

## Theoretical Roots of the OD-Map and Comparison to Other Models

The OD-Map Organizational Effectiveness model is a practical, action-oriented tool for organizational diagnosis, drawing from established theories in organizational development. Its focus is on the human and social aspects of an organization, aligning it with behavioral science approaches to understanding and improving organizational effectiveness.

The dimensions measured in the survey and the item content are aligned with several key organizational behavior and development theories:

- **Employee Engagement Theory:** The model places a strong emphasis on "Employee Engagement", defined as a "heightened emotional/intellectual connection of employees for their jobs and their organizations". This aligns with theories that posit engaged employees are more motivated and productive.
- **Social Exchange Theory:** The questions of "Trust in Leadership", "Immediate Supervisor", and perceived fairness have their basis in social exchange theory. This theory proposes that the relationship between employees and an organization is a two-way street; when employees feel supported and treated fairly by leadership and their direct supervisors, they are more likely to reciprocate with positive attitudes and behaviors, such as higher engagement and loyalty.
- **Human Relations and Humanistic Management Theories:** The focus on "Collaboration", "The Job Itself", and the importance of individual well-being are hallmarks of human relations theories, which emphasize the importance of social factors and individual needs in the workplace. The survey's questions about enjoying work activities and utilizing skills tap into concepts of intrinsic motivation and self-actualization.
- **Systems Theory:** The model's "Dimensions Summary" and the identification of "Most Powerful Drivers of Employee Engagement" based on a systems thinking approach. It views the organization as an interconnected system where various elements (like leadership, talent management, and collaboration) influence each other and ultimately impact overall effectiveness and employee engagement.

## Comparison with Other Notable Organizational Diagnosis Tools

Here's how the OD-Map compares to three other notable tools:

### 1. Weisbord's Six-Box Model

Marvin Weisbord's model focuses on six key areas of an organization: Purposes, Structure, Relationships, Rewards, Leadership, and Helpful Mechanisms.

- **Similarities:** Both the OD-Map and the Six-Box Model are diagnostic tools that look at the organization from multiple perspectives. The OD-Map's "Trust in Leadership" and "Immediate Supervisor" dimensions align with Weisbord's "Leadership" box. "Collaboration" in the OD-Map mirrors Weisbord's "Relationships" box. The OD-Map question on the clarity of goals relates to Weisbord's "Purposes."
- **Differences:** Weisbord's model explicitly includes "Structure" as a separate box, which is not top-level dimension in the OD-Map summary, although aspects of this is present in questions within broader categories like "Talent Management Practices" (which touches on performance evaluation systems). The OD-Map places a more direct and central emphasis on "Employee Engagement" as a key outcome and a lens through which to

view other organizational aspects, which is not present in the Six-Box Model. The OD-Map has a separate block for improving employee satisfaction, assisting total reward improvement in a more practical way.

## 2. McKinsey 7S Model

Developed by consultants at McKinsey & Company, the 7S Model identifies seven internal elements of an organization that need to be aligned for success: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills.

- **Similarities:** Both models are holistic, emphasizing the interconnectedness of various organizational facets. The OD-Map's "Talent Management Practices" and questions about skill utilization resonate with the "Skills" and "Staff" elements of the 7S model. "Management Excellence" in the OD-Map, which includes clarity of direction, can be linked to "Strategy." The leadership and management aspects of the OD-Map align with "Style."
- **Differences:** The McKinsey 7S Model gives equal prominence to "hard" elements (Strategy, Structure, Systems) and "soft" elements (Shared Values, Style, Staff, Skills). The OD-Map, leans more heavily into the "soft" or human-centric elements, with a primary focus on employee perceptions and engagement. The reason for this difference is that the 7S model is more of a tool for top leadership, gathering input from the management team, whereas the OD-Map focuses on information best gathered from the employees, capturing critical employee perceptions across the entire organization. While the 7S model has "Shared Values" at its core, the OD-Map measures the outcomes of these values through dimensions like trust and collaboration.

## 3. Denison Model of Organizational Culture

The Denison Model links organizational culture to performance and effectiveness through four key traits: Mission, Adaptability, Involvement, and Consistency.

- **Similarities:** Both models use surveys to gather employee perspectives and link them to organizational effectiveness. The Denison Model's "Involvement" trait, which includes empowerment, team orientation, and capability development, is very similar to the OD-Map's dimensions of "Collaboration," "Immediate Supervisor," and "Talent Management Practices". Denison's "Mission" trait, concerning strategic direction and intent, is touched upon in the OD-Map's questions about the clarity of goals and future decisions.
- **Differences:** The Denison Model is explicitly a model of organizational culture, with a strong emphasis on how cultural traits drive performance. The OD-Map, while measuring many culturally-related aspects, frames itself as a broader "Organizational Effectiveness Survey" with a central focus on "Employee Engagement". The Denison Model has a more defined external focus with its "Adaptability" trait (creating change, customer focus, and organizational learning), which is less prominent as a top-level dimension in the provided OD-Map report, although some questions do touch upon adapting to changes.

In summary, the OD-Tools OD-Map is a comprehensive diagnostic tool that integrates key concepts from employee engagement, social exchange, and human relations theories within a systems framework. It shares common ground with other established models like Weisbord's Six-Box Model, the McKinsey 7S Model, and the Denison Model in its multi-dimensional approach to

understanding organizational health. Its distinguishing feature is its focus on employee engagement as the primary indicator and important driver of organizational effectiveness.