Learning Objectives for Chapter Four

• To describe the steps associated with starting a planned change process
• To reinforce the definition of an OD practitioner as anyone who is helping a system to make planned change

The Entering Process

• Clarifying the Organizational Issue
  – Presenting Problem
  – Symptoms
• Determining the Relevant Client
  – Working power and authority
  – Multiple clients – multiple contracts
• Selecting a Consultant
  – Expertise and experience
### Elements of an Effective Proposal

<table>
<thead>
<tr>
<th>Content</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals of Proposed Effort</td>
<td>Descriptive, clear, and concise goals to be achieved</td>
</tr>
<tr>
<td>Recommended Action Plan</td>
<td>Description of 1) diagnosis, 2) data analysis process, 3) feedback process, and 4) action-planning process</td>
</tr>
<tr>
<td>Specification of Responsibilities</td>
<td>What will various leaders, including the OD practitioner, be held accountable for?</td>
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<tr>
<td>Strategy for Achieving the Desired State</td>
<td>Provide change strategies, including education/training, political influence, structural interventions, and confrontation of resistance.</td>
</tr>
<tr>
<td>Fees, terms, and conditions</td>
<td>Outline fees and expenses associated with the project</td>
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</tbody>
</table>

### Elements of an Effective Contract

- **Mutual expectations are clear**
  - Outcomes and deliverables
  - Publishing cases and results
  - Involvement of stakeholders
- **Time and Resources**
  - Access to client, managers, members
  - Access to information
- **Ground Rules**
  - Confidentiality

### Interpersonal Issues of Entry

- **Client Issues**
  - Exposed and Vulnerable
  - Inadequate
  - Fear of losing control
- **OD Practitioner Issues**
  - Empathy
  - Worthiness and Competency
  - Dependency
  - Overidentification