PN-ABX-030
96762

ORGANIZATIONAL CHANGE AND DEVELOPMENT WORKSHOP FOR ASHONPLAFA, HONDURAS

FEBRUARY 1994

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Family Planning Management Development

Project Number 936-3055
Contract No.: Code DPE-3055-Q-00-0052-00
Task No.: Code A 1719 HOASH

The Family Planning Management Development Project (FPMD) is supported by the U.S. Agency for International Development. For further information, please contact:

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I. Executive Summary

From February 2 to 4, 1994, the team of Maria Eugenia Arias and Cecilia McMillen conducted a workshop for ASHONPLAFA management staff entitled "Organizational Change and Development" in Honduras. Twenty-eight staff attended the three-day training. Workshop design was based upon recommendations made by the FPMD/MSH assessment team in September 1993 as well as follow-up discussions with top management staff.

The timing of the seminar was propitious given the organizational restructuring that was happening almost simultaneously within ASHONPLAFA. The workshop afforded staff the opportunities to discuss the new structures and reflect upon future strategies. Participants were genuinely involved in the sessions and worked hard to identify concrete plans for implementation.

ASHONPLAFA - WORKSHOP
ORGANIZATIONAL CHANGE & DEVELOPMENT
February 2-4

We (a two person team from INCAE--Maria Eugenia Arias and Cecilia McMillen) conducted a seminar titled Organizational Change and Development for a group of 28 participants, members of Ashonplafa's management team. The design of the workshop responded to recommendations made by a group of MSH\FPMD during a needs assessment visit in September of 1993 (see report by Arias, Murray and Necochea, October, 1994). Additional input for adjustment of the proposed design was gathered on January 31 and February 1st during a visit to Ashonplafa where M.E. Arias and E. Necochea interviewed the top staff and investigated where the organization was with the implementation of the new structure.

The report discussed the fact that the organization had just implemented a new structure, in part as a response to pressures by donors and a changing environment. The implementation of this new structure was viewed by the evaluating team as an ideal moment for Ashonplafa to reflect on its vision of the future, its strategy and how its new structure was tied to all of this. It was also critical for Ashonplafa members to discuss their organizational culture and identify how it would be affected by the new structure. Questions such as those listed below were important and guided us in our design.

Where is the organization now?
What behaviors are being reinforced? What do we want from employees?
Where do we want to go? FUTURE of SELF SUFFICIENCY
What behaviors do we need to promote?
How will my job change in the new structure?
How will relationships be affected in the new structure?
How do I promote independence and still maintain control?
Am I expected to be a regional entrepreneur yet be given no freedom?

DESIGN

The point of departure for the design was what we perceived as a central concern which is the implementation of a new structure. The various sections of the design can be found in appendix 1. Appendix 2 is a list of materials used and appendix 3 shows the actual schedule of the program. Appendix 4 summarizes the results of the evaluations.

The main topics discussed and applied were: the change process, organizational diagnosis, organizational culture and change, the new structure and its impact (via a case about their

organization specially written for this event), barriers to change and what do we need to do--within divisions, across divisions, within regions, the whole organization. In the final session participants were made to think about what needed to be done in order to continue with the implementation of the new structure (a list of the this can be found in appendix 5) and were actually allocated time to make commitments with other members of the organization when activities involved more than one division or region.

We incorporated lecturettes, cases, exercises, survey instruments and diagnostic tools. We are both convinced of the advantages of experiential training--constant application of concepts to "own experience"-- and we worked (I find successfully) to come up with a design that included both theory and practice. Throughout the workshop we emphasized the need to understand and attend to three levels of analysis--the individual, the group and the organization as a whole.

RESULTS/EVALUATION

A summary of the evaluations can be found in appendix 6. The evaluation form includes not only evaluations of individual professors but also an overall evaluation of the course. The participants evaluated the course highly but more importantly, their written comments regarding the usefulness and possibility of immediate applicability of the course were very positive. A couple of comments highlight this point.For example,

> **"the workshop induced us to analyze the re-structuration of our own organization, begin to understand it more and take appropriate measures to correct..."**
>
> **"the practical activities in the workshop allowed us to reinforce the learning of concepts"**
>
> **"....I am left committed to a series of actions to contribute to the change process..."**

It is apparent from both the written comments and our conversations with the participants that there is a need to have a follow up activity for the group. This does not necessarily mean a different workshop but rather their follow-up mechanisms for discussing the agreements made during the workshop and furthering the process (meetings by divisions, by regions, across divisions and regions, etc.). In other words, members of Ashonplafa will continue the workshop in their organization. We were pleased to see that the workshop generated/promoted this kind of activity.

CONCLUSIONS

The workshop was a positive experience for us as instructors because the participants were genuinely interested in their own organization and wanted to work towards its improvement. This is a key ingredient and often not found among all members of a group. It was this attitude which contributed to the success of the workshop. The participants worked very seriously and came up with concrete things to do in their organization. As facilitators of the process we simply pushed them to see their own organization as a totality and review the problems of the new structure.

One possible way to improve this event for a different organization facing re-structuring is to add a day on strategic concepts (introductory and basic). At first we were hesitant to do this in order to avoid overloading the participants. In retrospect we felt that the group could have handled this and benefitted.

RECOMMENDATIONS FOR THE FUTURE

1. Strategic Planning -- Developing a 5 year plan (two components)

   First, we suggest a one day workshop to introduce the basic concepts and initiate the process. Second, we feel it would be best to identify a process consultant who can do the follow-up and provide technical assistance. This person would have to participate in the one day workshop and also needs to make multiple visits until the plan is finished.

2. Performance Management Workshop

   One of the outcomes of the workshop and one that was mentioned by all of the members of the organization was the need for Ashonplafa to manage the performance of its employees. This has various dimensions. First, one has to define the characteristics of the work that each person needs to do given the needs of the organization. Second, evaluation criteria need to be developed as well as identifying the skills necessary to do a particular task. Finally, it is important for the members of the organization to learn how to evaluate personnel and to develop feedback skills in order to inform employees how they are performing.

   Performance management is also directly linked to selection and promotion processes. Both, job descriptions and evaluation criteria, need to be utilized in selection or promotion decisions. Training and Development also benefit from performance management. Feedback provides the employee with information as to

what needs to improve and thus helps them identify areas for training and types of training.

A workshop on Performance Management that attends to the points made above would include the following topics:

definition of responsabilities and behaviors necessary for the different organizational positions

evaluation criteria: definition of objectives

performance indicators (Incluing format design)

Feedback Interviews and Performance Evaluation Reviews

Interviewing Techniques for Selection

Development Plans, careers

3. The regional heads have been identified as those who need to become more entrepreneurial, proactive, and champions. There is an emerging view of a region which is different from the past and implies more decentralization and delegation. However, there are difficulties inherent in this process and many of the issues which surfaced refer to control and a crisis of control.

We suggest focusing on one region and initiating a process of decentralization. This means working closely with the whole group via workshops, technical assistance, constant communication. The result could be a model region which the rest of the organization can study and thus proceed to understand what it means for the regions to be independent and really contribute towards the self-sufficiency goal. One possible workshop could include teambuilding, performance oriented towards results, entrepreneurship, client centered organization.

4. Executive Management Courses for top level management

The top team demonstrated quite a capacity for learning but individual members need different types of programs to strengthen their management skills. We suggest a general management program such as the Programa de Alta Gerencia that INCAE does for some members (Juanita, Nelly, German). One of the chief doctors would also benefit from this kind of training (preferably younger and influential with the rest of the group of doctors). An ideal combination would be to send Juanita together with a lead doctor.

5. Observation Trips

We suggest the top team and the regional head of the pilot program visit a private sector organization that functions successfully with independent regions. We will try to identify such an organization. It is not essential that the organization be in the business of family planning, in fact we thought it may be wiser to let them see other businesses in their adjustment to self-sufficiency.

6. Other Interventions

As stated in the initial report, interventions in the auditing area, the MIS and targeted interventions for the physicians are still needed.

APPENDIX 1

PROGRAM COMPONENTS

APENDIX 2

MATERIALES PARA EL BINDER

1. Corporaciones, Cultura y Compromiso: La Motivación y el Control Social en las Organizaciones (INCAE: 18564)

2. El Manejo del Aspecto Humano del Cambio (INCAE: 15136)

SEPARACION

3. Porque los programas de cambio no producen cambios (INCAE: En traduccion....Lorena dijo que hagas la orden y ella se asegura que este lo más pronto posible para hacer las copias)

SEPARACION

4. La Disciplina de equipo (Harvard Deusto, 3/93, paginas 26-35)

SEPARACION

5. El directivo de nivel medio como innovador (No tenemos numero de INCAE pero esta en el Harvard Deusto, Segundo Trimestre 1983, paginas 4-18)

SEPARACION

6. Evolucion y Revolucion Conforme Crecen las Organizaciones (INCAE: 16284)

7. Autoridad y Control en la Empresa Mejicana (INCAE: 387)

8. Estrategias y Tacticas para Cambios Organizacionales (INCAE: 11296)

MATERIALES PARA DISTRIBUIR EN CLASE

1. Encuesta Estilos De Aprendizaje (INCAE: 18090)
2. Cuestionario de Diagnostico Organizacional (Sin numero porque recien lo hemos hecho traducir para mi clase de MAE, le doy una copia mia pero debe existir el original. Favor separar el cuestionario de la hoja de Puntaje. El Perfil del CDO también se mantiene separado tal como esta.

3. Ejercicio de Planeacion e Implementacion--EL CUADRADO HUECO. Favor Hacer 15 copias de cada hoja--Instrucciones para el equipo de operacion, instrucciones para el observador, instrucciones para el equipo de planeacion.

4. Encuesta Acerca de la Cultura Organizacional
   A) CUESTIONARIO DE DOS PAGINAS
   B) PROCEDIMIENTO PARA REUNION DE GRUPO

5. Ejercicio: Cultura Organizacional y Cambio (En traduccion, son dos paginas que Lorena dijo que se haga la requisa para las copias y ella se asegura que esta listo).

6. Caso: ASDESA

APPENDIX 3 - SCHEDULE

ASHONPLAFA
INCAE
FPMD/MSH

FEBRERO 1994
TEGUCIGALPA

TALLER:
CAMBIO Y DESARROLLO ORGANIZACIONAL

Miercoles - 2 de Febrero:

8:30 - 9:00	Bienvenida Inauguracion Indicaciones Generales
9:00 - 9:30	Introducción al Taller
9:30 - 10:15	Expectativas de los Participantes Formación de Grupos
10:15 - 10:30	REFRIGERIO
10:30 - 11:00	El Proceso de Cambio Organizacional Conferencia
11:00 - 12:30	Ejercicio de Planeación e Implementación Trabajo de Grupo
12:30 - 1:30	ALMUERZO
1:30 - 3:15	Re-estructuración y Cambio Organizacional en ASHONPLAFA: Diagnostico
3:15 - 3:30	REFRIGERIO
3:30 - 4:00	Aspectos de la cultura organizacional de ASHONPLAFA y su relación con la implementación de la nueva estructura
	Diagnostico de la cultura de ASHONPLAFA
4:00 - 5:15	Barreras e impulsores al cambio en la cultura de ASHONPLAFA
	Cena

Lectura Individual:

1. Corporaciones, Cultura y Compromiso: La Motivación y el Control Social en las Organizaciones (INCAE: 18564)
2. El Manejo del Aspecto Humano del Cambio (INCAE: 15136)
3. Caso

Jueves - 3 de Febrero:

7:00 - 7:50	DESAYUNO
8:00 - 8:30	Que aprendimos--revisión
8:30 - 9:30	Visión para el cambio Trabajo de grupo
9:30 - 9:45	REFRIGERIO
9:45 - 10:45	Caso: Asdesa Trabajo de Grupo
10:45 - 12:15	Caso: Asdesa Sesión Plenaria
12:15 - 1:30	ALMUERZO
1:30 - 4:45	Las Nuevas Divisiones: Actividad Actual y su Contribución a la organización total Trabajo de Grupo (Divisiones) Fortalezas/ Debilidades Colaboradores/ Beneficiarios Areas de Interes comunes/ Traslapes Apoyo Cena

Lectura Individual:
1. Porque los programas de cambio no producen cambios (INCAE: 19810)
2. La Disciplina de equipo
3. El directivo de nivel medio como innovador

Viernes - 4 de Febrero:

7:00 - 8:30	Desayuno

8:30 - 10:30	Divisiones: Sinergía Resumen y Discusión
10:30 - 10:45	REFRIGERIO
10:45 - 12:00	Cambio, Cultura Y Compromiso Barreras y los Individuos Ejercicio: Estilos de Aprendizaje
12:00 - 1:30	ALMUERZO
1:30 - 3:00	Moviendose hacia el Futuro Desafios y Compromisos
3:00	CLAUSURA

Lectura Individual (.....la proxima semana)

1. Evolucion y Revolucion Conforme Crecen las Organizaciones (INCAE: 16284)
2. Autoridad y Control en la Empresa Mejicana (INCAE: 387)
3. Estrategias y Tacticas para Cambios Organizacionales (INCAE: 11296)

TABULACION DE SEMINARIO

NOMBRE DEL SEMINARIO: CAMBIO Y DESARROLLO ORGANIZACIONAL DE ASONPLAFA
LUGAR: EL ZAMORANO–HONDURAS
FECHA: DEL 01 AL 05 DE FEBRERO DE 1994
PROGRAMA AL QUE PERTENECE: DESARROLLO DE LA EMPRESA
PROFESORES: MARIA EUGENIA ARIAS
CECILIA McMILLEN

	PROF. "A"		PROF. "B"	
I. Como evalua la efica–cia del instructor?				
a) Excelente	15	1.20	21	1.68
b) Muy Bueno	9	0.36	4	0.16
c) Bueno	1	0.00	0	0.00
d) Regular	0	0.00	0	0.00
e) Malo	0	0.00	0	0.00
PROMEDIO	25	1.56	25	1.84
II. El dominio de la ma–teria por el instructor?				
a) Excelente	23	1.92	22	1.83
b) Muy Bueno	1	0.04	2	0.08
c) Bueno	0	0.00	0	0.00
d) Satisfactorio	0	0.00	0	0.00
e) Deficiente	0	0.00	0	0.00
PROMEDIO	24	1.96	24	1.92
III. Disponibilidad del instructor duran–te reunion grupos				
a) Siempre disponible	21	1.68	23	1.84
b) Generalmente disponible	4	0.16	2	0.08
c) A veces disponible	0	0.00	0	0.00
d) Nunca disponible	0	0.00	0	0.00
PROMEDIO	25	1.84	25	1.92
IV. Utilidad del curso				
a) Excelente	20	1.60	20	1.60
b) Muy bueno	5	0.20	5	0.20
c) Bueno	0	0.00	0	0.00
d) Regular	0	0.00	0	0.00
e) Malo	0	0.00	0	0.00
PROMEDIO	25	1.80	25	1.80

SEMINARIO: CAMBIO Y DESARROLLO ORGANIZACIONAL DE ASONPLAFA
PROGRAMA: DESARROLLO DE LA EMPRESA
LUGAR Y FECHA: EL ZAMORANO–HONDURAS, DEL 01 AL 05 DE FEBRERO, 1994

PARAMETROS	EXCELEN.	M.BUENO	BUENO	REGULAR	DEFIC.	MALO	TOTAL
ADMINISTRACION	17	7	0	0	0	0	24
	71%	29%	0%	0%	0%	0%	100%
INSTALACIONES	13	11	1	0	0	0	25
	52%	44%	4%	0%	0%	0%	100%
ALIMENTACION	14	10	1	0	0	0	25
	56%	40%	4%	0%	0%	0%	100%

COMENTARIOS DEL SEMINARIO
CAMBIO Y DESARROLLO ORGANIZACIONAL DE ASONPLAFA
CENTRO DE DESARROLLO DE LA EMPRESA
HONDURAS, DEL 01 AL 05 DE FEBRERO, 1994

1. Darle seguimiento y pronto para lograr el objetivo institucional.
2. Me pareció muy bueno el taller.
3. Pudimos haber salido un poco más temprano (a las 4:00 p.m. en punto, por ejemplo).
4. Ampliar el tiempo de trabajo.
5. Que vuelvan.
6. En cuanto a instalaciones pediría que en las habitaciones se revise toda la lencería diaria.
7. Continuar con este proceso de capacitación, el cual considero valiosa para consolidar el proceso de reestructuración.
8. En futuros eventos: no permitir deportes pesados
9. Excelente el taller, esperamos se le dé seguimiento.
10. Como taller, cubrió las expectativas, nos ayudó a conocer el entorno de la institución, valores, etc. y unificar al grupo.
11. El curso debería durar por lo menos un día más, para analizar situaciones más específicas.
12. Considero necesario dar seguimiento a este plan de capacitación, para lograr los puntos esperados.
13. La actividad fue muy fructifera y es un inicio del proceso de capacitación en la estructura organizacional que nos llevará al camino de la excelencia.
14. Fue un taller excelente de mucho provecho que nos indujo a analizar el proceso de la estructuración en nuestra institución para conocerlo más y tomar las medidas correctas para lograr los objetivos propuestos.
15. Dar seguimiento ya que fortalece la organización individualmente.
16. Como taller, la actividad práctica permitió afianzar conocimientos y fue muy apropiado por material educativo.
    Seguimiento a este taller con las mismas instructoras. Gracias.
17. Los expositores reflejaron profesionalismo y dominio en el tema.
18. En términos generales considero que fue muy bueno logré mis expectativas individuales y considero que a nivel grupal también fueron logradas.
    Felicito a las instructoras y al Sr. Edgar.
19. Considero que el taller ha sido de mucho provecho, para cada uno de los participantes, puesto que teníamos muchas expectativas en relación a lo que se desarrolla en estos eventos y nos ha dado la pauta para ponerlo a la práctica, por la necesidad sentida, debido a los cambios que se están dando en la organización, esperamos se le dé seguimiento.
20. Ha sido de mucha importancia todo el contenido del taller, por lo tanto quedo comprometido ha desarrollar acciones para mejorar el cambio que ya se ha iniciado en esta organización a la que le debemos prestar nuestro concurso y experiencia.