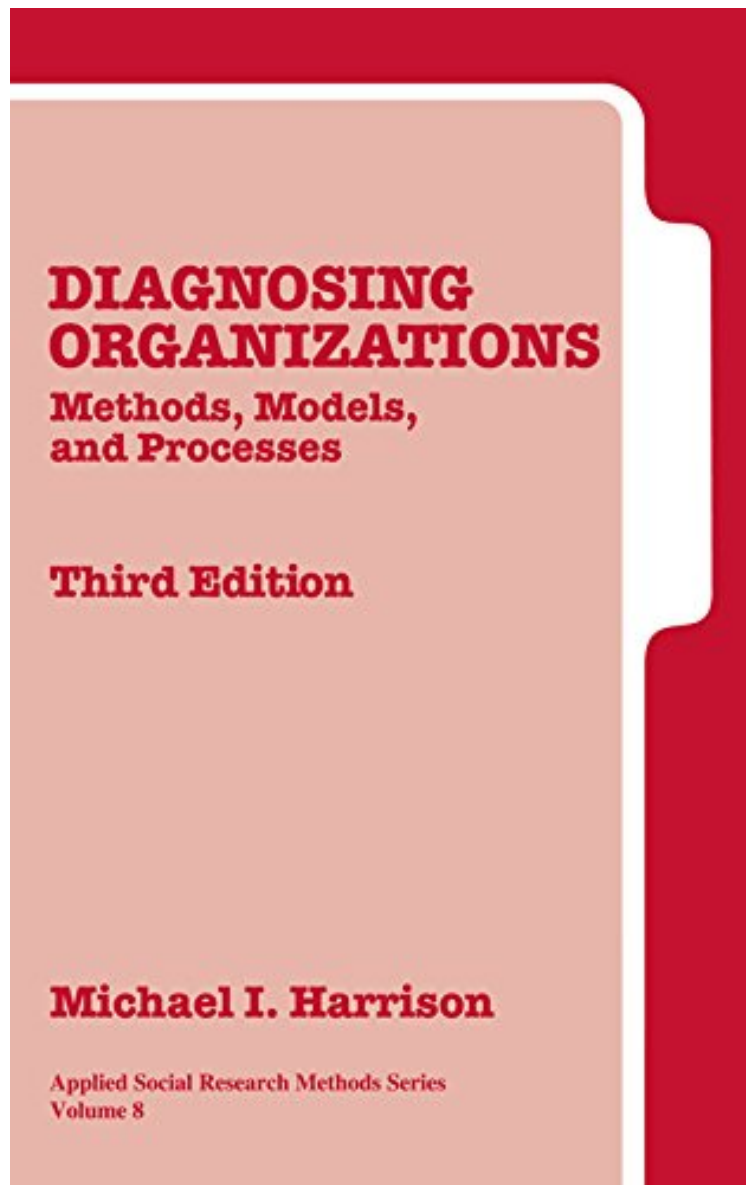


[Download pdf ebook] Diagnosing Organizations: Methods, Models, and Processes (Applied Social Research Methods)

Diagnosing Organizations: Methods, Models, and Processes (Applied Social Research Methods)

Von Michael I. Harrison

*ebooks | Download PDF | *ePub | DOC | audiobook*



 [Download](#)

 [Read Online](#)

Produktinformation Verffentlicht am: 2004-09-22Erscheinungsdatum: 2015-03-17File Name:
B00UVK3PBA | File size: 33.Mb

Von Michael I. Harrison : Diagnosing Organizations: Methods, Models, and Processes (Applied Social Research Methods) before purchasing it in order to gage whether or not it would be worth my time, and all praised Diagnosing Organizations: Methods, Models, and Processes (Applied Social Research Methods):

KundenrezensionenHilfreichste Kundenrezensionen0 von 0 Kunden fanden die folgende Rezension hilfreich.

Diagnosing Organizations - A step by step approachVon Ein KundeMichael Harrison's book *Diagnosing Organizations Methods, Models and Processes*, is just that, a book that explains and gives a format for consultants to utilize while diagnosing an organization. Harrison's approach is more academic in nature and is very detailed. The methodology used in Harrison's book is meant to equip a consultant with the necessary information, tactics, and tools to best complete an organizational diagnosis accurately. The methodology Harrison puts forth is also designed to aide the consultant to be able to provide the client with clear, objective, valid and reliable data and information regarding (but not limited to) various existing work functions, the working environment and employee morale. Thus, in order to be able to come to a point of understanding of where exactly the organization is at today and to strategize what needs changed. In addition to, how the consultant can effectively create such an organizational change to help the clients get to tomorrow. Throughout his book, Harrison stresses the importance of the role of the consultant. A consultant might be called in for many reasons. The client organization might seek to use the diagnosis as an independent or "outside" resource for evaluating organizational work functions, existing programs, or as a means to carry out organizational change. The consultant's job is very broad, especially in relation to assisting the client with implementing organizational change. It is very important for the consultant and the client to have an open and communicative relationship and to agree upon the terms of the relationship and contract at the very first meeting or initial contract agreement. It must be understood that in order to perform his or her job to their best abilities the client must trust and support the consultant and the consultant reserves the right to end the diagnosis at any time for any reason (withholding information or not collaborating with the consultant are examples). Harrison uses the open systems model of diagnosis as a means for the consultant to evaluate the entire organization. The open systems model is a method that views the organization in an objective manner and attempts to interpret organizational activities without focusing on the political powers that might exist within the organization. This model encourages consultants to examine every aspect of the client's organizational functions and for the consultant to look beyond the problems presented and addressed by the client. The open systems model evaluates the condition of the client's inputs, outputs, goals, strategies, culture and other important facets of the organizational process. By examining every aspect of the organization, the consultant can better understand the origins of the problems and design methods to effectively accommodate change. The diagnostic process itself is broken down into three key steps. The first step in the process is to identify how the study will be conducted and what type of relationship will exist between the client and the consultant. As mentioned previously, it is of utmost importance that the client and the consultant reach an agreement that is amicable for both parties before any work begins. The second phase in the process deals with the how the consultant's view on how the diagnosis should proceed taking into account the client's concerns and timeline. The third step in the process entails the various scientific and analytical methods of data collection and analysis. Harrison explains that these three steps do not necessarily have to be completed in the order listed, but should always be present in any organizational diagnosis to ensure accuracy. Harrison stresses that the role of a consultant is not to tell the client what they want to hear. At the same time, nor is it the consultant's place to use the client's organizational problems as a platform for his own research ideas or interests. Rather, a good consultant will listen to what the client expresses as their concerns, set those concerns aside and go about the organizational diagnosis to get a true concept of where the organization is and see if it adds up to the client's original statements of concern. Yet, at the same time, the consultant must keep the client's needs in mind throughout the entire diagnostic process and also not let the client's needs compromise the scientific method utilized in the collection and analysis of data. The dynamics of the individual to the group, the group to the organization and the individual to the organization are examined throughout the book. By analyzing these perspectives a description of the working relationship that each group within the organization can be understood in addition to the effects each group has upon the others. The descriptions and various information that the consultant gathers during personal interviews, observation and other methods can then be used as an informational tool to show how and what motivates employees to perform in addition to how various groups and their interactions with each other might be causing organizational dysfunction. Harrison also examines the distribution of power amongst groups in the organization in relation to how that power is used to effectively turn resources into services or products. Often, groups within an organization may not possess the power to fully achieve their objectives or tasks while other groups in the same organization might abuse or neglect their power indicating too much power might have been given to said group. The analysis of power distribution goes much further than just the hierarchy of the organization and can tell the consultant a great deal. However, this is often one of the more "touchy" and difficult areas to assess. It is critical that the client is willing to endure the analysis of the power distribution and to hear the consultant out in relation to his findings. Ultimately, a redistribution of power might be suggested to improve work effectiveness of the divisions and organization to create a more efficient organization. Yet, this very discussion makes many clients nervous for a redistribution of power is much more than shifting power and responsibilities. The client and consultant also must take into account the psychological factors that accompany power and empowerment and the taking away of power from individuals or a group. I found the case nine example on page 99 of the text very easy to identify with in relation to power relationships and it also helped me begin thinking and analyzing my place of employment more.

Strengths and Weaknesses of the Book: Harrison's book, *Diagnosing Organizations Methods, Models and Processes*, provides details and examples for what seems might be every case scenario that a consultant could face. His examples give the reader a better understanding of the open systems model in addition to applicable case scenarios to transfer the theoretical into practice. Harrison's focus on the "macro" organizational elements of environment, organizational structure, technology, goals and strategies, inputs and outputs rather than the traditional low morale, or high turnover was fascinating. By understanding how these macro or "underlying" elements work and effect the organization the consultant is able to derive the reasons for low employee morale or high turnover rates. This new way of looking at organizational problems and organizations as a whole is very enlightening.

KurzbeschreibungThe Third Edition of the bestselling *Diagnosing Organizations* shows how consultants and applied researchers can help decision makers quickly and flexibly diagnose problems and challenges and decide how to deal with them. This thoroughly revised edition can help practitioners of diagnosis directly address concerns that are critical to clients, rather than just provide feedback on current conditions and operations. In an authoritative yet readable fashion, author Michael I. Harrison presents updated treatments of the uses of diagnosis, evaluating organizational effectiveness, improving team performance, planning organization redesign projects, and assessing organization-environment relations and competitive strategy. Also treated are the politics of change management, professional dilemmas, and ethical issues confronting practitioners.

KurzbeschreibungThe Third Edition of the bestselling *Diagnosing Organizations* shows how consultants and applied researchers can help decision makers quickly and flexibly diagnose problems and challenges and decide how to deal with them. This thoroughly revised edition can help practitioners of diagnosis directly address concerns that are critical to clients, rather than just provide feedback on current conditions and operations. In an authoritative yet readable fashion, author Michael I. Harrison presents updated treatments of the uses of diagnosis, evaluating organizational effectiveness, improving team performance, planning organization redesign projects, and assessing organization-environment relations and competitive strategy. Also treated are the politics of change management, professional dilemmas, and ethical issues confronting practitioners.

Synopsis How can organizations handle the opportunities and threats posed by rapidly changing markets and external conditions? How can they improve their overall effectiveness? The Third Edition of *Diagnosing Organizations* contains up-to-date treatments of techniques and models for diagnosing how organizations deal with challenges like these. The book also shows how consultants and applied researchers can help managers find ways to enhance organizational effectiveness. The completely revised edition of this best-selling book presents the latest techniques for gathering and analyzing diagnostic data. It also covers models and methods for diagnosing organizational designs, everyday practices, fits among organizational components, organizational politics, and power relations. Ethical and political dilemmas of consulting and diagnosis are also explored. The book retains its original coverage of the process of working with members of a client organization to plan and administer a diagnostic study and communicate its results.