

THE MAGIC SPHERE MODEL OF ORGANIZATIONAL DEVELOPMENT

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Abstract

Organizations with different interests, goals and functions can be viewed as systems that can be characterized by a differentiated structure and mode of operation. Economic and social actors operating within an organizational framework are constantly forced to adapt to the challenges they face from the external environment. In the following, in addition to presenting the relationship between organizations and their environment, as well as the principles of organizational operation, I will elaborate on organizational change and organizational development, and in connection with this, the Organizational Development Magic Sphere Model.

Keywords: organizations, systems, organizational structure and operation, organizational change, organizational development, Organizational Development Magic Sphere Model

Organizations as systems

Organizations as systems are the totality of all the individuals, activities, organizational units and processes they encompass, as well as the interrelationships between them.

Different authors present organizational subsystems in varying structures. These usually include the technical subsystem that ensures the operation, the social subsystem represented by the members of the organization, which show mainly informal characteristics, and the organizational scheme, which defines the formal dimension and includes the division of labour and the organizational structure.

Organizational subsystems can be separated along certain main functions or resources. The subsystems participate together in the organizational processes, complementing each other to create different products and to ensure the success, effectiveness and survival of the organization. The main subsystems in the organization can generally be the following, according to Csepeli. By technical subsystem we mean the system of technical conditions that ensure the operation of the organization. The IT system of the organization is an example. A formal subsystem is a set of roles and tasks that ensure the operation of an organization and are formally defined and performed by the members of the organization. The informal subsystem is the informal sphere that affects the behaviour of persons acting in the organization, influencing the emotions, temperaments and attitudes of the actors (Csepeli, 2003).

Subsystems can also be distinguished from each other according to their function in the organization, as can be seen from the list of Katz and Kahn. The subsystems they refer to are: the first subsystem is production, which, when organized into processes, ensures the production of specific goods. The second subsystem is the supply, which provides the conditions for production through the resources taken from the environment. The third subsystem is the operation, the

primary condition of which is a well-trained, well-motivated workforce, so this subsystem represents the human resource management system within the organization. The fourth subsystem is the adaptability of the organization, which ensures the responsiveness of the organization to the effects of the environment, and which includes measures within the concept of change management and organizational development. Fifth is the management, which ensures the optimal allocation of resources required for the production processes and the coherence of the individual subsystems by performing management functions (organization, leadership, management, coordination, control) (Csepeli, 2003).

Organizations are in constant interaction with their environment. On the part of the external environment, organizations face various influences and challenges, to which they need to formulate an appropriate response. Organizations take in various resources from their environment, which they use and transform in purposefully defined activities. For example, in order to secure production processes, organizations “procure” labour from the labour market or purchase various raw materials, which are transformed by tools, machines, equipment, during certain technological processes. Information from the environment is also essential in the planning and decision-making processes. In the course of their operations, businesses produce a variety of goods (products and services) that they offer to their environment through sales.

Continuous environmental influences keep organizations in constant change, which creates a kind of dynamism. Organizations have to adapt to this dynamic by changing their internal environment and way of operating, performing various activities and measures, solving problems and certain situations, and answering questions. In doing so, they themselves induce effects on their environment (Csepeli, 2003). Organizations can be seen as an open system in this way.

Principles of organizational operation

It is essential for the functioning of the organization that those who are founded on the basis of similar interests set themselves mutually agreed goals, which they want to achieve together within an organizational framework. The definition of the goal must be clear and comprehensible, as this also plays a role in deepening the members' identification with the goals.

Goal setting also has a role in defining the activities, the tasks undertaken by the organization, and in choosing the appropriate organizational and operational form. The same goals provide an opportunity to check the extent to which the organization has fulfilled the previously declared goals in the light of the performed tasks, examining their results and effects in different periods of operation. The target system includes both strategic and operational goals.

In addition to the goals, the organizational operation means a series of purposeful, planned activities, which complement each other and integrate into a process to produce different products. The activities are carried out within an appropriate organizational framework, with the support of a complex leadership, organization, management function.

Based on all this, the principles of organizational operation according to Csepel can be the following. On the one hand, there is a need to ensure an appropriate organizational framework (choice of organizational form and development of the necessary infrastructure to carry out activities), on the other

hand, it is necessary to coordinate the elements of organizational action (goal setting, provision of resources, planning, organization, management and control functions to ensure 'normal' operation) and the control function must be present separately from the other activities (Csepeli, 2003).

Changes in the organization

Organizations are ever changing systems. Adapting to the expectations of the constantly changing external environment also induces continuous modifications in the internal environment of organizations. The goal is to survive, maintain and increase competitiveness and market efficiency. Adaptation to change depends on the manager, who controls the change in the organization.

Based on Poór et al., we can classify these changes into two major groups according to their scope: we can distinguish between changes at the individual (personal) level and at the organizational level. Further examining changes at the organizational level, we can see that the dimensions that represent them are divided into three additional parts: changes affecting tasks, structures, and systems. These levels interact with each other, the changes are flexibly connected and follow from each other, while they are gradually penetrating into the mentioned levels and dimensions (Poór, Karoliny, 1999).

In the case of organizational change, we must make a direct distinction between the inevitable changes and the changes planned by the members of the organization. Inevitable changes usually occur due to external influencing factors and have some impact on the functioning of organizations. In contrast, changes consciously planned and implemented by members of an organization are the result of deliberate, purposeful processes by which the organization seeks to respond to the challenges generated by the environment and its own internal operations. Planned organizational change is a series of conscious activities that are usually assisted by external consultants. We are talking about a carefully prepared, structured process in which individuals, groups, organizational structures, and processes change simultaneously. Organizational change therefore affects each organizational level from one to the other, usually from top to bottom.

Naturally, we are all afraid of the unknown, of situations, expectations that are unpredictable to us. Therefore, prior to deliberately planned organizational changes, special emphasis should be placed on identifying the factors that counteract the change. The origin of these factors can be fundamentally individual or organizational. Reasons of individual origin include: fear of the new and the unknown; adherence to customary habits; or dependence on others. Continuing the list, we should also mention the role of misunderstanding and lack of trust, economic reasons, the different assessments and compliance with them, and the attitude to change.

When organizational change begins, it must also be taken into account that it takes place as a process, in which case the different phases of the relationship to change (paralysation, denial, depression, acceptance, attempt, awareness, integration) can be identified. During these phases, individuals need to be assisted through counselling interventions in order to persuade members of the organization to implement change.

Among the organizational causes of resistance to change, we can identify the factors arising from the organizational structure and the previous way of operating, which

have characterized the organization for a relatively long time (even years), so their change does not take place overnight (Poór, Karoliny, 1999).

Among the organizational causes of resistance to change, we can identify the position of power and the supposed loss of influence by change, the preserving power of the organizational structure (jobs, regulated processes, established information system), resource limitations (organizational units compete for resources, the one that lost may oppose the change), the effects of previous investments (e.g. previous contractual agreements, agreements with external partners), as well as internal agreements (e.g. agreements with the trade union) and their effects and consequences.

Starting from the concept of the organization as a constantly changing, dynamic system, the “Force Field Analysis Model” developed by Kurt Lewin illustrates the factors that result in changes in the internal environment. The model, which uses systems theory as a basic starting point, assesses the opposing forces. In the “Force Field Analysis Model,” we distinguish between driving forces that act in the direction of change and restraining forces that tend to counteract change. Another regularity of the model based on system theory is that the organization (as a system) is in equilibrium as long as the driving and restraining forces balance each other, however, as the driving forces intensify, the change begins (Lewin, 1972).

Organizational change is a multi-level, complex process assisted by external consultants, the main steps of which include recognizing the need for change, setting goals for change, analysing relevant options, selecting a suitable change strategy, planning for change implementation, and putting it into practice, as well as evaluation and monitoring.

Organization development - The Magic Sphere Model of Organizational Development

The discipline, which functions as the science of Organizational Behaviour (OB), aims to examine, describe, and interpret individual, group and organizational behaviour to map organizational existence and improve the effectiveness of organizational functioning.

A significant amount of dynamic variable must be taken into account during the organizational development process, accordingly, the organizational development model can be considered as a probabilistic model.

The Magic Sphere Model of Organizational Development (Titkos, 2019) is a matrix with columns representing the personal dimension of organizational development, the actors of organizational development - the Customer, the Participant and the Consultant. The rows of the matrix represent the process dimension of organizational development: Driver, Diagnosis, Intervention and Feedback.

For the actors of organizational development, it is important to clarify what interests, emotions, beliefs and possible previous experiences of the Customer are related to organizational development, and what qualification and knowledge the Customer has. In the case of the Participant, it can be observed that several times he or she can experience the process as a victim of the intervention. In his case, it is expedient to examine the interests, goals and intentions, as we did for the Customer, since it matters whether their attitude promotes or restrains the process of organizational development. The third actor is the Consultant, who can come from “outside” but can also be an internal staff member. It is important that the Consultant plans and implements the organizational development intervention with the appropriate qualification, experience, expertise and from an objective, independent perspective.

Facilitation, inspiration, coaching, and the questioning attitude should be the attributes of his or her behaviour, rather than one-sided, “recipe-like” revelations (Titkos, 2019).

Looking at the phases of the organizational development process, the first “drive” can be the need for development. After identifying the stakeholders, it is useful to thoroughly define the symptoms that may result from dysfunction in different organizational areas (production, finance, HR, sales, etc.). A detailed, in-depth situation analysis should be based on specific, factual information that can be used to develop an organizational diagnosis. The intervention must be planned in advance in such a way that it can be divided into stages, but at the same time it takes place as a complete, complex process in terms of content and logic. Feedback must include self-reflection, and it must be suitable for answering the question of where the intervention was directed, what its results and effects were.

Each phase can be characterized by different focuses. In the Driver phase it is important to take into account that those affected by the organization experience each situation in a different way. They react not primarily to the other person's behaviour, but much more to the image created by them, that is, to themselves, and they blame others for errors, anomalies, dysfunctions, and their harmful effects. The behaviour that acts as a defence mechanism distorts reality in order to maintain one's own balance (Titkos, 2019).

The relationship between the actors and the organization is fundamentally influenced by the ownership, interest and emotional relations within the organization, which should be mapped in detail in order to get a “clear vision”. In the Diagnosis phase, the focus is on discovering the level of development of the organization, which is essential for the proper preparation of organizational development intervention. Another important research dimension is the organizational culture characterized by conceptual, interpretive and behavioural diversity, which is protected by strong counter effects, as well as the ability of the organization to change, which depends, among other things, on the adaptability of its members.

Consistency of management can also be a crucial factor in the effectiveness, efficiency and success of organizational development interventions. The contradictions that can be experienced here can create significant uncertainty, which can be intensified by dangerous individual attitudes (such as prejudices), which are sometimes extremely difficult to change.

The focuses of the Intervention phase can be different on the basis of time factor. Getting from an initial state to an intentional situation raises a vision of focusing on the future, which is an idealized vision. During the organizational development intervention, the application of the vision to organizational actors, areas and individuals can be realized in measurable behaviours.

In the organizational development process, it is important to provide opportunities for development and learning for participants. Organizational development itself can be defined as a learning process, as a result of which new structures and modes of operation are created, and the competence of the participants develops (Titkos, 2019).

Organizational development processes take place with a significant expenditure requirement, between lower and upper limits, with a project-like mode of operation, for which it is always important to see exactly where the actors are in progress, and what are the milestones and partial results that provide additional motivation. To clarify all this, it is essential to use continuous feedback.

Summary

Environmental changes generate continuous challenges for organizations, to which they must respond appropriately by changing their internal environment, the way they operate, performing various activities and measures, and solving problems and situations. It is important that both managers and subordinates understand the need to respond to change and thus benefit from organizational development interventions designed to manage the various changes. Organizational development interventions are planned, complex, project-like processes consisting of different phases, the aim of which is to increase the adaptability of the organization and its members, thereby increasing the organizational efficiency, facilitating the effectiveness and ensuring the survival of the organization.

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A SZERVEZETFEJLESZTÉSI VARÁZSGÖMB MODELL

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A különböző érdekekkel, célokkal, funkciókkal jellemezhető szervezeteket, mint rendszereket szemlélhetjük, amelyek differenciált struktúrával és működésmóddal jellemezhetők. A szervezeti keretek között tevékenykedő gazdasági és társadalmi szereplők folyamatosan alkalmazkodni kénytelenek azokhoz a kihívásokhoz, amelyek a külső környezet részéről érik őket. A szervezetek és környezetük kapcsolatának, valamint a szervezeti működés alapelveinek bemutatása mellett a szervezeti változásokról, a szervezetfejlesztésről, ehhez kapcsolódóan pedig a Szervezetfejlesztési Varázsgömb Modellről adok számot tanulmányomban Titkos Csaba *Az a baj. Szinkronicitás, avagy a szervezetfejlesztés és a művészet találkozása: egy modell – egy zeneszám. (That is the problem. Synchronicity, or the meeting of organizational development and art: a model - a song)* című munkája alapján.

Kulcsszavak: szervezetek, rendszerek, szervezeti struktúra és működés, szervezeti változások, szervezetfejlesztés, Szervezetfejlesztési Varázsgömb Modell.