

# ***Overview of Singapore Public Service's Approach to Organisation Development***

3 Dec 2018

*Salleh Anuar  
Lead OD Consultant  
Civil Service College*



# Session Objectives

- To provide a quick understanding of Organisation Development (OD) and its purpose
- To understand the key OD principles;
- To gain an overview of the OD practice field in Singapore Public Service;
- To gain an overview of Systems Thinking and how it aids in OD

# *Understanding Organisation Development*



# Video on OD

# What is OD?

**“OD is about building and maintaining the health of the organisation as a total system.”**

(Schein, 1988)

**“The goal of OD is to *enhance organisational effectiveness* by attending to both *human and organisational needs*.”**

(Rainey Tolbert and Hanafin, 2006)

**“OD is all the *planned interventions* to *increase organization effectiveness and health*.”**

(Beckhard, 1969)

**“OD is a *systematic process* for applying behavioural principles and practices in organisations *to increase individual and organisation effectiveness*.”**

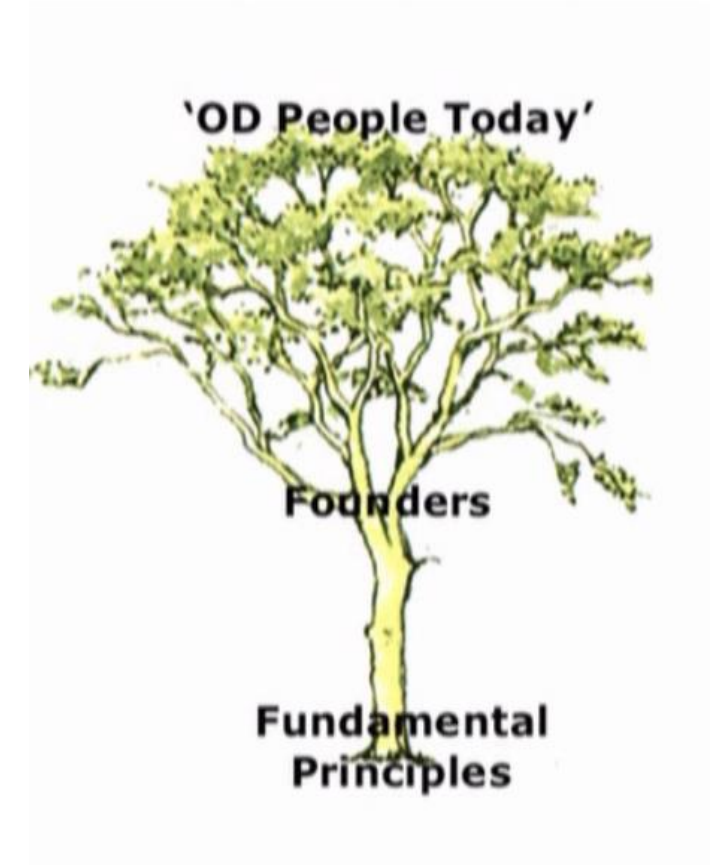
(French and Bell, 1999)

**“OD involves facilitating an organisation’s ability to self-reflect, self-generate and take control of its learning and growth processes for a sustained and meaningful existence.”**

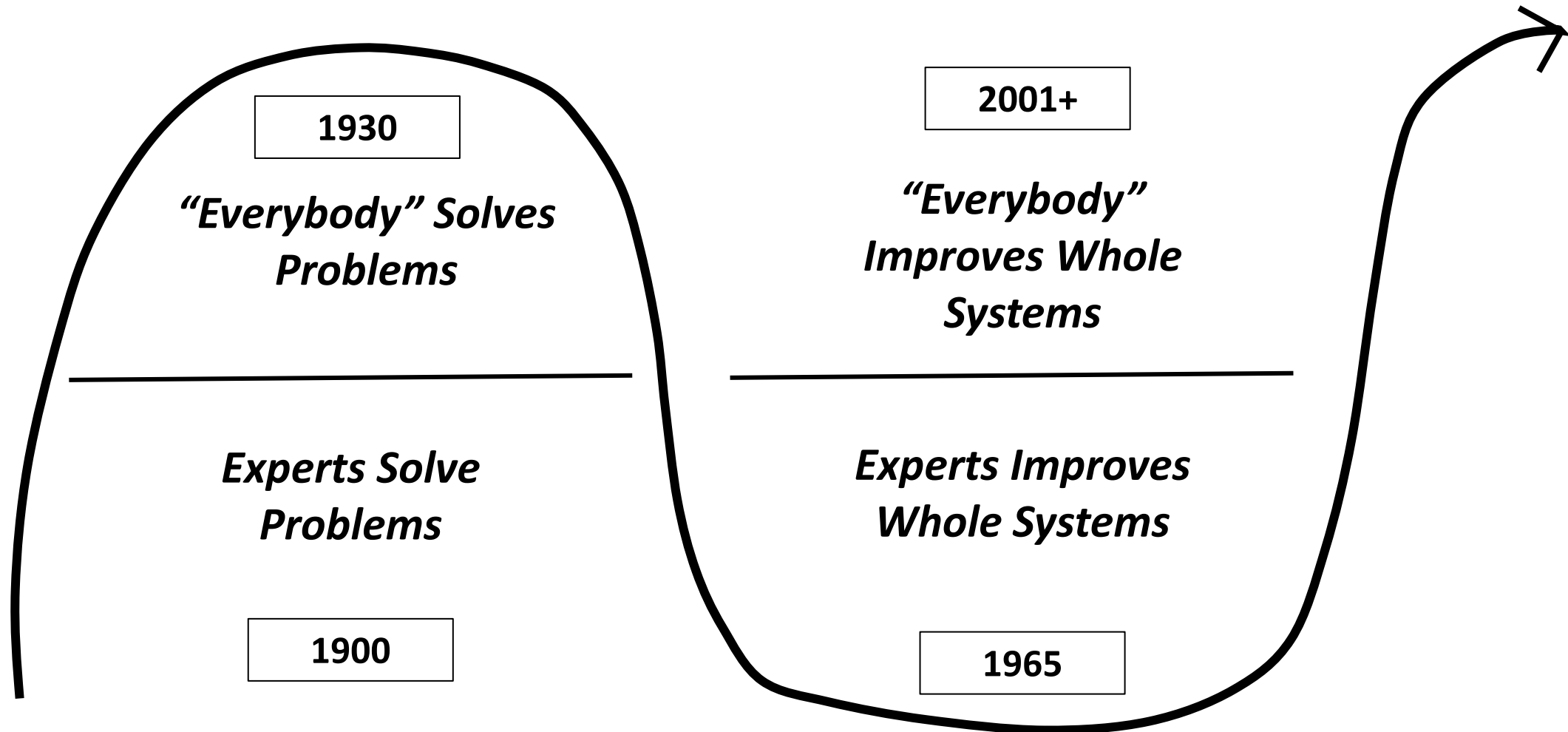
(Kumawu and Kraus, 2012)

# ORGANIZATION DEVELOPMENT (OD) BEGAN AS A FIELD OF STUDY / CONSULTING PRACTICE IN THE 1940s, AFTER WWII

- ❑ Kurt Lewin – German-American Psychologist, founded Social Psychology
- ❑ NTL (National Training Labs) – set up as a lab to experiment and learn how groups and societies work
- ❑ MIT – set up a Department of Organization Studies, named the field Organization Development, almost called it Bottoms-Up Management
- ❑ Tavistock in the UK – Job Design in mines, research with groups and socio-technical systems

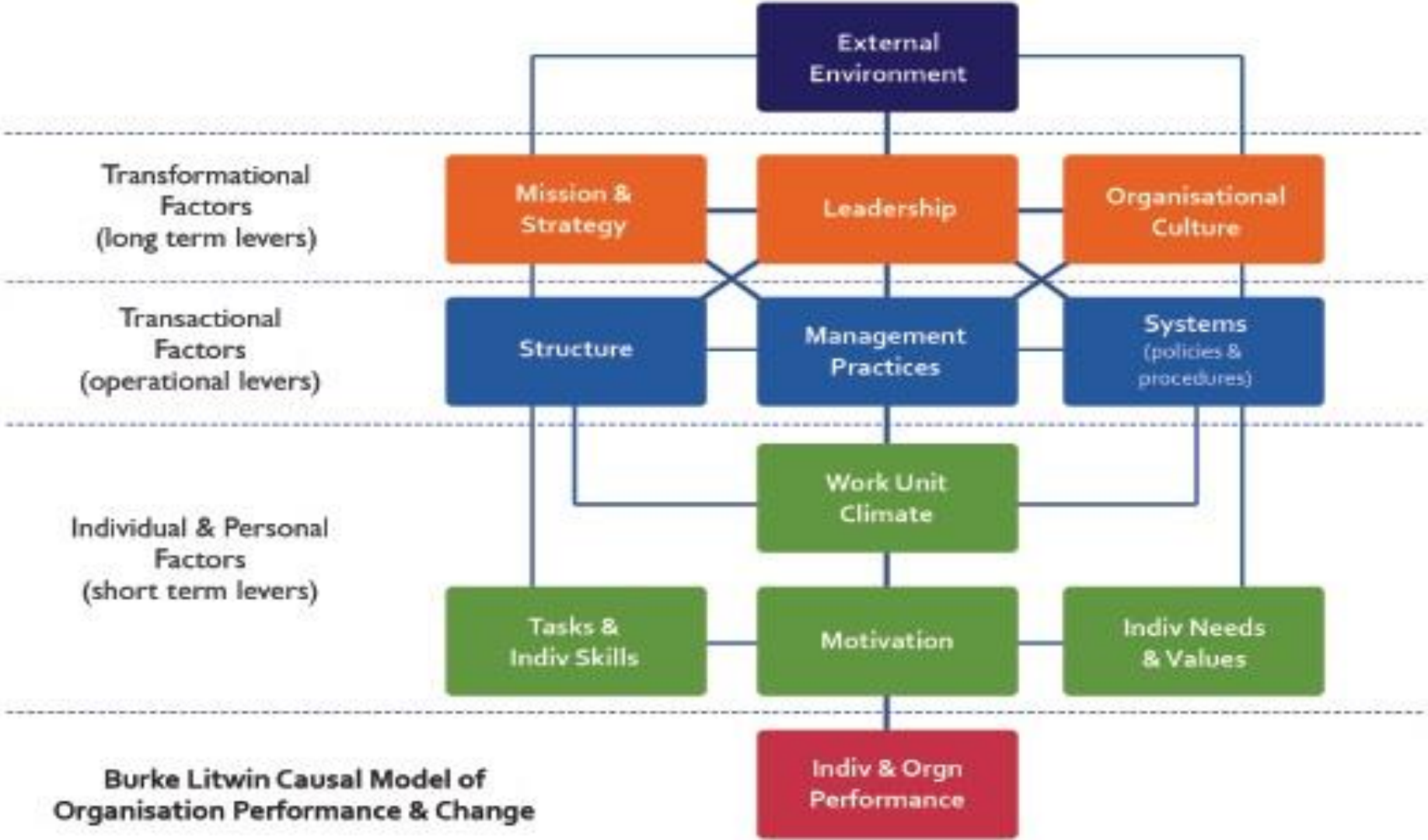


# OD Learning Curve



Source: Marvin Weisbord: *Productive Workplaces and Future Search*

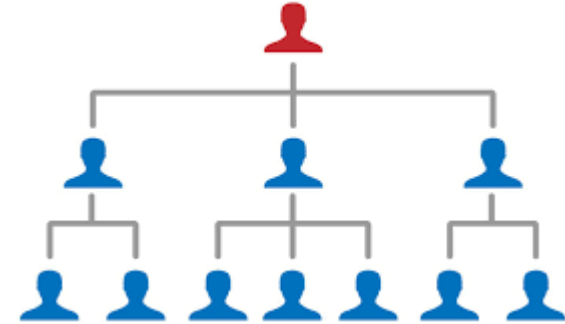
# OD Is To Enhance Organisational Effectiveness By Attending To Both Human And Organisational Needs - Rainey Tolbert and Hanafin

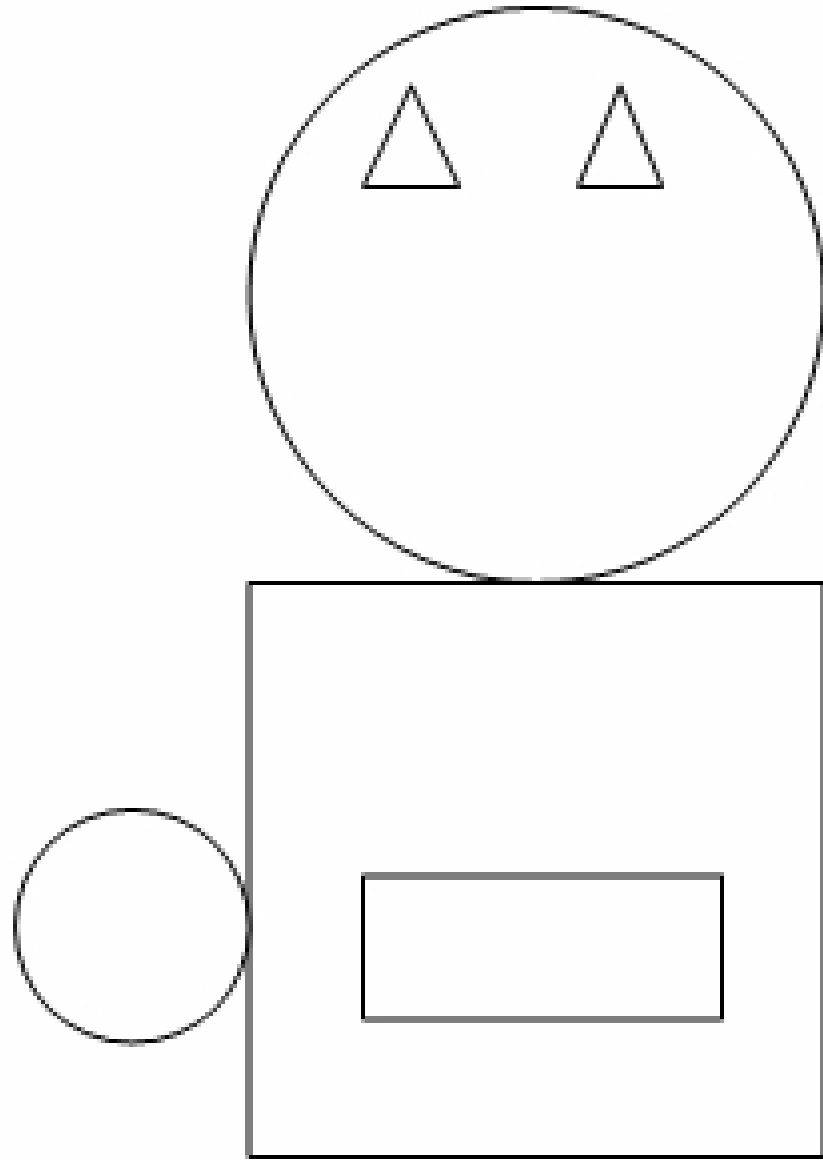




# Activity – Discovering Challenges in Communications

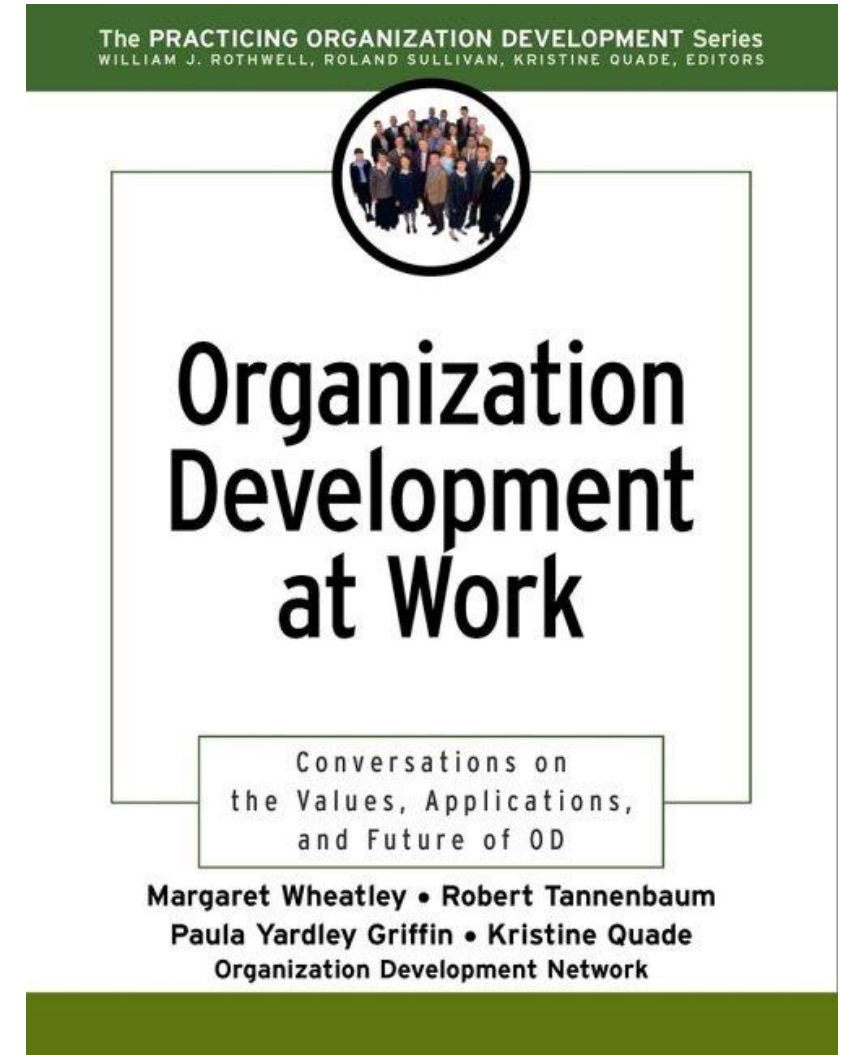
- All of us are working in a Ministry
- Assign one table as the Senior Leadership
- Another table is the Middle Managers
- The rest of the tables are Staff
- The challenge is to communicate a vision through describing a drawing and get every staff to do a similar drawing just by communicating.





# Contributions from the Field of OD

- ✓ Action Research
- ✓ Process Consultation
- ✓ Org Diagnostic Frameworks
- ✓ Likert-scale Surveys
- ✓ Multi-rater Feedback (360)
- ✓ Leadership Styles & Training
- ✓ Group Dynamics & Teambuilding
- ✓ Inter-group Dialogue
- ✓ Self-managed Teams
- ✓ Diversity & Inclusion
- ✓ Job redesign
- ✓ Change Management
- ✓ Organization Culture
- ✓ Large Group Interventions
- ✓ Appreciative Approach



# *OD Processes & Principles*



# Principles of Organisation Development Practice

Practice of OD is grounded in a distinctive set of core values and principles that guide behaviour and actions. Those values and principles include:

- **Values Based:**
  - Key Values include:
    - Respect and Inclusion – equitably values the perspective and opinions of everyone.
    - Collaboration – builds collaborative relationships between the practitioner and the client while encouraging collaboration throughout the client system.
    - Authenticity – strives for authenticity and congruence and encourages these qualities in their clients
    - Self-awareness – commits to developing self-awareness and interpersonal skills. OD practitioners engage in personal and professional development through lifelong learning.
    - Empowerment – focuses efforts on helping everyone in the client organization or community increase their autonomy and empowerment to levels that make the workplace and/or community satisfying and productive.
- **Supported by Theory**
- **Systems Focused**
- **Action Research**
- **Process Focused**
- **Informed by Data**
- **Client Centred**
- **Focused on Effectiveness and Health**

# **ACTION RESEARCH: The Anchor Process of OD Practice**

Phase 1: Entry

Phase 2: Contracting

Phase 3: Diagnosis

Phase 4: Feedback

Phase 5: Planning Change

Phase 6: Intervention

Phase 7: Evaluation



# *Questions on Organisation Development?*



**Break Time!**



# *OD Practice Field in Singapore Public Service*



# Singapore's Challenge

## Singapore's productivity challenge

Christian S. Pedersen For The Straits Times

PUBLISHED JUN 9, 2017, 5:00 AM SGT



Singapore, one of the greatest economic success stories in history, is losing its competitiveness. While the economy continues to grow, the pace of that growth has stagnated. Having expanded at an average of 7.7 per cent since independence in 1965, gross domestic product (GDP) growth decreased from 4.7 per cent in 2013 to 2 per cent in 2015 and 1.8 per cent last year. The growth rate is now comparable to those of Australia, Hong Kong and South Korea but many competing economies in the region outpace Singapore, including Indonesia (4.8 per cent), China (6.9 per cent) and India (7.6 per cent).

At the core of this tempering of growth is a slowdown in productivity. Though wages continue to rise, overall labour productivity is on the decline. For the top 100 companies on the Singapore Exchange, return on equity shrank from 24 per cent in 2011 to 11.4 per cent in 2015, while return on capital decreased from 9.8 per cent to 6.8 per cent. Profit per employee contracted at an annual rate of 9.5 per cent over this period - not only due to operational costs rising, but also due to a fall in revenue generated per full-time worker.

Singapore

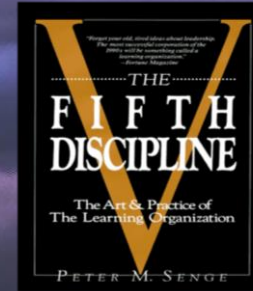
## Significant slowdown in productivity growth a challenge globally: Tharman

Speaking at the Singapore Forum, the Deputy Prime Minister says there has been a divergence in productivity growth between outward-oriented sectors and domestically-focused ones.

SINGAPORE: Productivity growth has seen a significant slowdown globally, despite innovations in technology, and this is creating challenges for economies all around the world, including Singapore, said Deputy Prime Minister Tharman Shanmugaratnam.

# Organisation Development (OD) in the SG Public Service

The Learning Organisation (LO)  
movement of the early 2000s



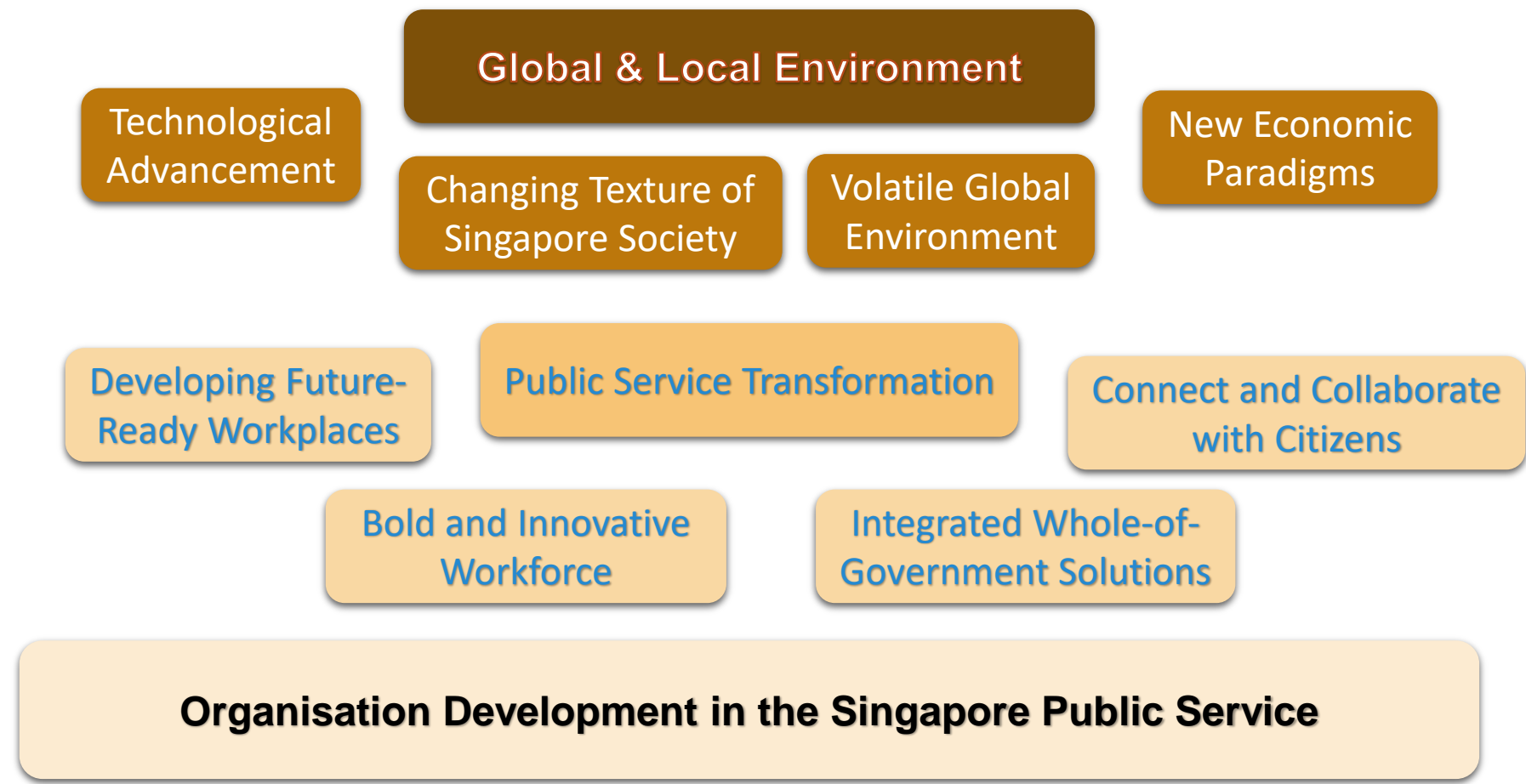
The Org Excellence (OE)  
movement of the mid 90s



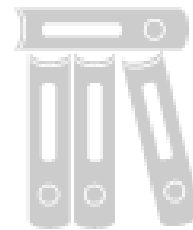
“Classic OD” in CSC - 2010



# The Singapore Public Service's Operating Context



# Types of OD Work practitioners are involved in



Other types of work practitioners are typically involved in include: Culture Building, Promoting Innovation, Leadership Development, Service Excellence

# ***Questions on Organisation Development in the Singapore Public Service?***

# *Systems Thinking & OD*



# Video on Systems Thinking

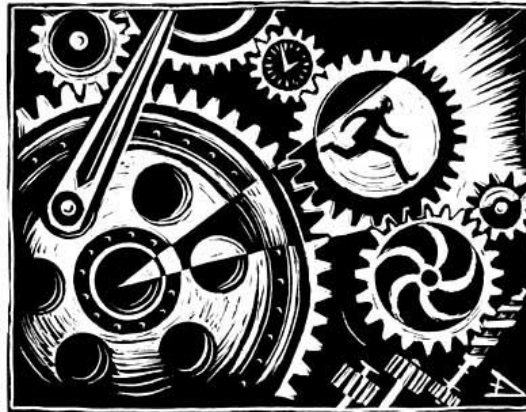


# What is An Organisation?



Two common metaphors of organisations

As a machine



As an organism/  
living system



Drawn from Gareth Morgan's work, *Images of Organizations*

# Systems Theory Comes into OD



Ludwig von Bertalanffy  
discovers General  
Systems Theory



Jay Forrester joins McGregor at MIT  
in 1956, conceptualises feedback  
loops and gives the name “**systems  
dynamics**” and “**systems thinking**”

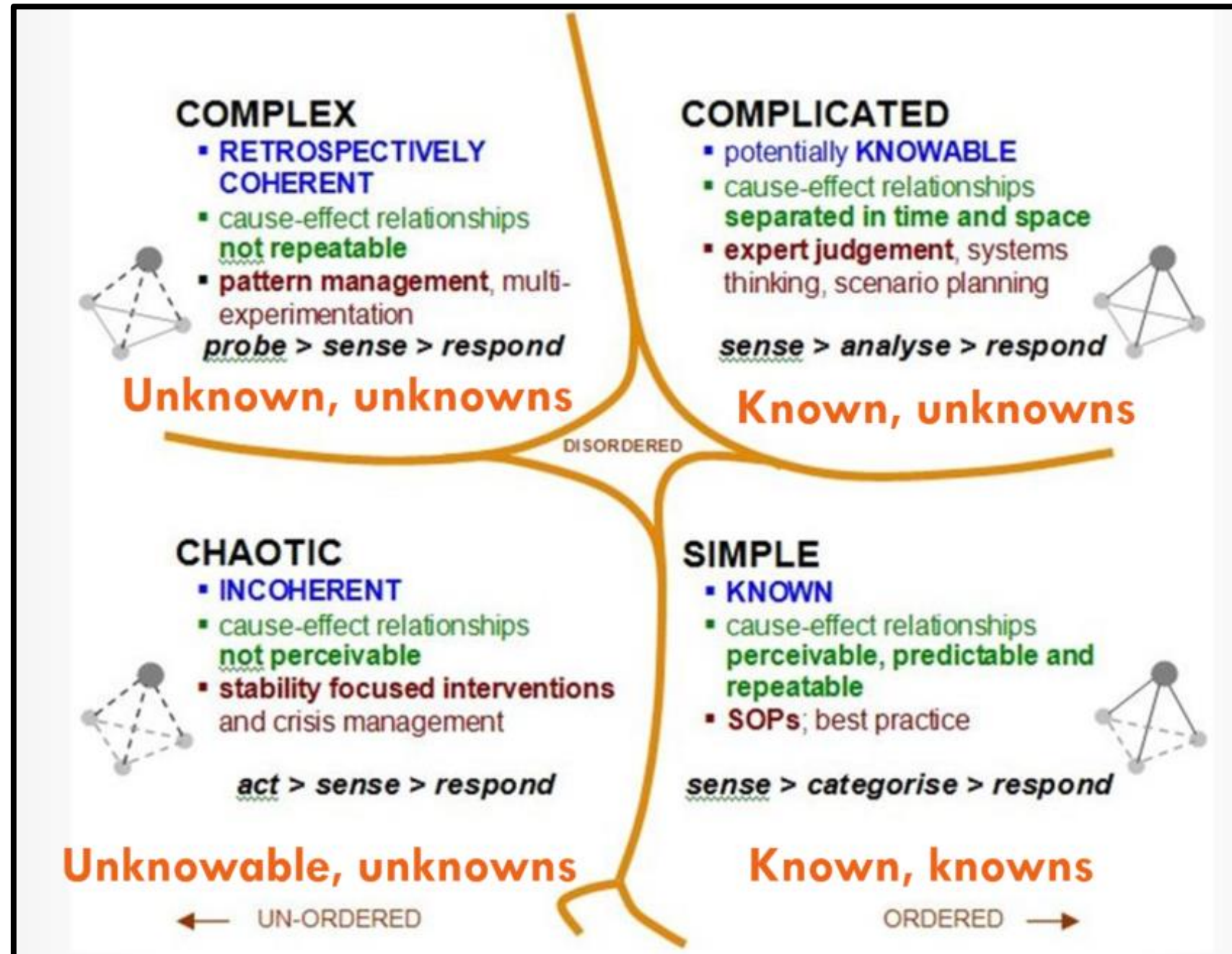
**1950s**

**1960s**

# The System & Change Roles

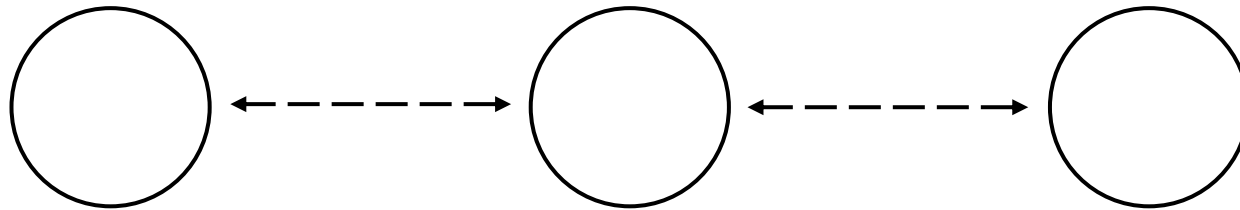
“Everything affects everything else in one way or another. Whether you are aware of that or not does not change the fact that this is what is happening. You appreciate, for example that any action will reverberate throughout the entire company.”

John Woods, Work in Progress



# The “System” – *Complex Adaptive System*

- In your mind, select 2 of your other colleagues in this room. **Keep this information to yourself.**
- Next, ensure that when you move later, you are always equidistance or equal distance apart from the 2 persons that you have in mind.
- When they move, you need to ensure you keep this equidistance requirement.

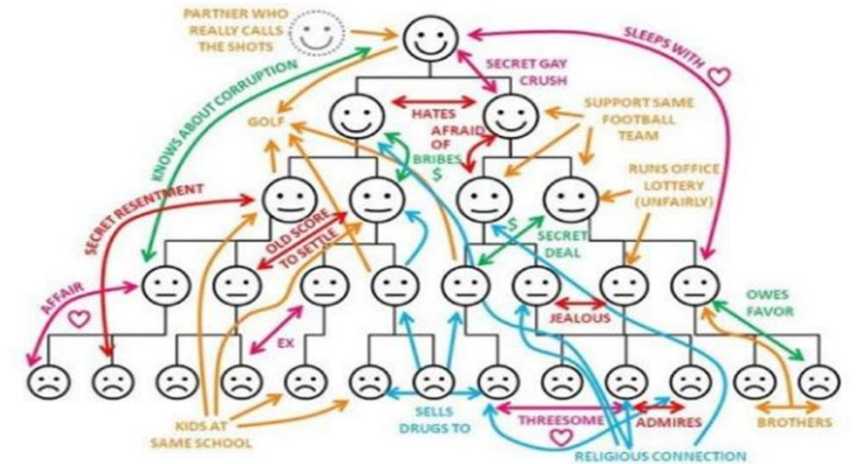
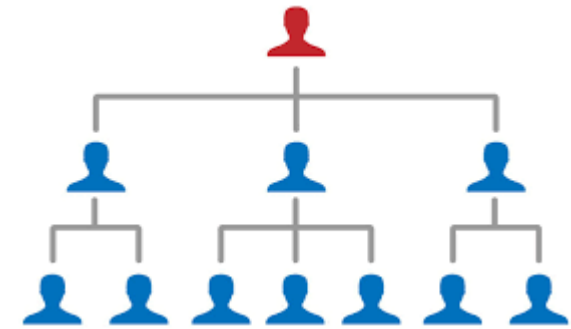


# The “System” – *Complex Adaptive System*

1. Adapt by design and are able to self-organize

2. Organisations are living systems – they are thus **Complex and adaptive**

- Consists of group of interacting agents
- Self-organising behaviour provides emergent order
- Systems responds to and model their environment
- Change in order to preserve itself
- Simultaneously individual parts and a whole; full of paradox



# Levels of Systems



*From Dr. Mee Yan Cheung-Judge*

# Levels of the System

## Whole Organisation++:

- Vision, Mission, Values
- Organisation Design/Re-structuring
- Business Reengineering
- Business Excellence Assessments
- Employee Communication
- Employee Engagement Survey
- Large Group Interventions
- Strategic Planning
- Whole System Change, Future Search , etc.

## Inter-group:

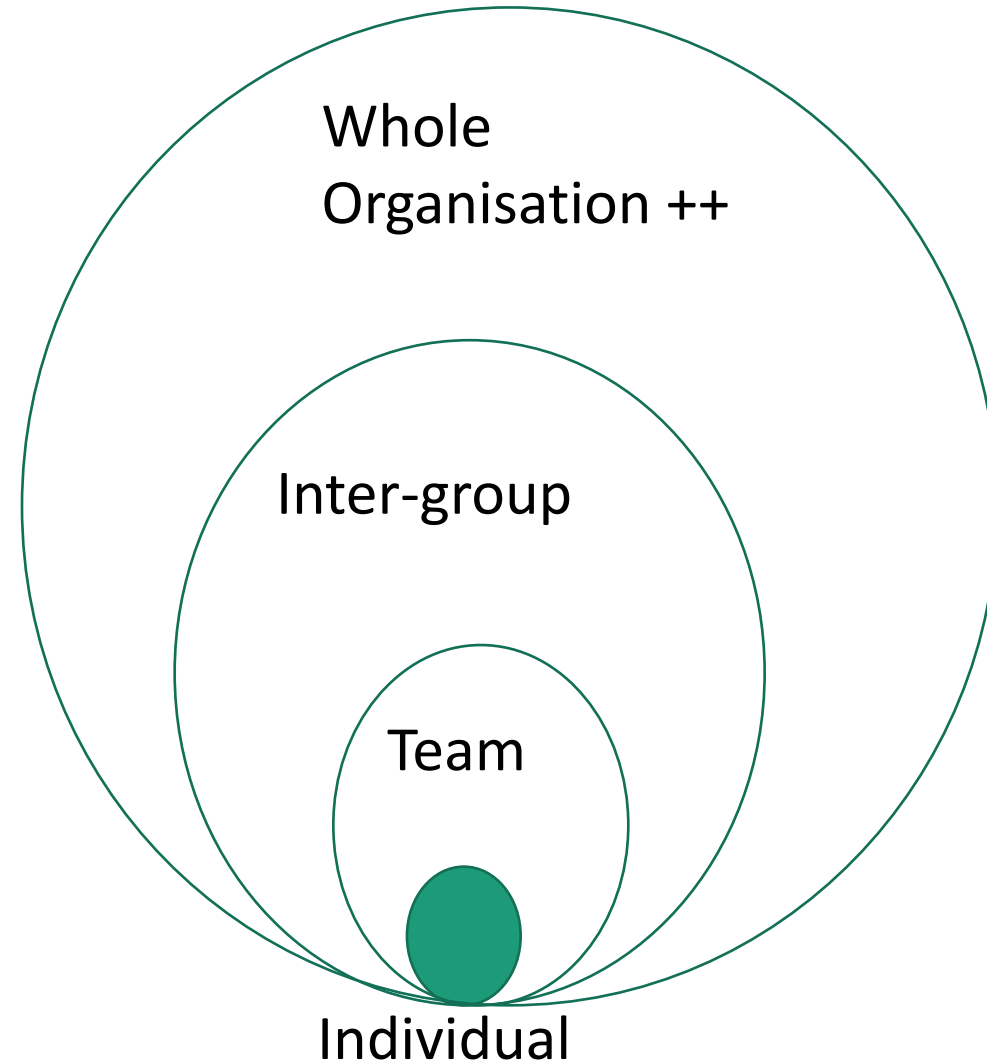
- Collaboration Dialogues
- Leadership Dev't Progs
- Project/Change Teams

## Team:

- Team Development Interventions
- Team Launch Process
- Team Conflict Management

## Individual:

- Partnership Coaching (e.g. GROW Model)
- Individual Learning Plan



# *Questions on Systems Thinking?*



# Thank You

Institute of Leadership & Organisation Development

[salleh\\_anuar@cscollege.gov.sg](mailto:salleh_anuar@cscollege.gov.sg)



# LEARNING REDEFINED

Innovative • Inspiring • Impactful

All copyright, trade marks and other intellectual property rights comprised in the information, text, graphics, data or any other materials or works used on or contained in this document (collectively "the Materials") are the sole and exclusive property of Civil Service College, Singapore, and/or its licensors.

No part of the Materials may be reproduced, copied, reverse compiled, adapted, distributed, commercially exploited, displayed or transmitted in any manner or by any means or stored in any information retrieval system without the prior written consent of Civil Service College, Singapore.