

NCOD ACTION RESEARCH MODEL



The NCOD Model, based on Kurt Lewin's Action Research Model, is best understood as a feedback loop. Providing and eliciting feedback is a continuous process that shapes our work. Feedback and outcome data are collected throughout each stage of the process, and influence subsequent steps. Feedback data are also used to inform future NCOD assessment and intervention strategies and product development.

1. Intake and Consultation- NCOD works collaboratively with potential clients to identify and explore their concern, issue, or area of focus. The intake may result in a referral to an alternate program office, service, or individual to best meet the potential client's needs.

Example- Initial conversation(s) with potential client, initial conversation with facility interested in CREW, intake phone calls, internal consultation with NCOD teams (e.g. Survey Team, ConsultationTeam, TeamWorks, etc.).

2. Assessment and Data Collection- Depending on the nature of the request, assessment and data collection may occur at an individual, workgroup, service, facility, or national level.

Example- 180/360 Assessment, workplace assessment, VA All Employee Survey (AES), Servant Leadership 360 Assessment.

3. Analysis and Presentation of Feedback- Information from assessment and data collection is analyzed, summarized and shared with clients. The focus, level of detail, and format of the presentation are defined by the client's needs and goals. Feedback may include presentation of the data at several levels within the organization.

Example- Workplace assessment feedback presented to frontline staff, management, and executive leadership; activation feedback (interview and/or assessment data).

4. Collaborative Discussion- Immediately after the feedback presentation, NCOD engages in an open discussion with clients regarding the data. We address how to use the information to understand and best serve the individual, group, or organization.

Example- Discussion of 360 Assessment results, discussion of workplace assessment feedback.

5. Action Planning- NCOD consults with the client to determine the next steps, grounded in the data, and based on prior collaborative discussions.

Example- Discuss options for continued work with a leadership team based on the results of the Executive Team Assessment, support a coaching client to create a personal development plan, support a service to create an action plan.

6. Follow Up/Continued Intervention- NCOD is available to provide additional organization development interventions when they are identified as potential next steps in the action planning phase.

Example- Executive team assessment and development; leadership assessment, development, and coaching; comprehensive change management solutions.

Questions? Contact NCOD: vhancod@va.gov or 513-247-4680.

References:

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McLean, G.N.(2006). Organization development; Principles processes performance. San Francisco: Berrett-Koehler Publishers, Inc.

Reddy, B.W. (1994). Intervention Skills; Process consultation for small business groups and teams. San Diego: Pfeiffer & Company.