ORGANIZATIONAL DEVELOPMENT CYCLE WITH REGENERATIVE LOOP

Unmet Needs → Cessation → Ossification → Institutionalization → Regenerative → Recognition of Needs → Spontaneous Generation → Free, Flexible, Non-formal Program and Organization → Organization
REGENERATIVE LOOP:
ACHIEVING SELF-REGENERATION/RENEWAL IN AN ORGANIZATION
How to keep an organization on the cutting edge and away from institutionalization and irrelevancy

1. **On-going self-study**
   know why the organization exists: e.g., the Church = “going, make disciples...” and “...seek first the Kingdom of God...”
evaluate and clarify mission, vision, purpose and goals
continually renew, revise mission, vision, purpose, goals, personnel

2. **Remain open to change and seek change**
   Respond to perceived changes in world in light of organization’s values and renewed vision
   Open system, not closed
   Closed system = talk to selves, institutionalization, ossification

3. **Choose change-oriented people to lead and serve**
   Support people who want to make changes and who can make changes

4. **Continued evaluation of characteristics and needs of target groups**
   Attuned to present and future – forward looking
   Look for where next changes and needs will occur – open to change, to the new
   Continually asking “are we meeting needs;” are we necessary; should we continue to exist; are we needed?
   Are we the best group to meet these particular needs?

5. **Evaluate outcomes of organization**
   Are we meeting needs?
   Are we accomplishing our mission and vision?
   How effective are we?
   Are we as efficient as we could be?
   Are we the best organization to meet these needs?
   Are we well organized to achieve our vision, fulfill our purpose, achieve our goals?
   Is there a better way to get organized?

6. **Encourage and even force change by requiring each unit (agency) in the church to do a new thing periodically** (Require this at least two times each year)
   E.g., 3-M Corp. 25% of each division’s products cannot have existed 5 years ago
7. **Provide freedom to challenge and encourage the challenging of the status quo**
   - Keep diversity & dissent in organization
   - Encourage experimentation
   - Encourage alternative ideas
   - Maintain community with freedom and flexibility
   - Avoid seeking to control all parts by upper echelons of organizational leadership

8. **Seek for full participation of everyone in the organization**
   - All own the organization and its vision, mission, purposes, goals, and programs
   - Work as team to develop mission, vision, purpose, values, programs: everyone owns the organization, not just the formal leaders

   Easy flow of information from formal leaders to informal leaders, to regular people

9. **"Be the best" - emphasize quality**

10. **Build in flexibility by:**

    Place major emphasis on people and programs
    - Not putting major emphasis on buildings, property, major capital improvement
    - Cast major capital needs in light of organization’s mission, purpose, vision, goals that seek to meet identified needs of target groups

    Buildings do not own people, people own buildings
    - Organization does not own people; people own the organization
    - Organization is used for the purpose of effective and efficient accomplishment of mission, etc. or the group
    - Building and organizational structure do not dictate function and programs
    - Programs and function (mission) dictate buildings and organizational structures and form

    Form follows mission
    - Buildings and organizational structures are flexible so changes can be made with minimal disruption of the organization and its activities to meet needs
    - Present methods, organization, etc. will have to be radically modified within a relatively short time. Regenerative organizations are ready to make these changes without major disruption of the functioning processes.
    - Think about the future, not just the immediate present or past – not just more of what organization is presently doing
    - Rather think of radical changes in keeping with social milieu. Willingness to design and develop new paradigms for a new age.

11. **Stayed tuned to the “competition”**.

    How are others who have similar focus doing things?
What can we learn from others
Work together: synergism rather than competitively.

“OFF THE CUFF”

“The Adaptive Organization
The times -- and organizations -- are a changin’.
Many managers have rebuilt traditional organizational structures. They’ve replaced authority-wielding captains with fully responsible crews. Employees work through parallel communication links instead of burdensome chains of command. Creative managers have redesigned bureaucracy into flexibility.
Sometimes change springs from shared visions of a new way of working everyone would vastly prefer. Often the choice is to change or to die.
Adaptive organizations demand full participation from everyone. Managers recognize the value of subordinates’ abilities and seek to maximize them. Leaders believe their people are capable of directing themselves.
Everyone shares his dream for the organization's future; a shared vision emerges. Shared and individual goals reinforce each other -- just as organizational and departmental objectives coincide.
Charles Eberle of Proctor and Gamble has outlined several principles which enhance work commitment:
* a sense of ownership from everyone;
* Teamwork (a blurring of boundaries between levels);
* Shared rewards;
* A two-way information flow (this takes time, but it's worth the effort);
* Freedom to challenge the status quo;
* Emphasis on learning.
Adaptive organizations succeed because they're continuously learning and renewing themselves.” (from: Administrator, Vol. 5, # 24, Dec. 29, 1986, p. 2.)