

Preliminary Report On Organizational Diagnosis



By
Samir Ghosh
Shodhana Consultancy
D-103, Natasha Hill View, NIBM Road, Kondhwa, Pune-48

Organizational Planning



The Organizational Planning status of Aaina was evaluated through a set of 31 questions administered across the spectrum of the respondents who hailed from Senior Management to Cluster Leaders. The questions have been divided into 3 sections to understand the following;

- 1) Planning regarding Total Organization – A set of 17 questions
- 2) Planning regarding Organization's Programmes – A set of 9 questions
- 3) Planning regarding Organization's Evaluation – A set of 5 questions

Each question has 3 parameters to be measured to understand whether the conditions have been **Met** , **Needs Work or Not Applicable** to the organization. Out of the first set of 17, there were 5 conditions considered **Essential**, 8 conditions as **Recommended** and 4 conditions as **Additional**. This means that the essential conditions should receive the maximum number of responses as Met, since these conditions ought to be necessary conditions in the organization. The recommended conditions are meant for immediate improvement in the organization whereas the additional conditions are desirable.

Analysis yet to be done.

Evaluation of Board Members

An evaluation was carried out through a questionnaire to understand the functioning and expectations of the board members of Aaina. In addition to the basic interaction with the members, they were requested to give their opinion through this questionnaire which had 4 sections namely;

Section 1: Understanding how satisfied they were with the performance of the board.

In this section there were a set of 5 questions that depicted the role of members in policy development and decision making, level of Committee's participation, Fund-raising, Community outreach and an open ended question to allow the members to express other opinion.

Table 5: Input in policy development and decision-making

| Ratings | Frequency | Percentage |
|----------------|------------------|-------------------|
| Very Good | 5 | 55.56 |
| Adequate | 4 | 44.44 |
| Total | 9 | 100.00 |

Table6: Committee participation

| Ratings | Frequency | Percentage |
|----------------|------------------|-------------------|
| Very Good | 2 | 22.22 |
| Adequate | 6 | 66.67 |
| Needs work | 1 | 11.11 |
| Total | 9 | 100.00 |

Table7: Fund-raising

| Ratings | Frequency | Percentage |
|----------------|------------------|-------------------|
| Very Good | 1 | 11.11 |
| Needs work | 8 | 88.89 |
| Total | 9 | 100.00 |

Table8: Community Outreach

| Ratings | Frequency | Percentage |
|----------------|------------------|-------------------|
| Very Good | 1 | 11.11 |
| Adequate | 5 | 55.56 |
| Needs work | 3 | 33.33 |
| Total | 9 | 100.00 |

Findings:

On the first parameter it was noted that the members felt that sufficient amount of input was being given by the members with response level of 55.56% as very good and 44.44% as adequate. None of the members were of the opinion that this parameter needed any further contribution. When asked about Committee's overall participation only 22% of the members felt it was very good, 66.67% felt that it was adequate and 11.11% of the members thought that there should be more participation by committee.

On the aspect of fund raising, majority of the members i.e. 88.89% felt that there was room for improvement in their role for fund-raising activity. On the aspect of Community Outreach the opinion seems to be divided in the board where one third of the members i.e. 33.33% felt that community outreach should be improved.

Section 2: Factors contributing to member's performance.

This was an open ended question wherein all the members opined that they do not have as much time as they would like to devote due to their engagements in other activities.

Findings:

It was realized that most of the members have full time activities and engaged with other organizations. This leaves them very little option to take more active role for Aaina. However, as can be seen from the above response that the board's major role is making policy decisions which all the members feel that they devote adequate time.

Section 3: Members expectation from the organization

The members have expressed their views that they require more cooperation, coordination and communication from the organization. Some members have also expressed that there should be more and new members included in the board. Yet another member felt that senior staff should own responsibilities and become multi-functional.

Findings:

It was found that the members felt that there should be more inter communication between project leaders, which will ultimately improve coordination. Some of them also felt that there should be more consultation and space provided for participation. One of the members also felt that there could be some compensation for the time devoted by board members.

Sections 4: Increase in effectiveness of the Board

The members expressed that there should be new and young members inducted in addition to the existing ones. There should be exposure visits of the members for field level activities that will enable them to appraise the programme content better and provide superior policy guidelines.

Findings:

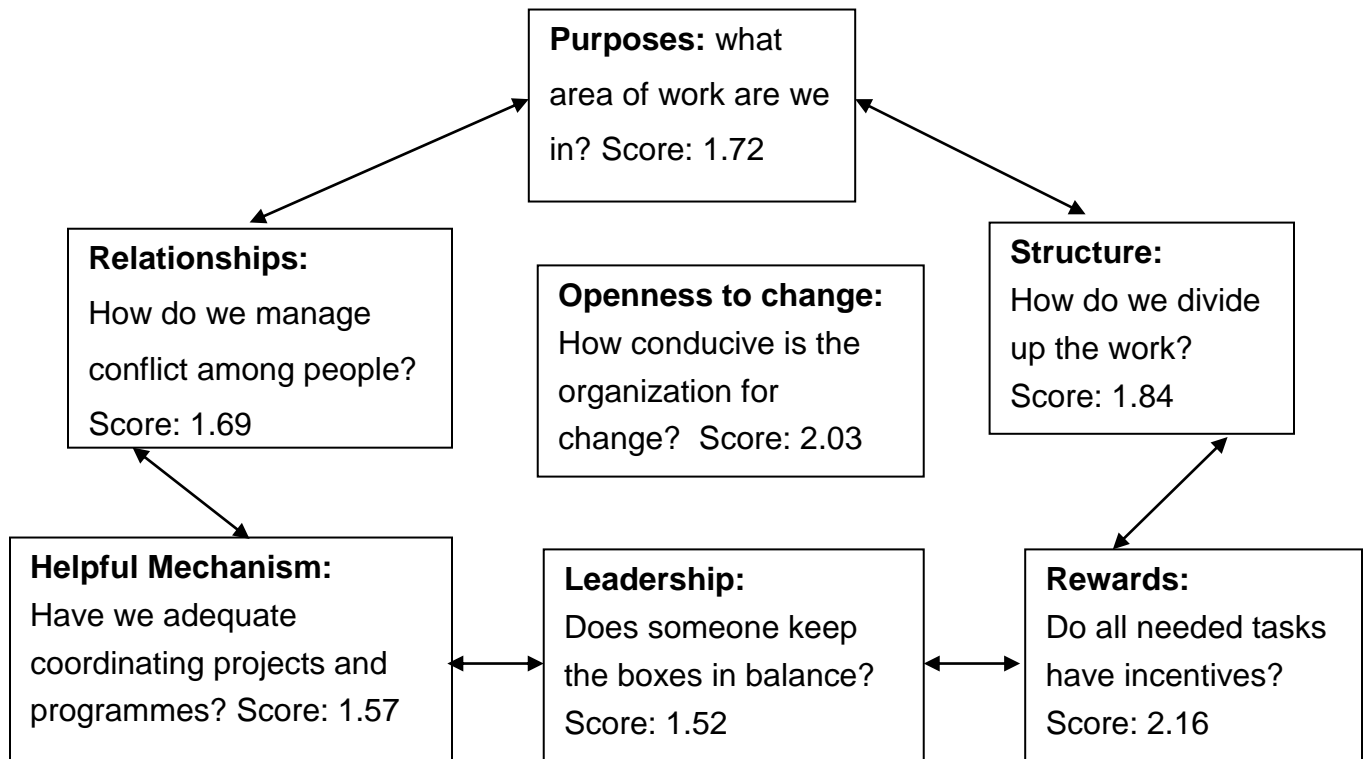
A varied number of opinions were expressed by the members. They ranged from inducting of new members to bring in more energy. One of the members suggestion was that each member could monitor 1 project so as to obtain greater involvement and commitment of the members.

Organizational Diagnosis

The basic organizational diagnosis was undertaken on a 7 point matrix to depict the following;

1. Clarity on purpose of the organization
 2. Clarity on structure of the organization
 3. Understanding relationships and conflicts
 4. Understanding the helpful mechanism of the organization
 5. Clarity and effectiveness of leadership
 6. Reward system of the organization
 7. Openness to change of the organization
- And finally given the above 6 parameters, the last coordinate

From the preliminary analysis and the score obtained on all the 7 parameters, it is heartening to know that the scores are very much on the desirable limit. The higher the score from 1 towards 7, the organization would show the graveness of the problem under each coordinate. i.e. higher the score higher the gap. In this figure, the best score has been achieved in the coordinate of "Leadership" followed by "Helpful Mechanism" and then the "Relationship", which are all interconnected. This is extremely important for retention of employees in the organization where there is a sense of personal security amongst the staff members. The better the leadership, the better is relationship amongst employees inculcating the habit of helping one another. Reward and Openness to Change are the 2 coordinates which have received higher points thus indicating some amount of apprehensions though not in a state where 1 needs to worry since this score is still well under 4.



However, these are an extremely preliminary indications and one needs to get into the detailed analysis with the second and third level of diagnostic tool. This would indicate each of the coordinates at more micro level where actually the interpersonal relationship and other factors come into play and specific training as well as other organizational development requirement can be recommended.

| Q. No. | Details | Avg. | Agree Strongly | Agree | Agree Slightly | Neutral | Disagree Slightly | Disagree | Disagree Strongly |
|--------|---|------|----------------|-------|----------------|---------|-------------------|----------|-------------------|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Q14 | This organization is not introducing enough new policies and procedures | 3.9 | 10 | 3 | 2 | 3 | 2 | 2 | 11 |
| Q23 | The structure of my work until is well designed | 2.2 | 14 | 10 | 6 | 1 | 0 | 1 | 2 |
| Q26 | The salary that I receive is commensurate with the job that I perform | 3 | 9 | 7 | 9 | 1 | 3 | 1 | 4 |
| Q29 | I desire less input in deciding my work-unit goals | 2.6 | 11 | 10 | 7 | 0 | 1 | 3 | 2 |
| Q32 | There is no evidence of unresolved conflict in this organization | 2.4 | 17 | 7 | 3 | 1 | 2 | 0 | 4 |
| Q33 | All tasks to be accomplished are associated with incentives | 2.5 | 12 | 9 | 7 | 2 | 1 | 1 | 2 |

The average score of the above 6 coordinates show higher than the general trend of the rest of 29 parameters under ODQ. It is however important that these coordinates be further subjected to in depth analysis with the next set of Organizational Diagnosis.

TORI



Trusting-being:

A team member who scores high on this set of items is saying:

View of Myself: "I trust myself, have a fairly well-formed sense of my own being and uniqueness, and feel good about myself as a person and team member."

View of the Team: "I tend to see team members as trusting, and as providing a good environment for me to work in."

A team member who scores low on this set of items is saying:

View of myself: "I feel less trusting of myself, have a less well-formed sense of my own being and uniqueness, and feel less well about myself as a person and team member."

View of the Team: "I tend to see members as un-trusting, as impersonal and in role, and as providing a somewhat negative and defensive environment for me and for other team members."

| Items | Acquired score | Out of |
|----------------|----------------|--------|
| View of myself | 2.56 | 4 |
| View of team | 2.83 | 4 |

Opening-Showing:

A team member who scores high on this set of items is saying:

View of Myself: “I trust free to show myself to others on the team, who am I, and express my feelings and attitudes with little pretense to cover-up.”

View of the Team: “I tend to see people as open and spontaneous and as willing to show themselves to other team members.”

A team member who scores low on this set of items is saying:

View of myself: “I feel un-free to be open, feel vulnerable and not safe, and I think it is necessary to keep large areas of myself private and unshared with the team.”

View of the Team: “I tend to see team members as fearful, cautious, and unwilling to show feelings and opinions, particularly those feelings and opinions that are negative or non-supportive of other team members.”

| Items | Acquired score | Out of |
|----------------|----------------|--------|
| View of myself | 2.46 | 4 |
| View of team | 2.67 | 4 |

Realizing-Growing:

A team member who scores high on this set of items is saying:

View of Myself: “I feel free to take risks, asserts myself, do anything that I really want to do, and follow my own motivations. I have a sense of self-realization.”

View of the Team: “I tend to see team members as allowing others their freedom, and as providing an environment for me and other team members that makes it possible for us to reach our goals. Team members allow others to be who they are.”

A person who scores low on this set of items is saying:

View of myself: “I am aware of the pressure of extrinsic motivations. I feel that I must try to do what I am supposed to do and that I must attempt to meet the expectations of other team members.”

View of the Team: “ I tend to see other team members as exerting pressures on me and others to confirm, to do things that we may not want to do, and to work towards team goals that are not significant to me as a person or team members.”

| Items | Acquired score | Out of |
|----------------|----------------|--------|
| View of myself | 2.58 | 4 |
| View of team | 2.78 | 4 |

Interdependence-Teaming:

A team member who scores high on this set of items is saying:

View of Myself: "I have a strong sense of belonging to the groups that are important to me, and I enjoy working with, helping, or meeting with other team members."

View of the Team: "I tend to see other team members as cooperative, working effectively, and relatively well integrated into the life around them and to the teams they belong to."

A person who scores low on this set of items is saying:

View of myself: "I do not have a strong sense of belonging to the groups of which I am a member and do not especially enjoy working with this team or with others in a team way. I have competitive, dependence, or other feelings that get in the way of my working with other members of the team."

View of the Team: "I tend to see other team members as not being cooperative and not working well with others. I see team members in general as not easy to work with or team with, and as having feelings that get in their way."

| Items | Acquired score | Out of |
|----------------|-----------------------|---------------|
| View of myself | 2.60 | 4 |
| View of team | 2.84 | 4 |

| Variable no. | T1 | Variable no. | T2 | Variable no. | O1 | Variable no. | O2 | Variable no. | R1 | Variable no. | R2 | Variable no. |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 | 2.24 | 5 | 3.06 | 2 | 1.62 | 6 | 2.44 | 3 | 3.15 | 7 | 2.91 | 4 |
| 9 | 2.76 | 13 | 2.53 | 10 | 3.09 | 14 | 2.76 | 11 | 2.06 | 15 | 3.41 | 12 |
| 17 | 3.29 | 21 | 3.15 | 18 | 2.09 | 22 | 2.62 | 19 | 2.62 | 23 | 3.47 | 20 |
| 25 | 2.74 | 29 | 1.97 | 26 | 3.03 | 30 | 3.29 | 27 | 1.65 | 31 | 2.50 | 28 |
| 33 | 3.56 | 37 | 2.82 | 34 | 2.41 | 38 | 2.21 | 35 | 2.91 | 39 | 3.09 | 36 |
| 41 | 2.24 | 45 | 3.24 | 42 | 3.12 | 46 | 3.06 | 43 | 1.53 | 47 | 2.15 | 44 |
| 49 | 1.79 | 53 | 2.68 | 50 | 2.03 | 54 | 1.71 | 51 | 2.85 | 55 | 3.18 | 52 |
| 57 | 1.47 | 61 | 3.03 | 58 | 2.82 | 62 | 3.18 | 59 | 3.32 | 63 | 2.65 | 60 |
| 65 | 3.03 | 69 | 2.94 | 66 | 1.85 | 70 | 2.47 | 67 | 3.38 | 71 | 3.18 | 68 |
| 73 | 2.06 | 77 | 1.91 | 74 | 2.88 | 78 | 2.94 | 75 | 2.00 | 79 | 2.09 | 76 |
| 81 | 3.24 | 85 | 3.56 | 82 | 1.94 | 86 | 2.32 | 83 | 3.35 | 87 | 3.03 | 84 |
| 89 | 2.35 | 93 | 3.06 | 90 | 2.65 | 94 | 3.00 | 91 | 2.12 | 95 | 1.68 | 92 |
| Total | 30.76 | Total | 33.94 | Total | 29.53 | Total | 32.00 | Total | 30.94 | Total | 33.32 | Total |
| Avg | 2.56 | Avg | 2.83 | Avg | 2.46 | Avg | 2.67 | Avg | 2.58 | Avg | 2.78 | Avg |

From the above interpretation it is understood that the score on view of myself is lower than the view of team regarding the team. The highest score is on the interdependence variable of 2.84 followed by the variable on Trusting – being. One important point to be noted is that none of the coordinates have crossed the score of 3 and the overall average is 2.66 out of 4. Effectively this could mean that team building effort should receive a lot of attention from the senior management with development of leadership at middle and lower spatial level. Further leadership analysis at level 2 and level 3 would clarify the position better.