Key Issues:	Solutions:
• The passive approach by the OD consultant to overcome the "family-only" culture prevalent in the company's top management did not allow building trust with outsiders.	• OD consultants have to take a pro-active approach in building trust with their clients by listening to their proposals yet sharing realistic concerns. This open model of communication has to be set by the consultant from the beginning of the business relationship. In this case, the consultant should have informed the top management (Elston's Family) about possible issues that could arise with his insertion into the organization. This action would have allowed top management officials to share their concerns and proposed ways to ease the acclimation process which would have allowed to move forward with future proposals (Rothwell & Sullivan, 2005).
• In addition to addressing their original concern with job descriptions, the number of recommendations proposed to the client was too high for an organization hesitant to radical change.	• OD consultants must be able to evaluate the characteristics of the organization as well as review their previous experiences dealing with change. The consultant should have tailored a way of communicating the rest of the recommendations such as pairing them up with some of the issues that were considered relevant to top management (e.g. job description + policy manual). The OD consultant could have presented this pair of recommendations and informed the top management about possible issues that could have surfaced by implementing this strategy change. This "warning" process could have allowed the client to start thinking about possible ways to improve the organization. Also, it would have helped the consultant to pave his way for future projects with the company.

• The passive approach by the top management in terms of adopting the job description model suggested by the consultant was the result of a lack of understanding of how to implement the recommendation proposed.	• The top management and the OD consultant underestimated how much they understood about the situation when related with the job description and how many factors of that situation they controlled. Before continuing with the separation process from the OD consultant, the top management should have clarified the following items:
	  a) Count their political capital (who is "on board" for this project?)
	  b) Technical and political sides of the situation (how this change will affect the environment of the organization?

• The climate survey was unevenly distributed in terms of analyzing different areas of concern and did not allow the proper quantitative/qualitative evaluations of the factors having a major impact in the organization. Specifically, the survey emphasized three areas:
 	
  1) Working Conditions (21 questions)
  2) Management & Supervisor Effectiveness (18 questions each)
  3) Job Evaluation (17 questions)
 	
Also, the ratio of positive questions to negative questions was almost 2:1 (unbalanced) which can have some effect in the responses of the participants (See Appendix A).
	• Customized surveys allow a proper assessment of the organization by targeting areas of concern and using familiar language (McLean, 2006). The unbalanced format of the survey (number of questions per category) and the polarity of it can be addressed by:
	
	  1) Assigning an even number of questions per category. This can help to identify and rank the importance of every category in the organization.
	  2) Provide an even number of positive and negative questions (polarity). This can help to obtain more objective answers.

References:

McLean, G. N. (2006). *Organization development : principles, processes, performance*: Berrett-Koehler Publishers.

Rothwell, W. J., & Sullivan, R. (2005). *Practicing organization development : a guide for consultants* (2nd ed.). San Francisco: Pfeiffer.

Appendix A

Table 1. Number of Negative/Positive Questions and Actions Required

Categories	Number of Questions	Actions Rqd. per Category	Percentage of Total Actions Required		Number of Negative Questions	Number of Positive Questions
Management Effectiveness	18	6	10.2%		50	97
Supervisor Effectiveness	18	9	15.3%			
Work Associates	9	3	5.1%			
Department Work Efficiency	9	2	3.4%			
Communications	10	2	3.4%			
Job Evaluation and Promotions	17	9	15.3%			
Working Conditions	21	7	11.9%			
Pay and Benefits	12	6	10.2%			
Job Descriptions, Training, and Development	11	6	10.2%			
Job Satisfaction & Security	10	6	10.2%			
View of the Organization	12	3	5.1%			

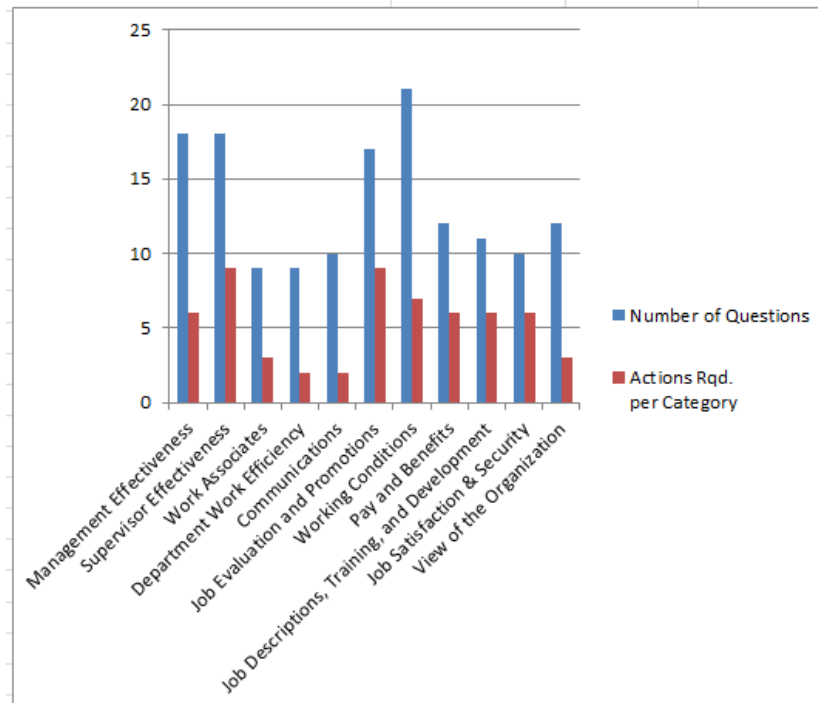Table 2. Number of Actions Required in Comparison with Number of Questions per Category

Table 3. Analysis of Survey Data

Group	ITEM	Question	Positive or Negative Question	Female	Male	Non-Sup	Supervisory	# of Agree	# of Don't Agree	Action Required due to agreement with negative Statements	Action Required due to disagreement with positive statements	Action Required?
Management Effectiveness	8	My recommendations to management are not likely to be given serious considerat	0	Don't Agree	Agree	Don't Agree	Agree	2	2			
	10	The development of a policy manual was a good management decision	1	Agree	Agree	Agree	Agree	4	0			
	26	Management is generally respected by employees	0	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3			
	29	The decisions management makes are usually fair	1	Don't Agree	Agree	Don't Agree	Agree	2	2			
	45	So long as employees are performing their jobs well, management seldom interfer	1	Agree	Agree	Agree	Agree	4	0			
	49	I often think that what management tells us is not true.	0	Don't Agree	Agree	Don't Agree	Agree	2	2			
	51	The company is well managed.	1	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3		Action Required	Action Required
	66	The head office management team provides me with agood leadership model.	1	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3		Action Required	Action Required
	83	Management generally does not understand the problems of my department.	0	Don't Agree	Agree	Don't Agree	Don't Agree	1	2			
	94	Management appears to administer policies consistently.	1	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3		Action Required	Action Required
	98	The company management team is very effective.	1	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3		Action Required	Action Required
	99	If I have a complaint, and I disagree with my supervisor's decision, I can get a revie	1	Don't Agree	Agree	Don't Agree	Don't Agree	1	2		Action Required	Action Required
	103	I think management will act on most of the issues brought to its attention through	1	Don't Agree	Agree	Don't Agree	Agree	2	2			
	112	Management is too aloof and so is not available.	0	Don't Agree	Agree	Don't Agree	Don't Agree	1	2			
	114	Management often seems to waste time.	0	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3			
	119	Management provides appropriate direction as needed.	1	Don't Agree	Agree	Don't Agree	Don't Agree	1	2		Action Required	Action Required
	121	The company has too many people in management positions.	0	Don't Agree	Agree	Don't Agree	Agree	2	2			
	122	Management interfere too often in departmental decisions.	0	Don't Agree	Don't Agree	Don't Agree	Don't Agree	0	3			

1. *Positive or Negative Question*
- Every question was labeled as 0 (negative) or 1 (positive).

2. *Agree vs Don't Agree*
- If Average>3.5 then the answer was labeled as "Agree".
- If Average<3.5 then the answer was labeled as "Don't Agree".

3) Action required vs Non-Required
- If the answer was labeled as *negative* and the number of "Agree" answers was greater than the number of "Don't Agree" answers then action was required.
- If the answer was labeled as *positive* and the number of "Don't Agree" answers was greater than the number of "Agree" answers then action was required.