

# Understanding Organizations

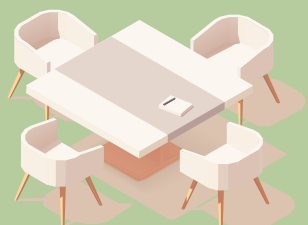
# Week Three Plan

## Agenda

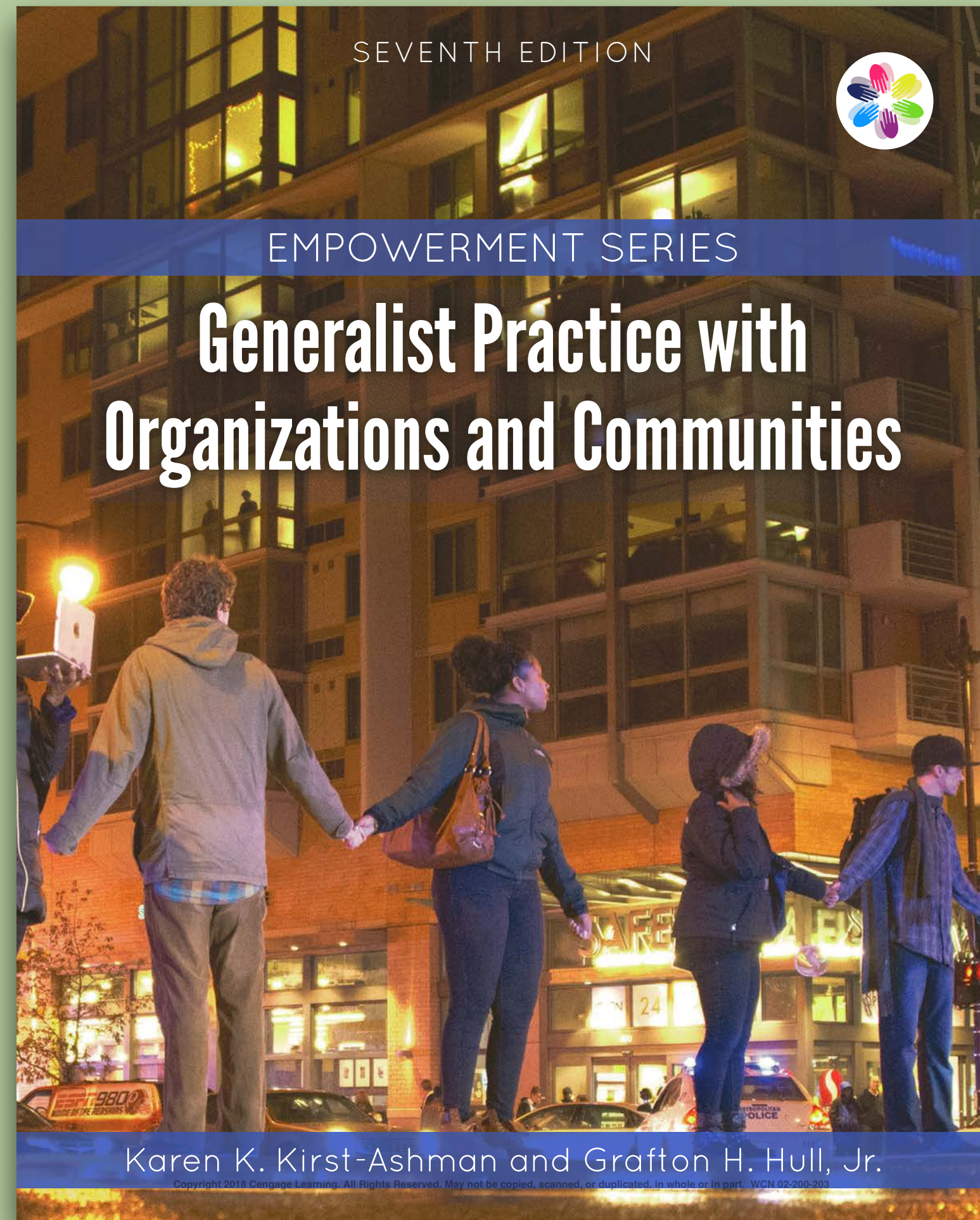
- Parliamentary procedure fishbowl
- Types of social service agencies and local examples
- Organizational theories and systems perspectives
- Agency politics and working in organizations
- Hopeful models

## 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

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# 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





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

# IMAGINE Model

(Kirst-Ashman & Hull, 2018)

# Parliamentary Procedure

Fishbowl Activity

Topic

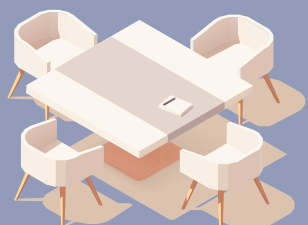
How should the group project be structured?

## 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

## Relevant Terms

- Motion (and 2<sup>nd</sup>)
- Ammend
- Point of information
- Point of order
- Call the question
- Adjourn



# Social Service Agencies

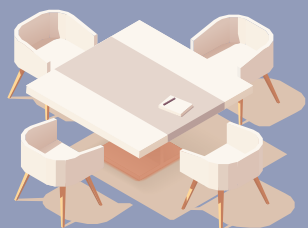
Social services include the tasks that social workers and other helping professionals perform to improve people's health, enhance their quality of life, increase their self-sufficiency, support families, and help people and larger systems improve their functioning in the social environment (p. 145).

- **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 is interaction with its environment
- Constant assessment and adjustment of the organizational system's operation
- Input and output

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

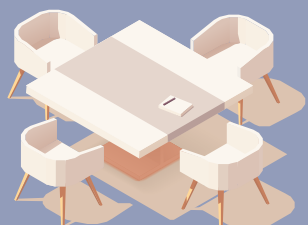
### Key Terms

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

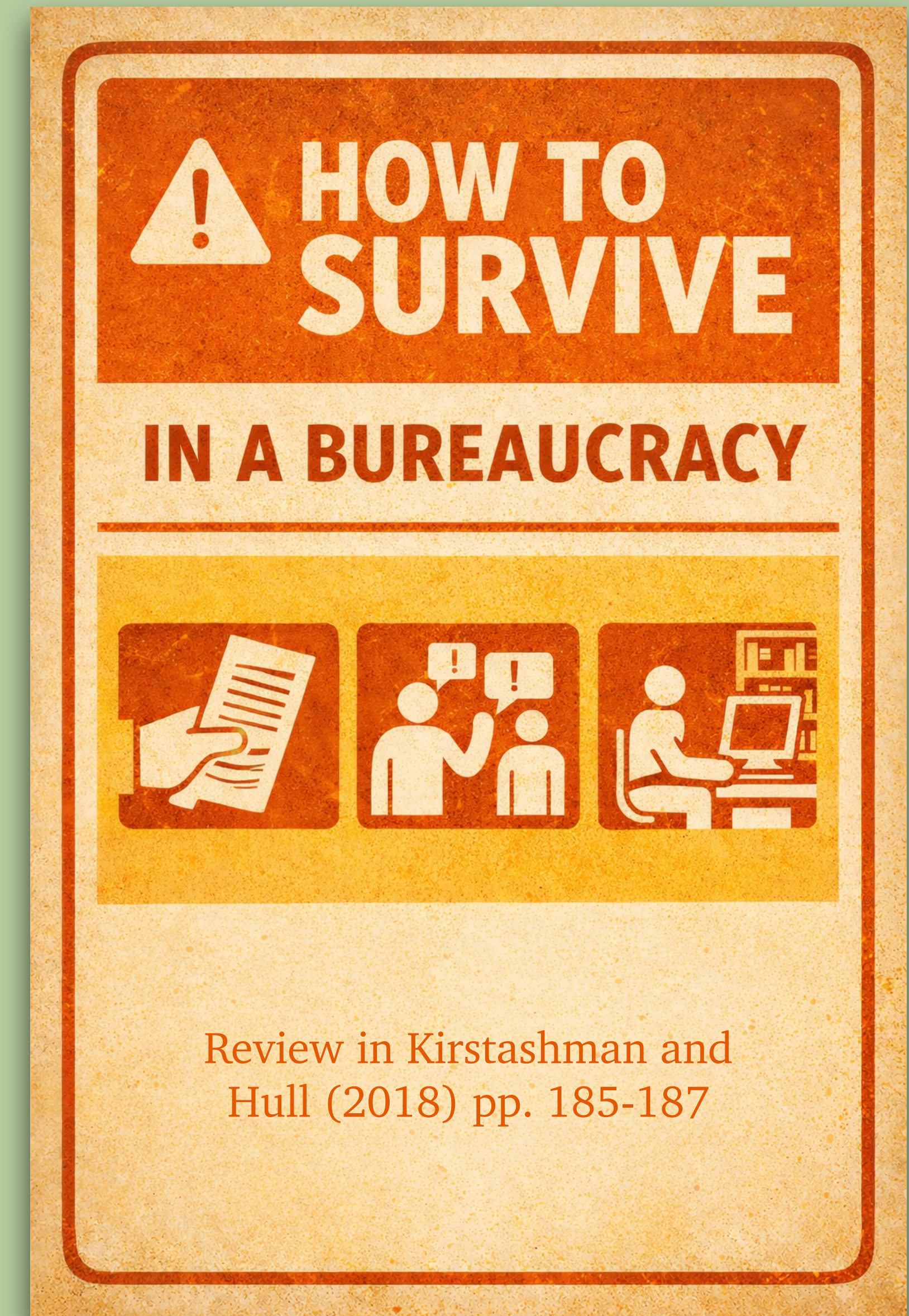




# Review Strategies

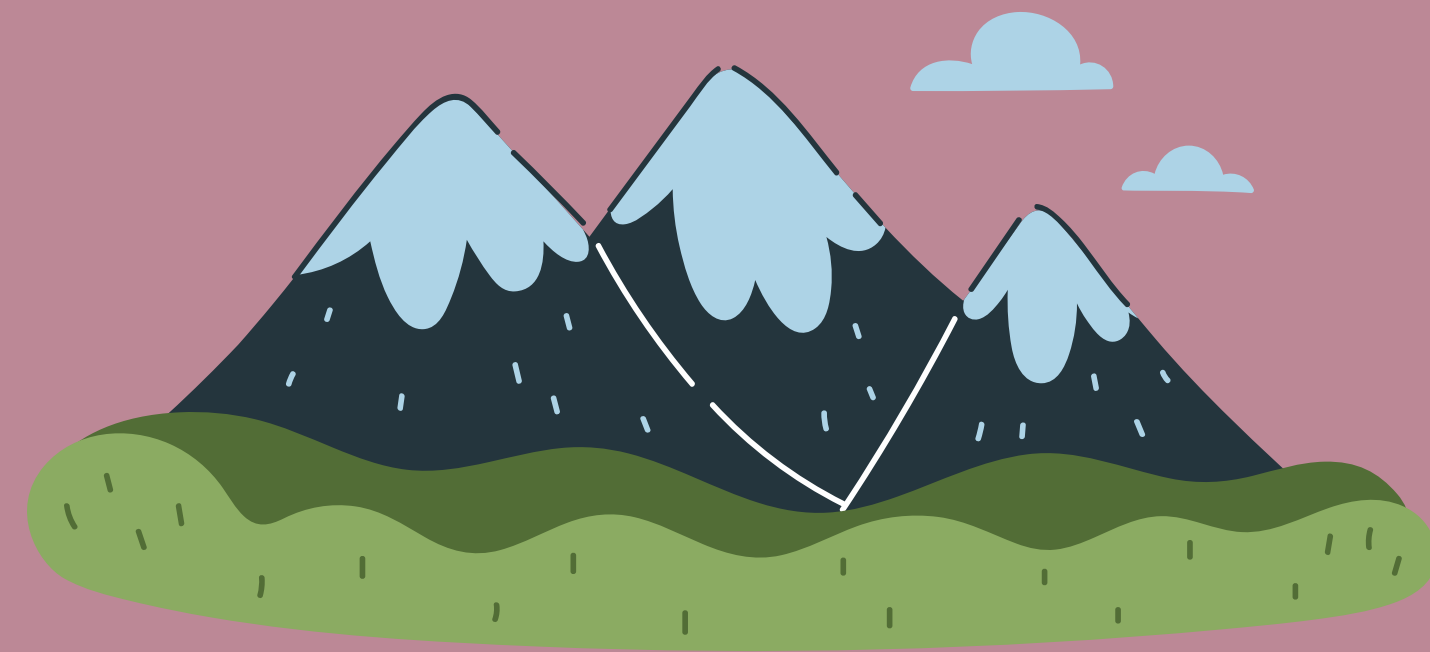
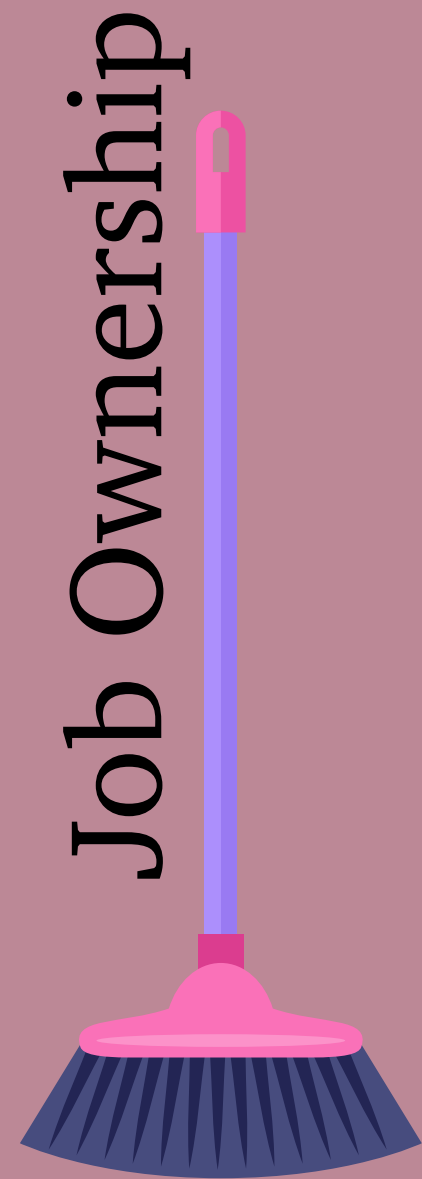
Practical strategies for helping professionals working within bureaucratic organizations

- 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?





# Constructing a Culture of Caring



Seeking a Higher Purpose



Emotional Bonding



Pride in  
One's  
Work

# Qualities of a Servant Leader

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

