

ORGANIZATIONAL DIAGNOSIS (OD)

OD is a format and comprehensive evaluation of the dynamics of interacting forces within and outside the organization. It leads to an understanding of the opportunities and threats in the environment and the strengths and weaknesses of the organization and determining their implications on the organizational operation.

- The organization itself in terms of the five interacting elements of people, structure, technology, purpose and task.
- Labor relations systems and the trade union movement. Discussion of laws, policies, rules and regulations on employment and the relationship between labor, capital and government. The general attitude of trade unions and employers groups as well as the government on the organization of the informal sector, their advocacy for social protection, involvement in self-help organizations; trends in employment relations and other initiatives are highlighted.
- The informal sector network. An assessment of the relationships between informal sector and formal sector workers and their activities.
- The social systems.

ENVIRONMENTAL ANALYSIS

A method use in ODP to assess the external forces affecting an organization and to see the options open to it in responding to a range of future environmental conditions. It is a never-ending task because the environment is constantly changing.

An *opportunity* is an external condition that gives an organization a change to improve its effectiveness and efficiency.

A *threat* is an external condition that places an organization at a disadvantaged position or undermines its effectiveness and efficiency or its ability to survive.

In undertaking an environmental analysis, an organization may actually undertake research and data gathering, organizing and analyzing the data into threats and opportunities. Another option is to invite experts in the field to discuss specific trends in the environment and drawing out from the participant their analysis of the opportunities and threats.

It is important that the information that has to be collected or discussed are those that have an impact on the current and future strategies and policies of the organization, or condition of the organization. Data-gatherers or resource persons must be adequately briefed so that they can filter out those data that may be interesting but are irrelevant in the context on the organization.

INSTITUTIONAL ANALYSIS

A method used in ODP to assess the state of health of an organization and its capability to immediately and/or adequately respond to the ever changing demands of its constituency and the external environment. To a great extent, the status of an organization determines the strategies that it can adopt either to maximize an opportunity or neutralize a threat.

The *trends* and conditions are grouped into organizational strengths and weaknesses.

Strength is a characteristic or asset of the organization that enhances its capacities to achieve its goals and objectives.

A **Weakness** is a characteristic or asset of the organization that undermines its capacity to reach its goals and objectives.

In undertaking an institutional analysis, information collected either through data gathering by the ODP team of through participative workshop, have to be organized information according to the following categories, determining interrelationships and their impact on the effectiveness and efficiency of the organization:

Organizational role and profile. Factors related to the organization's basic philosophy, values, beliefs, and adopted role in society.

Constituency. Factors related to membership and other beneficiaries of the organization's activities.

Programs and services. Factor related to the different objectives and activities of the organization to assist its constituencies.

Resources and capabilities. Factors related to the generation, use and development of its resources, as well as, leaders' morale and competence level.

Management system. Factors related to how the organization carries out its activities: organizational structure/management or leadership style/planning systems and procedures/performance monitoring and evaluation.

External links. Factors related to constellation of relationships of the organization with external individuals or other organizations.

REMEMBER that there are no absolute strengths and weaknesses. An identified strength may be no strength at all if it related to an area in which there is no demand for action. Likewise, a weakness maybe no weakness at all if it does not jeopardize the organization's capacity to achieve its objectives and/or react to external threats.

MATRIX

ENVIRONMENTAL ANALYSIS

Categories	Opportunities	Threats
Political		
Economic		
Social		
Technological		
Geographical		
Community Relation		
Informal Sector Network		

INSTITUTIONAL ANALYSIS

Categories	Strengths	Weaknesses
Organizational Role and Profile		
Membership		
Programs and Services		
Resources and Capabilities		
Management Systems		
External Links		