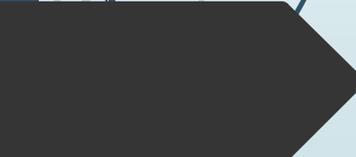


10 Reasons for Using the Action Research Model for Successful OD Interventions



Author:

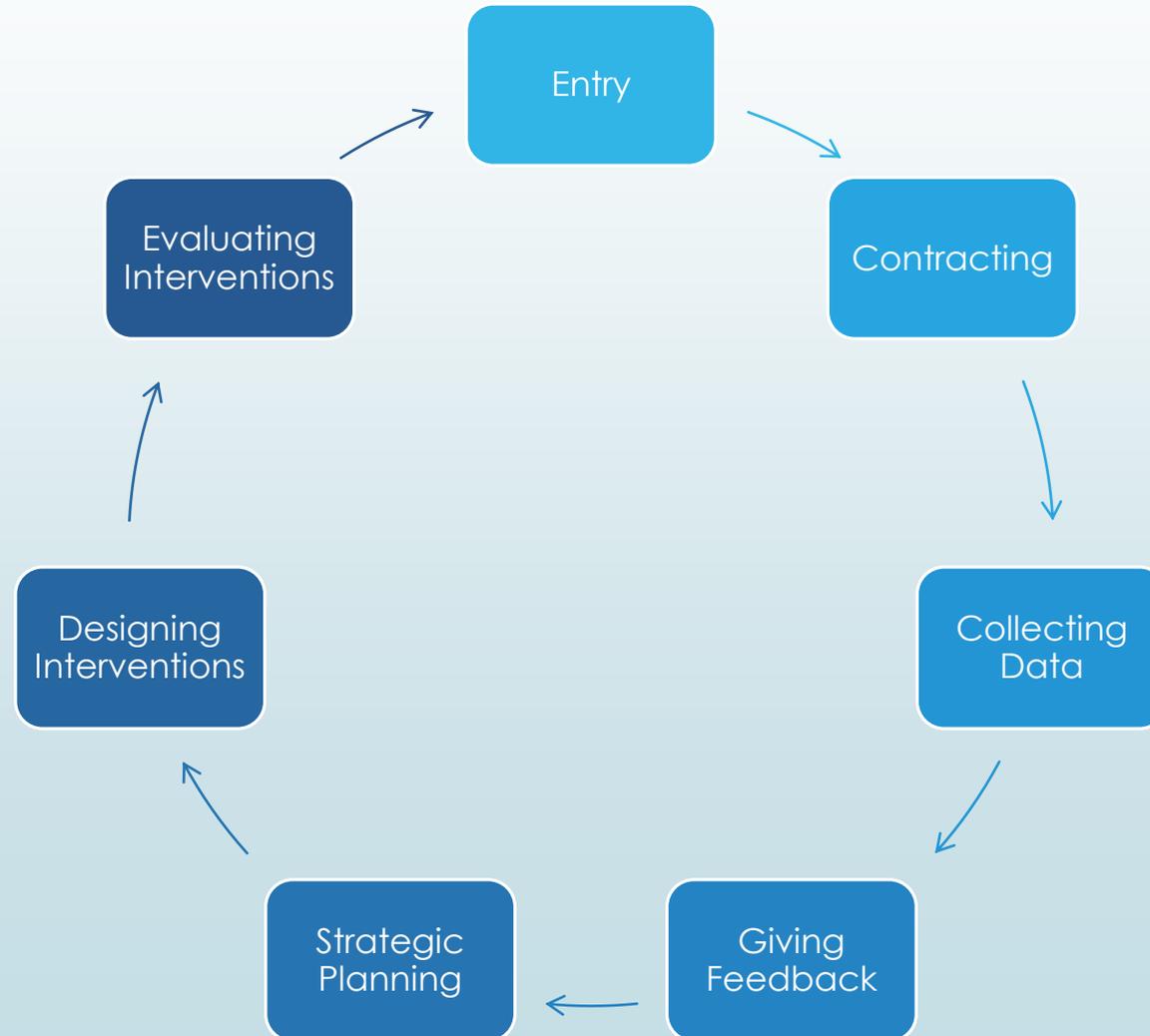
Nancy Zentis, PhD., Owner and Founder, Institute of Organization
Development



Action Research Defined

- ▶ Action Research Model is a method to facilitate change by helping involve the client system in a diagnostic, active-learning, problem-finding, and problem-solving process.
- ▶ The most common action research model used is the 7-step Warner Burke Action Research Model (illustrated on the next slide).

Warner Burke's 7-step Action Research Model





Action Research Model:

1) Provides a systematic approach to solve business challenges

- ▶ Being prepared to initiate, anticipate, and respond positively to change is beneficial to the efficiency and sustainability of organizations.
- ▶ The Action Research Model is a step-by-step method that helps OD professionals conduct interventions geared towards improving a business situation.
- ▶ Since it is systematic, the emphasis is to ensure that all basis of a problem are taken into account in a proper order and appropriately addressed.



Action Research Model:

2) Helps us *analyze issues and design the appropriate intervention*

- ▶ Action research focuses on putting information to action.
- ▶ This model helps clients identify business needs and challenges, create a contract to define the working relationship and deliverables, collect data to identify the gaps and find the root causes, analyze data to identify priorities and actions needed, identify the interventions needed, and create a project plan.
- ▶ Organizations can implement successful change programs for both short- and long- term.



Action Research Model:

3) *Fosters a culture of learning*

- ▶ OD Practitioners transfer their knowledge to the organization in data collection, analysis, statistical tools borrowed from areas such as quality management, strategic planning, communication, problem solving and decision making, team building, culture change, systems thinking, leadership development, and process improvement.
- ▶ A deeper understanding of the issues related to the organization is developed.
- ▶ This learning results in greater insights from all involved on how a problem or situation can be handled best



Action Research Model:

4) Requires the involvement of senior leaders and other critical stakeholders

- ▶ Action research requires change agents, who act as the conduits for delegation and feedback, to take on pivotal responsibilities and information to effectively communicate data.
- ▶ This is not possible without the key involvement of senior leaders and other critical stakeholders.
- ▶ The buy-in of these individuals helps keep the project on track and results in greater engagement in the change process.



Action Research Model:

5) Promotes collaboration

- ▶ In action research, the client and the change agent collaborate in identifying and ranking specific problems, in devising methods for finding their real causes, and in developing plans for coping with them both realistically and practically.
- ▶ This collaboration helps in building greater trust and understanding both of which are pivotal to an organization being able to achieve its goals.



Action Research Model:

6) Helps reshape the organizational culture

- An organization that is used to authoritative style of management will eventually realize that most people feel disconnected with change.
- After introducing action research as a way to handle change, the organization can find renewed energy and engagement regarding organizational issues.
- People feel vested in the process and want to help. Everyone involved feels their contribution is valuable.



Action Research Model:

7) Helps improve performance on all levels

- The action research model results in a comprehensive approach that addresses all areas of improvement within an organization.
- As the project plan is created by following a systematic approach to discovery, the organization can better achieve long term goals, implement the interventions, collect feedback to measure results, and transfer the skills and knowledge learned to imbed the process into the culture.
- By doing so, performance is enhanced throughout the organization.



Action Research Model:

8) Helps align actions with organization strategy

- ▶ For organizations, change is the way to remain competitive and to grow.
- ▶ Since essential information is available as a part of the client discussion and other data-gathering processes, action research helps the organization make necessary tweaks in its actions so that it can achieve its goals.
- ▶ Action research also facilitates the application of other models such as the McKinsey 7-S model which helps further in the alignment process.



Action Research Model:

9) *Helps develop leadership*

- The leadership when involved with the change process develops skills to work with groups, understand their issues, and come up with solutions in a collaborative way.
- Developing leadership in this manner is good for the culture of the organization and helps build engagement.
- Leadership understands the value of organizational learning and learns to facilitate this in order for the organization to continue to grow successfully.



Action Research Model:

10) Sees the organization as a whole system

- Action research helps in viewing the system as a whole and not in its individual components.
- This gives the bigger picture on the best course of action for the organization.
- Helps people come on board through a better understanding of their role in bringing about change.



Resources

- ▶ To learn more about action research and the practice of organization development, check out the following resources:
- ▶ <http://instituteod.com/news.php>
- ▶ [The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives 2nd Edition](#) by Brenda B. Jones (Author), Michael Brazzel (Author)
- ▶ [Organization Development: A Process of Learning and Changing](#), by W. Warner Burke (Author), Debra A. Noumair (Author)



The Institute of Organization Development (IOD) at a Glance

The Institute of Organization Development (IOD) offers online OD Certification Programs to help you advance in the field of Organization Development.

There are four certification programs: 1. Organization Development: Basic Level (ODPC), Advanced Level (ODCP), and Master Level (ODCC), 2. Talent Management (TMCP), 3. Leadership Development (LDCP) and 4. Executive Coaching (ECCP).

Our unique online learning platform allows participants to interact with others globally with live facilitated discussions. Our highly qualified faculty are professionals in the field of OD and share their knowledge and expertise to support your online learning.

To learn more about our Certification Programs, please contact us: at (954) 341-2522 (EST/EDT) or e-mail us at info@instituteod.com.



Let's Get Social -Connect With Us!

- ▶ Website: www.instituteod.com
- ▶ Linked-in Group: [Institute of Organization Development](#)
- ▶ Twitter: [@OD_CareerDev](#)
- ▶ Facebook: [IOD page](#)
- ▶ Newsletter: [Sign-up to receive our blog articles regularly](#)