

**Leading and Managing Change in Organizations:
Focus, Priorities, and Tools of OD Practitioners, Leaders and Managers**

Maria Socorro Cristina L. Fernando, Ph.D.
Associate Director, OD Program and OD Institute
Assumption University, Thailand

Abstract

The Assumption University Organization Development Institute (ABAC ODI) recently launched a new service called the OD Index which aims at “providing indicators and information; in-depth & practical insights; that shape and impact leaders and managers in their strategic decisions and directions.” This study is an initial attempt to start-up the service through an online survey using Survey monkey (www.surveymonkey.com). Forty six change leaders, managers, and OD practitioners participated in this survey conducted from January 31-Feb 15, 2014. The data shows that the current organizational issues of change leaders and managers are leadership, culture, and external and market environment. Top priorities include people dynamics, leadership, and business processes. An array of tools and approaches are utilized and respondents further design their own tools and approaches based on the needs and nature of the organizations. The survey also reveals that internal and external consultants play a significant role in the choice of tools and approaches used for change management. Top management leads and mid-level level management implements change. Insights as gleaned from the data are offered by the study.

Keywords: *change management, OD tools and approaches, organizational issues*

Introduction

The age of information has made data a valuable resource in the hands of decision makers. Tracking and driving change requires that the right data is utilized in decision making process. Leaders of organizations rely on valid, reliable and relevant data to power their change decisions. As Collins (2001) recommended “all good to great companies began the process of finding a path to greatness by confronting the brutal facts of the current reality.

Oracle which handles the Big Data cites the growing volume of the need and use of data in all areas of strategic decision making, such as: when big data is distilled and analyzed in combination with traditional enterprise data, enterprises can develop a more thorough and insightful understanding of their business, which can lead to enhanced productivity, a stronger competitive position and greater innovation – all of which can have a significant impact on the bottom line. For example, in the delivery of healthcare services, management of chronic or long-term conditions is expensive. Use of in-home monitoring devices to measure vital signs, and monitor progress is just one way that sensor data can be used to improve patient health and reduce both office visits and