

Understanding Organizations

Week Three Plan

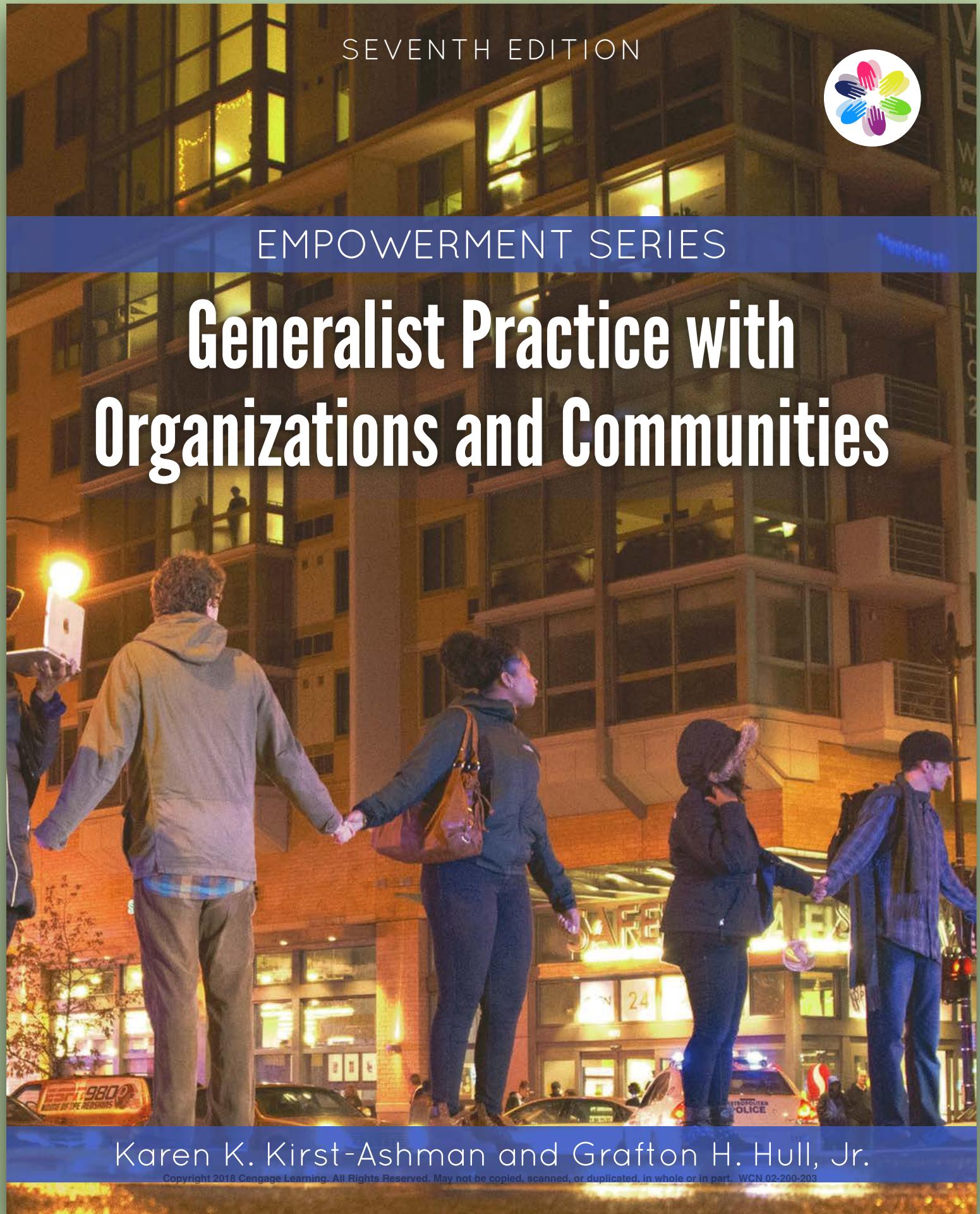
Agenda

- Parliamentary procedure fishbowl
- Types of social service agencies and local examples
- Organizational theories and systems perspectives
- Agency politics and working in organizations
- Hopeful models

Learning Objectives

- Differentiate among types of social service agencies
- Analyze social service organizations using multiple organizational theories and viewpoints
- Apply systems concepts to assess how organizations function and respond to change.





**Please make sure
you are reading...**

I know it is a lot

PREPARE

Specific Steps for Pursuing Planned
Change in Macro Practice

- P** Identify **Problems** to address
- R** Review your macro and personal **Reality**
- E** Establish primary goals
- P** Identify relevant **People** of influence
- A** **Assess** potential financial costs and
benefits to clients and agency
- R** Review professional and personal **Risk**
- E** **Evaluate** the potential success of a macro
change process



- I Start with an **innovative** Idea
- M **Muster** support and formulate an action system
- A Identify **assets**
- G Specify **goals**, objectives, and action steps to attain them
- I Implement the plan
- N Neutralize opposition
- E Evaluate progress

IMAGINE Model

(Kirst-Ashman & Hull, 2018)

Parliamentary Procedure

Fishbowl Activity

Assign Roles

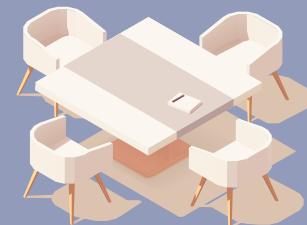
- *Chair*: keeps the process moving, recognizes speakers
- *Members (5)*: introduce ideas, debate, and vote
- *Open Seat*: Available for an observer to join if has strong feeling

Topic

How should the group project be structured?

Relevant Terms

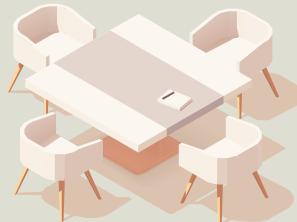
- Motion (and 2nd)
- Ammend
- Point of information
- Point of order
- Call the question
- Adjoun



Social Service Agencies

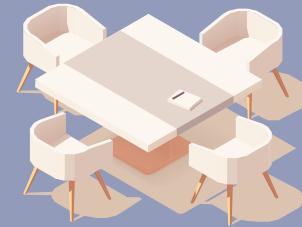
Social services include the tasks that social workers and other helping professionals perform to improve people's health, enhance their quality of life, increase their self-sufficiency, support families, and help people and larger systems improve their functioning in the social environment (p. 145).

- **Public Social Agencies:** Government-operated agencies providing social services
- **Private Social Agencies:** Non-government organizations delivering social services
- **Nonprofit Social Agencies:** Mission-driven agencies without profit distribution focus
- **Proprietary (For-Profit) Social Agencies:** Profit-driven agencies providing social services
- **Hybrid Organizations:** Publicly funded, privately operated service agencies



How Many Can You Name?

An Ant's Guide to Management Theory



Classical Organizational, Neoclassical, and Human Relations Theories

Significant Theories and Major Concepts

Classical Organizational Theories

- Formal structure
- Close supervision of employees
- Efficiency

Scientific Management

- Scientifically established, standardized jobs and tasks
- Management's high profits vs. employees' high wages

Administrative Theory of Management

- Division of labor
- Authority and responsibility
- Centralization
- Delegation of authority
- Unity of command
- Unity of direction

Bureaucracy

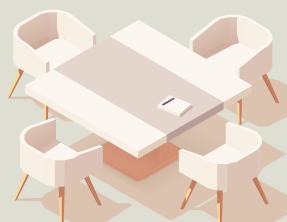
- Highly specialized units
- Minimal employee discretion
- Numerous specific rules

Neoclassical Theories

- Inducements in exchange for contributions
- Motivation to participate
- Motivation to perform

Human Relations Theories

- Employee morale and productivity
- Motivation and leadership
- Cooperation in immediate work groups



Additional Organizational Theories

Significant Theories and Major Concepts

Feminist Theories

- Women's fair treatment and self-determination
- Using a gender filter
- Empowerment
- The personal is political
- The importance of process
- Diversity as strength

Institutional Perspective

- External pressure
- Responses to social institutions
- Adherence to rule that implies legitimacy

Cultural Perspective

- Organizational culture as a context for work
- An organization's unique mixture of values, standards, and presumptions about how things should be done

Contingency Theory

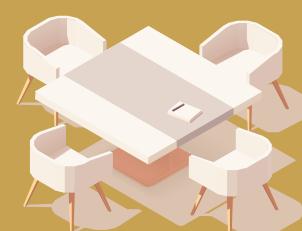
- No one best way to accomplish goals
- Uniqueness of each organization
- Use of different means to solve different problems
- Flexibility in management approaches depending on the situation

Political-Economy Theory

- Adaptation to the external environment
- Effect of resources and power
- Dependence on the external environment
- Power struggles

Culture-Quality Theories

- Development of a strong organizational culture
- A relationship between high-quality production and high employee commitment
- Greater employee participation in decision making



Assessing Organizations from a Systems Perspective

Significant Theory and Major Concepts

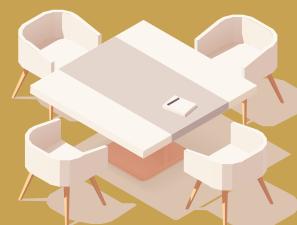
Systems Theories

- All parts of the organization related to all other parts
- Emphasis on the organizational interaction with its environment
- Constant assessment and adjustment of the organizational system's operation
- Input and output

(Kirst-Ashman & Hull, 2018, p. 163)

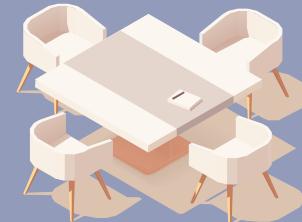
Key Terms

System
Boundaries
Subsystem
Homeostasis,
Role
Relationship
Input
Output
Outcomes
Positive and negative feedback
Interface
Differentiation
Entropy & negative entropy
Equifinality



Using Agency Politics for Positive Change

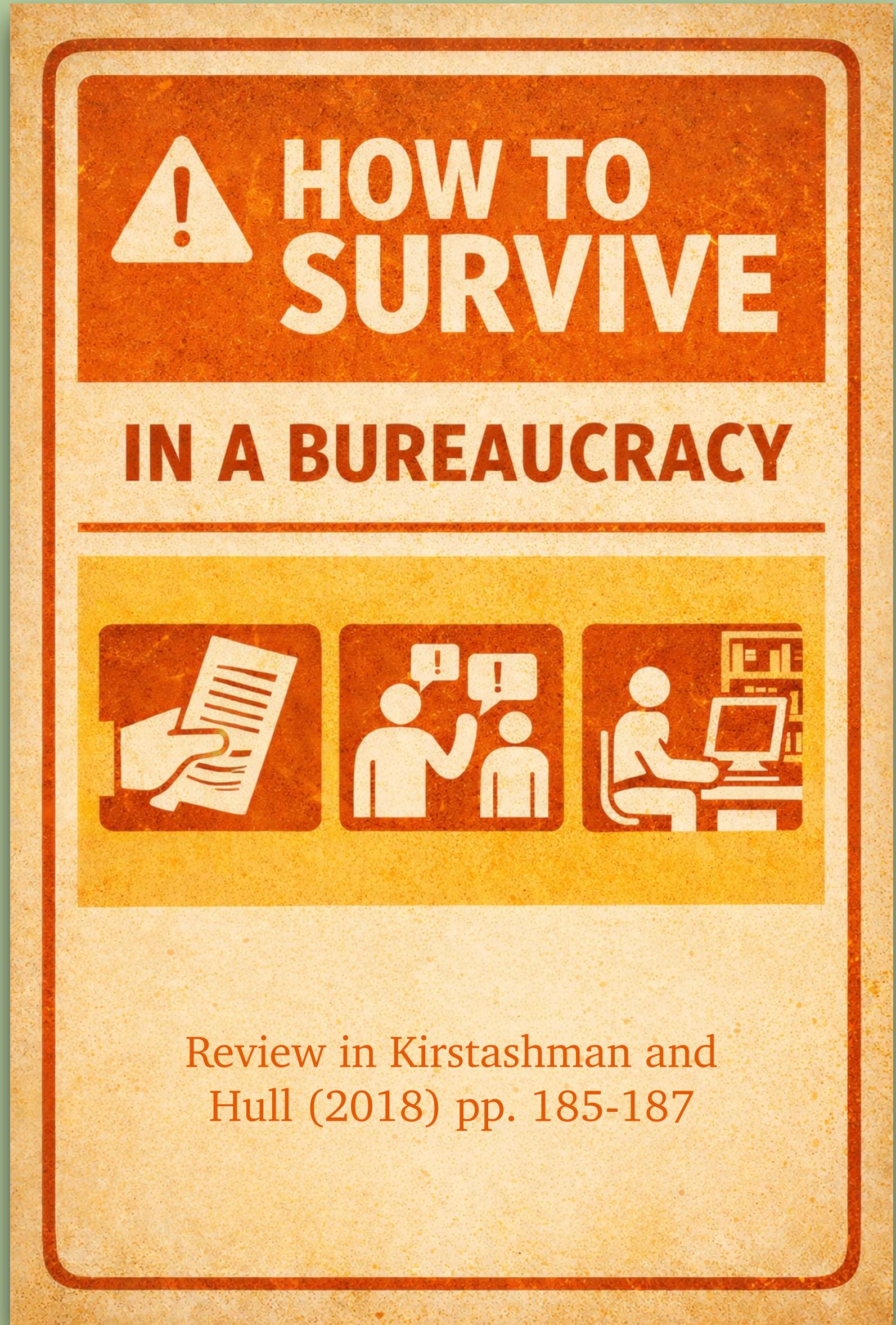
- Conduct a political diagnosis
- Developing contacts and relationships with people in power
- Form coalitions
- Stay informed
- Provide positive feedback when possible
- Use assertive communication



Review Strategies

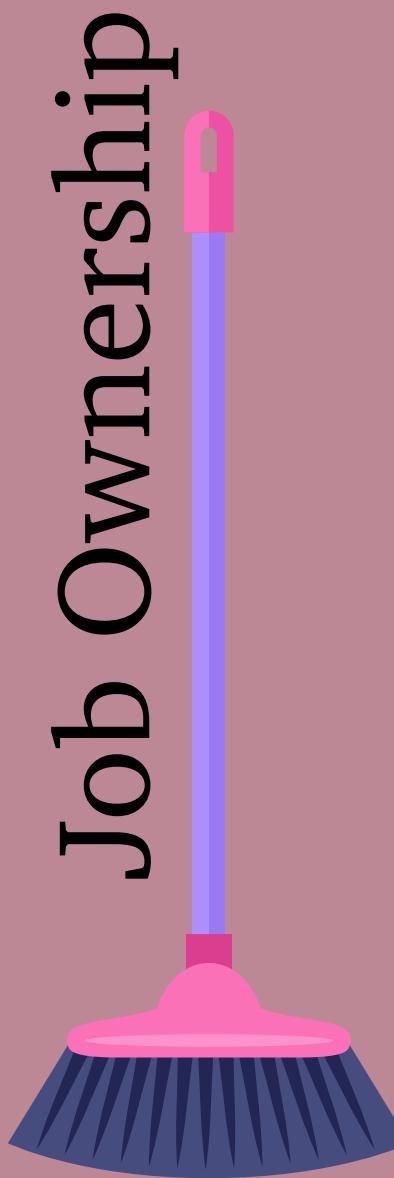
Practical strategies for helping professionals working within bureaucratic organizations

- Which strategies from this list seem most realistic and useful for social workers early in their careers, and why?
- How do these strategies help social workers work *within* bureaucracy while still advocating for clients and change?
- What are the limits of these strategies... what do they help you survive, and what can they not fix?



Review in Kirstashman and Hull (2018) pp. 185-187

Constructing a Culture of Caring



Job Ownership



Emotional Bonding



Seeking a Higher Purpose



Trust



Pride in
One's
Work

Qualities of a Servant Leader

- Calling
- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Growth
- Building Community

