The Open Systems (OS) Model

- Inputs
- Outputs
- Organizational behavior and processes
- Technology
- Environment
  - Close (task)
  - Remote (general)
- Structure
- Culture
- System dynamics
Types of OS Models

- Causal-Intervening-Outcome (C-I-O) Model
  - Likert’s Diagnostic Model (not widely utilized)
    - Causal variables --> Intervening variables --> Outcome variables

- Individual and Organizational Performance Model
  - Burke-Litwin Model
    - Qualitative and Quantitative Measures
Gathering & Analyzing Data: The C-I-O Model

- The Diagnostic Funnel
  - Data collection
    - Widest part of funnel-multiplicity of sources
    - Open ended questions designed to not prompt respondents
  - Data Analysis
    - Responses distilled into dimensions i.e. Causal, Intervening, Outcome Variables
    - Within each dimension, themes occur
  - Unique Diagnostic Paradigm
    - Specific to organization’s current state
    - Not a standardized paradigm
Gathering & Analyzing Data: The Individual & Org. Performance Model

- Quantitative measures
  - Transactional variables: internal
  - Transformational variables: external

- Qualitative measures
  - Contextually rich data
  - Fills in gaps
  - Provide themes
  - Confirms Quantitative measures
Applications of OS models: Measurement

C-I-O Model

- Qualitative Data
  - Personal Interviews
  - Web Survey
  - 60/100 Participants

I &O Performance Model

- Quantitative Data
  - 9 demographic/organizational items
  - 90 items spanning 12 categories
- Qualitative Data
  - 4 opened questions
  - 188/504 participants
Summarizing Data

C-I-O Model

- Unique Diagnostic Paradigm
  - Specific to the needs of the organization
  - Relative frequencies were identified for each theme
  - Frequencies were used to prioritize themes
  - Strengths and weaknesses for each dimension (C-I-O) were identified

I & O Performance Model

- Quantitative results
  - Scale scores for each dimension
  - Scores of <3 = weaknesses

- Qualitative results
  - Coders rated comments as + or - independently
  - Assigned comments into predetermined categories
Assessing Effectiveness

C-I-O Model

- Qualitative methods revealed themes overlooked from previous quantitative measures = contextually rich data to draw more specific inferences from
- Priming effects minimized = decreased consultant/client bias
- Multiple iterations of inter-rater analyses = unanimous agreement
- Specific to factors effecting organization

I & O Performance Model

- Quantitative Measures
  - Identified areas for growth & success
- Qualitative Measures
  - Identified Key process variable not addressed in Survey
  - Results of analysis uncovered communication as ‘hidden’ process variable
Making Choices about Effectiveness

C-I-O Model
- To identify relevant causal variables = they are what impact intervening and outcome variables
- Reported top six causal variables= both their strengths and weaknesses

I&O Performance Model
- To identify areas of weakness
- Demonstrated utility of using both types of data
- Integration of qualitative/quantitative helps avoid misdiagnosis resulting from using only one type of measurement
- Reported seven lowest scoring items
Conclusions

- Choice of model to use when conducting diagnosis depends on unique context of specific situation
- Time/Cost constraints may affect choice
- To increase validity and accuracy of diagnosis, using multiple measurement methods is best
References

