



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

OD Diagnostic

An introduction to organisational diagnosis

Explore how organisational diagnosis turns a broad concern into focused enquiry. Use the eight-dimension OD Diagnostic Framework to interpret illustrative evidence, test competing explanations and identify proportionate priorities for further investigation and action.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Organisational problems rarely sit neatly inside one department or process. Slow decisions, frustration and inconsistent performance may reflect several connected conditions. This workshop introduces a disciplined way to investigate those relationships, combining different kinds of evidence and checking interpretations with stakeholders before deciding what the organisation should change.

Introduce the OD Diagnostic Framework through an illustrative organisational case. Participants explore its eight dimensions, examine quantitative and qualitative clues, distinguish observation from interpretation and prepare a focused enquiry and sense-making conversation that could support a proportionate improvement decision.

WHO IS IT FOR?

HR practitioners, OD colleagues, business partners, managers and internal consultants who need to understand an organisational issue before choosing an intervention. Prior diagnostic research experience is not required.

BY THE END OF THE DAY, PARTICIPANTS CAN:

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| <p>01 Frame a diagnostic question</p> <p>Translate a broad organisational concern into a bounded enquiry that identifies the decision, stakeholders and evidence needed before action.</p> | <p>02 Explain the eight dimensions</p> <p>Describe how the original eight dimensions offer different but connected perspectives on organisational performance and the experience of people at work.</p> |
| <p>03 Combine different evidence</p> <p>Compare illustrative numerical patterns, comments and operational information, noting where sources support, contradict or fail to explain one another.</p> | <p>04 Test possible explanations</p> <p>Distinguish an observed symptom from a proposed explanation and identify follow-up evidence that could strengthen or challenge an initial interpretation.</p> |
| <p>05 Facilitate sense-making</p> <p>Practise presenting a tentative finding and inviting stakeholders to test its meaning without implying that a survey score establishes causation.</p> | <p>06 Prioritise further enquiry</p> <p>Recommend a focused next enquiry or improvement priority using organisational importance, evidence strength and the practical capacity to act responsibly.</p> |

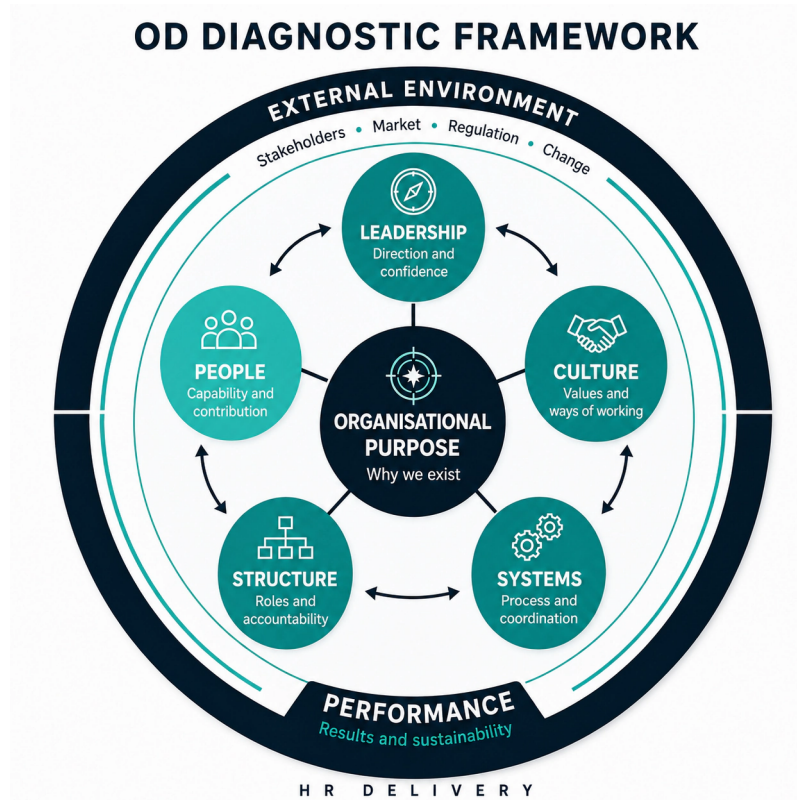
A useful first application

Participants practise interpretation with fictional evidence and selected prompts. The day does not administer the full diagnostic, produce a validated organisational assessment or establish the causes of actual workplace problems.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery OD Diagnostic Framework

The framework examines External Environment, Organisational Purpose, Leadership, People, Culture, Structure, Systems and Performance. Its managed journey connects careful scoping and listening with analysis, shared interpretation and a focused action agenda.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Confirm the scope

Which organisational question and decision should this diagnostic enquiry support?

03 Gather different evidence

What combination of listening and operational evidence could illuminate the issue?

05 Make sense together

Which explanations fit the evidence, and what should stakeholders challenge?

02 Prepare the listening

Who should contribute, and how will confidentiality and participation be protected?

04 Analyse the pattern

Where do results, comments and work evidence agree or differ?

06 Act and review

Which priority deserves action, ownership and a clear learning review?

The six panels are workshop focus questions about the diagnostic journey, not replacement dimensions. The original model retains eight dimensions and 74 statements; the workshop samples the reasoning without administering the full diagnostic.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Map symptoms across the system

Teams place fictional workplace symptoms across the eight dimensions, draw possible connections and challenge whether each link is supported by evidence or remains an initial hypothesis.

02 Investigate a mixed evidence pack

Groups compare illustrative survey patterns, operational delays and anonymised-style comments, identify contradictions and draft targeted follow-up questions instead of treating the lowest score as the automatic priority.

03 Run a sense-making conversation

Participants role-play presenting a tentative finding to managers and employee representatives, invite alternative explanations and record what the discussion changes about their confidence in the emerging organisational diagnosis.

04 Choose a proportionate next step

Teams prioritise two possible enquiries or actions using evidence strength, business importance and capacity, explaining why an appealing quick fix may need more investigation before it proceeds.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A regional service organisation reports slow decisions and declining confidence in leadership. Survey comments mention unclear authority, conflicting priorities and unreliable information. Senior managers propose leadership training, but operational records show repeated approval handovers. Different locations describe different experiences, and the overall survey average conceals those variations.

Groups connect the clues across the eight dimensions, develop two competing explanations and prepare a sense-making discussion that identifies what must be checked before choosing an improvement response.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Frame the diagnostic enquiry Turn a broad organisational complaint into a question, define the decision it should support and identify stakeholders with relevant perspectives.
09:20-10:15	Explore the eight organisational dimensions Introduce the original model and map how purpose, leadership, people, culture, structure, systems, performance and external conditions can influence one another.
10:15-10:30	Break
10:30-11:30	Examine different kinds of evidence Compare fictional survey patterns, comments and operational information, identifying where findings align and where averages or incomplete data obscure meaningful variation.
11:30-12:30	Develop and challenge explanations Separate symptoms from possible causes, map competing explanations and choose follow-up evidence that would help distinguish between the most plausible interpretations.
12:30-13:30	Lunch
13:30-14:30	Practise shared sense-making Rehearse presenting a tentative finding and inviting manager and employee perspectives, keeping uncertainty visible while testing what the pattern means in practice.
14:30-14:45	Break
14:45-15:30	Prioritise an enquiry or action Use organisational importance, evidence strength and capacity to compare possible next steps and avoid assuming the lowest score always deserves first attention.
15:30-16:10	Present the diagnostic starting point Share a focused enquiry map and provisional interpretation, then use peer challenge to improve evidence requests, stakeholder involvement and the proposed decision boundary.
16:10-16:30	Plan a responsible first enquiry Choose one local organisational question and identify the sponsor, participants, confidentiality arrangements and existing evidence needed before a diagnostic exercise begins.

Move from an organisational symptom through connected evidence and shared interpretation to a proportionate next enquiry or action.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Eight-dimension reference

A concise reference to the original diagnostic dimensions, with prompts for noticing how organisational purpose, operating conditions and employee experience can combine to affect performance.

Broaden a problem conversation beyond its first visible symptom.

02 Diagnostic enquiry brief

A draft statement of the organisational question, decision, scope and stakeholders, with evidence needs and participation boundaries recorded before selecting a method or collecting new information.

Agree what a diagnostic exercise should help leaders decide.

03 Mixed evidence worksheet

An exercise record comparing numerical patterns, comment themes and operational clues, identifying convergence, disagreement and the limitations of averages or incomplete evidence across different organisational groups.

Read employee feedback alongside the work and its operating context.

04 Competing explanations map

A case-based map separating observed symptoms from plausible explanations, with targeted follow-up questions designed to test assumptions rather than confirm the group's preferred initial interpretation.

Keep alternative explanations alive while the evidence is still developing.

05 Sense-making conversation guide

A short facilitation guide for sharing tentative findings, inviting challenge and recording how stakeholder perspectives strengthen, qualify or change the initial interpretation of an organisational pattern.

Help stakeholders test findings before committing to an improvement response.

06 Priority and enquiry record

A provisional choice of further enquiry or action, justified through evidence strength, organisational importance and capacity, with ownership and review questions recorded for discussion with a sponsor.

Turn diagnostic insight into a focused and accountable next step.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one organisational issue and agree the decision a diagnostic enquiry should support. Review existing evidence across the relevant dimensions, ask stakeholders to test the emerging explanation and decide whether further listening or a limited improvement is appropriate.

YOUR FIRST 30 DAYS

01

Days 1-7

Agree the enquiry boundary

Meet the sponsor to clarify the organisational question and decision. Identify whose experience is relevant, what existing evidence is available and how participation and confidentiality will be handled before collecting new information.

02

Days 8-21

Test the initial explanation

Review a small, appropriate evidence set and compare alternative interpretations. Invite relevant stakeholders to challenge the emerging story, keeping differences between groups visible and avoiding claims that one source proves the cause.

03

Days 22-30

Agree a focused next step

Summarise the findings and remaining questions with the sponsor. Decide whether to investigate further or develop a limited improvement, then record the owner, evidence requirements and review point for the agreed next step.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a broad organisational concern and relevant stakeholder groups. Participants work with a fictional evidence pack; any local examples should be anonymised and exclude identifiable comments, confidential survey records or unapproved group comparisons.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop



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