumain

14 June 2018





Think of an issue...



Theories of Change



Understanding Complexity



1

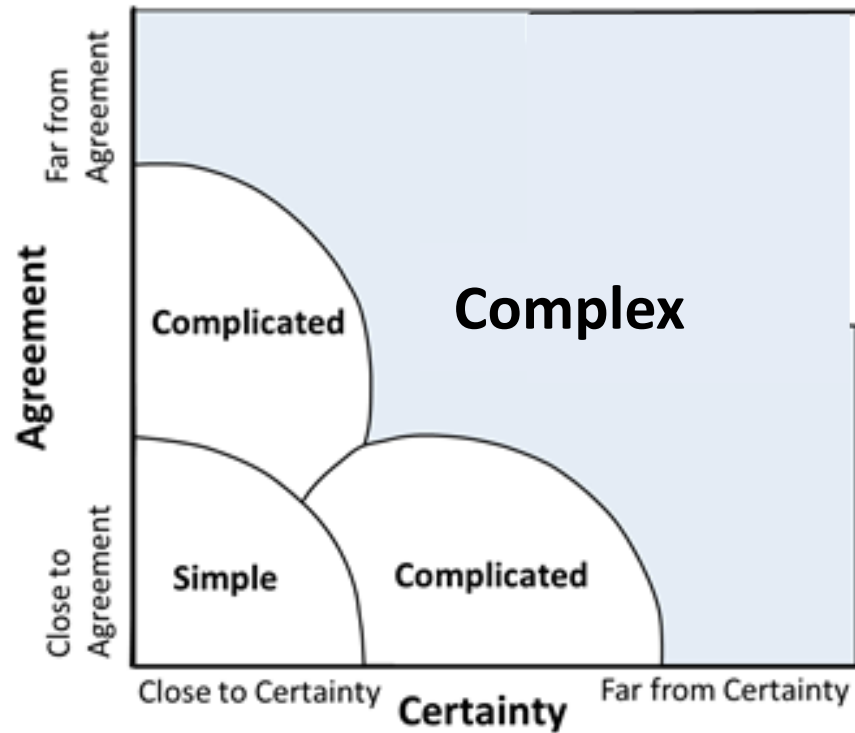
How close are we to agreement?

2

How close are we to certainty?



Understanding Complexity



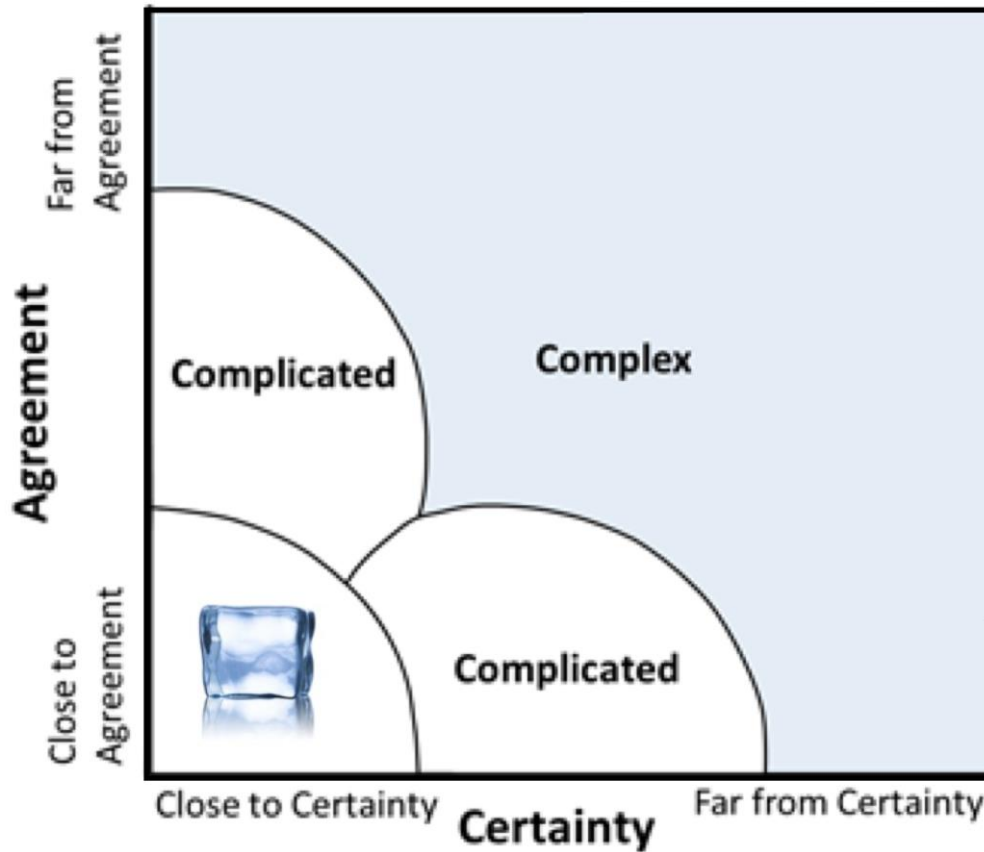
(Adapted from Ralph Stacey)



Understanding Complexity



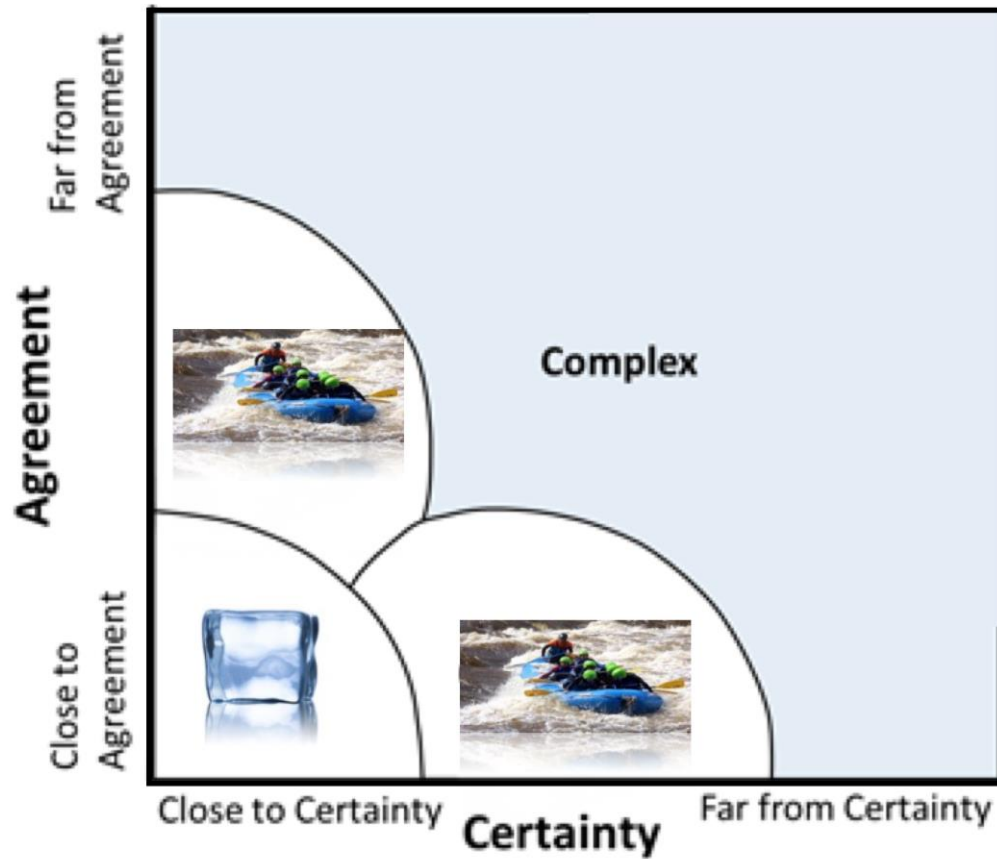
Understanding Complexity



Understanding Complexity



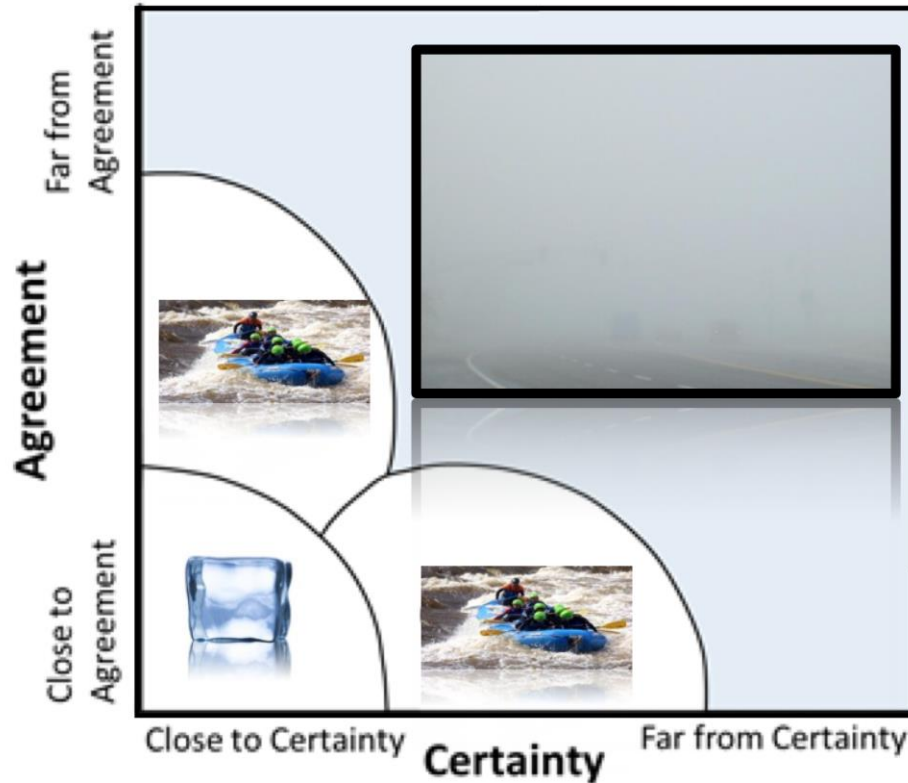
Understanding Complexity



Understanding Complexity



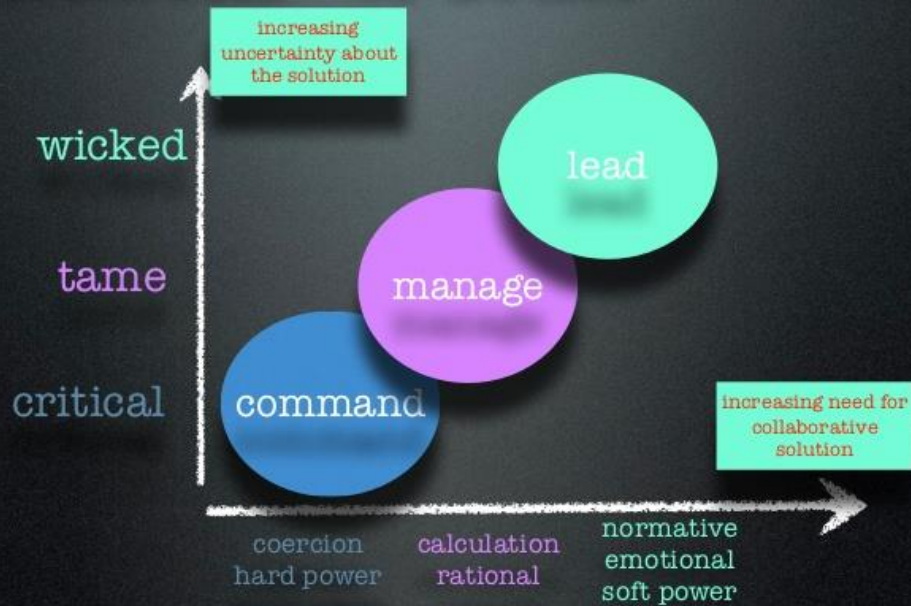
Understanding Complexity



Leading change



elegant and clumsy solutions - K Grint



<https://www.facebook.com/vygmallon2>
http://wsb.me.com/vygmallon4/Site_R/Blog/Blog.html

Monday, December 19, 11

Ten Top Tips



1. Engage and expand the wider system.
2. Amplify diversity
3. See resources as instruments for action rather than possession
4. Challenge your assumptions, find flaws in your thinking and test every alternative.
5. Ask influential questions even if you don't know the answers.
6. Embrace your lack of control.
7. Increase your tolerance for ambiguity.
8. Cultivate, build and rebuild trust.
9. Facilitate conflict & debate.
10. Role model collaborative leadership



*Compiled from Ciliers (2002), Ray (2013), Richardson (2008), Bechtold (1997), Cheung-Judge (2017), Wheatley (1999)



Do OD: Stimulating theory and practice

Organisation Development (OD) enables people to transform systems. OD is the application of behavioural science to organisational and system issues to align strategy and capability. It enhances the effectiveness of systems through interventions that enhance people's collective capability to achieve shared goals.

Do OD is the expert resource on Organisation Development for health and care delivered by NHS Employers in partnership with the NHS Leadership Academy. Do OD supports those developing organisations and systems to be better practitioners and make a demonstrable impact on patient care. We take a systems approach to our work, clearly demonstrating our values of curiosity, creativity, courage and co-production in all we do. We strive for OD practitioners to raise our ambition and deepen our practice.

Know OD. Be OD. Do OD.

