

## **Organizational Development for Trade Union - Organizational Development-Based Education Program for Trade Union**

### **1. Purpose of Research**

Today, trade unions all the world have been making their efforts to build directions and policies for successfully meeting environment and new challenge that change rapidly. In the centre of this efforts, there has always been a question that what is the more effective way to make our organizations stronger and more capable. In macroscopic dimension, union movement can make developments by means of building appropriate ideas and directions and making successful counteractions against challenges. But it is also important for union to maintain the union organization in the activated and democratic conditions.

The purpose of this research is to set the 'organizational development(OD)' program as an area of union activity. For this purpose, we will introduce basic theory of organizational development, analyse the organizational principles and characteristics of unions in terms of organizational development theories, and finally induced characteristics and tasks of organizational development for union.

And we will reinterpret the organizational development strategy of COSATU, the largest confederation of south african republic in terms of 'OD' and analyse some discussion programs of FNV congress. Finally we will prescribe activites of FKTU's '21C Committee' and KCTU's 'trade union development strategy committee' focus on their background, process, and present situation. In the last chapter, we will introduce

methods of OD-based education programs for union.

This research is the first effort to introduce the 'OD' concept for unions in Korea. It has many weak points, accordingly. But it for sure may be a meaningful trial for development of Korean trade union movement facing difficult environments because the 'change' begins from the overcome of old habituals.

## **2. The basic theory of 'OD'**

### 1) 'OD' process

'OD' is the repeating process of [problem finding through diagnosis building of activity program taking action review of the aim building new aim of activity taking action again new assessment]

### 2) organizational diagnosis

Organizational diagnosis is divided into two processes. It is process of diagnosis of organizational system and diagnosis of organizational process. Diagnosis of organizational system has 'whole' level, 'group' level, and 'individual' level. In the 'whole' level diagnosis it is dealt with perception of 'environmental change', thinking and attitude of union members about their leadership, building process of the main policy, and organization culture. In the 'group' level diagnosis it is dealt with specific diagnosis on the official and non-official groups in the organization and their interactions. Individuals like leaders and activists in the organization take a key role in developing their organization. Therefore, it is necessary to analyse the expectation and attitude of the leaders and activists on their organization, problems raised from activity process, knowledge and ability, and their role in the organization.

Diagnosis of organizational process is also an important process. It is necessary to

understand the organizational process so that we can understand an organization that often faces dynamic and complex environments. Organizational process is not so overtly shown up in the organizational system but often generates important problems because it is related with all parts of the organization. Diagnosis of organizational process is done by being divided into several parts like organizational vision and decision making process of its strategy, aim building and practical process, opinion collecting and policy decision making process, problem-solving process, conflict management process, and types of leadership.

### 3) Intervention

'OD' intervention is performed as a practical process of the holistic 'OD' strategy planned in advance or formed with the need of the organization. The purposes like the aim of 'OD' program and where and how the organization should be improved is important point for intervention strategy. Knowing which part in the organization can accept 'OD' intervention is also important for performing intervening activity and the activity.

### 4) Types of intervention

'OD' intervention can tell apart in terms of intervention levels and types according to the concrete 'diagnosis' results. When the diagnosis results recommend totalistic organizational change, the aim of 'OD' intervention is set in the 'total organization' level. 'Department & group and individual' level intervention is needed in order to resolve the 'total organization' level problems. When it comes to specific department level problems, the problems are solved through intervening activity of 'specific department and individual in the department' level.

The essence of a 'problem' is the key element to make a decision for intervening. We can hold it by grasping the parts where the problem takes place in the 'organizational process'. The type of intervention is decided depending on whether it is the problem of

communication structure, leadership problem, problem of organizational structure or human relations. Accordingly, the types of intervention is classified into 'strategic intervention', 'organization structure intervention', 'relationship intervention'. This intervention types are made concrete in the activity levels of 'total organization', 'department & group', and 'individual'.

### 3. Characteristics and Tasks in Organizational Development of Trade Union

#### 1) Characteristics of Trade Union Organization

Comparing the trade union organization principles with the progressive social associations, enterprise organizations, that is the following.

#### <Comparison of Organizational Characteristics>

	individual & organizational	organizational	compensation	organizational	leadership	conflict
trade union	integration orientation continual	very sensible	collective compensation satisfaction	democratic organization	regular replacement importance	very complex
progressive social association	integration orientation distinction	sensible	satisfaction and pride	centered by leadership	comparatively stable	comparatively simple
enterprise	organizational object is more	sensible	individual compensation salary and	centered by management	stable	from competition

## 2) Characteristics of Trade Union Organizational Development

	<b>Long-term effort</b>
1	Meaning necessity of some time for the change and development of organization
	<b>Leadership's assistance</b>
2	Leadership take the initiative and assist actively for the change endeavor
	<b>Visioning process</b>
3	Making the blueprint of the organization future with which members can sympathize, creating the desirable future image, endeavoring the realization
	<b>Empowerment process</b>
4	Developing the potential and ability of organization members
	<b>Purposive problem solving process</b>
5	Diagnosing systematically the organization environment and problems inside organization, finding out the problems, endeavoring purposively for the problem solutions
	<b>Process of organizing the member participation</b>
6	Organizing and practising the wide participation of members about the vision and mission of organization, finding out and solving the problems, evaluation and

## 3) The tasks for union organizational development

The first task for union organizational development is to develop values, future prospects, and visions for union organization. Trade unions can be empowered when

they have clear strategies of their own on the 'values and future prospects' which they purpose. 'Union's vision' means understanding for whom and what they work and where and how they go.

The second task for union organizational development is to respect each union members, leaders, and activists and develop their abilities. Organizational health is secured when backed by development of individual members. Trade unions are combative organizations and eager for change the world to change the destiny of working people. It is not until union leaders and activists thinks they progress, demonstrate their own abilities, and actually things go like such that they have the enough ability to change the world.

The third task is to secure the 'democratic workplace organization activity system'. The workplace organization activity system is a structure that makes communications and decisions among the union members. It can make collective comradeship among active members including leaders and shopstewards and is a structure that can make the relations between individual members 'humane'. Democratic workplace organization activity system makes the grass-root members functioning as the real subject

The fourth task is to overcome the inner conflict and divide. the union organization is a kind of mass organizations that have many inner potential conflicts possibilities. the resolution of daily conflicts is possible through democratic decision making processes by 'workplace organization activity system'. Conflicts between different groups are more difficult to resolve. These group level conflicts appear to be more serious where the organizations are sizable and in the upper level. Furthermore, this kind of conflicts undermines belief and trust on the organization and interrupt the activists from their commitments to the organization. Organizational development should be able to open to the members the conflict and handle it.

The fifth task is to check the organizational conditions and resolve the confronting

problems. organizational development should attach great importance to the ordinary organizational management process checking the organizational conditions and building the future plans like 'general congress' or 'general meeting'. It should also give much attention to resolving pending problems systematically and scientifically.

#### **4. Domestic and foreign unions case studies on the 'OD'**

##### **1) Activity analysis of COSATU's september committee**

First, COSATU's 'OD' process is being performed in the light of long time horizon and macro level. It was relatively long period of 6 years from the organization and beginning of activities of 'september committee'(1996) to the 'organization inspection committee'(2001). until now they are going on.

Second, COSATU's 'OD' process is very practical. the preface of the september committee report begins with the title that 'our committee report is just a starting point'. That is, it means that the committee report is not the end of its researching and developing activities but the urging material for serious debate for the future of south african republic. Its recommendation also expected to be a starting point of practical programs.

Third, COSATU's 'OD' strategy was built not on the naive and non-practical academic debate but on the base of organization of workplace discussion. September commission has urged the grass-root union members to take part in the diagnosis and direction groping process for 'OD' and tried to reflect their opinion to its recommendations.

##### **2) FKTU's 21C Committee and KCTU's trade union development strategy committee**

First, two confederations' draft level development strategy building process was

performed within a year or in a few months. This restriction by time made basic limits to the development strategy building because it was impossible to make multi-dimensional and synthetic options on the base of concrete and realistic research and considering different situations.

Second, the restriction by time also made the organization diagnosis process very poor. for this limit

Third, there was not actual communication with grass-root union members in the draft building process. workplace union members didn't get the chance to understand the contents and issues of the draft and it made the workplace union members indifferent to the development strategy committee activities. the lack of interaction result in no synergies for either the activities of development strategy committee or workplace union members.

Fourth, diagnosis and recommendations were overly inclined to the macro and political aspects like ideas and lines, and organizational development strategy was overly inclined to the structural and systemic aspects of the organization as well. But in the point that the activating element of the organization is the members, the analysis should be done not only for organizational system but also for organizational culture and members attitude in order to sufficiently deal with the organization problems.

Fifth, two confederations should reassess their development strategy building process in terms of 'OD' because their activities were a part of the groping process of building long term development perspective of trade union movement. It means two confederations' development strategy building activities should be set in the longer process. It also means that the process should be planned as a process that can collect opinions from the more thorough and extensive workplace discussions, revise the contents, and resolve the members' practice.

## **5. Education & training program for union 'OD'**

program		influence level		
		individual	department group	entire organization
vision development	<ul style="list-style-type: none"> <li>▪ trade union and I</li> <li>▪ the future of I and trade union</li> <li>▪ the prospect of trade union</li> <li>▪ the prospect of our organization</li> <li style="padding-left: 20px;">- making the general</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
organizational diagnosis strategy planning	<ul style="list-style-type: none"> <li>▪ complexity level model</li> <li>▪ future exploring meeting</li> <li>▪ strong and weak point of organization development</li> <li>▪ forces field analysis model</li> <li>▪ 7-stage strategy establishment</li> <li>▪ organization reflection</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
conflict management	<ul style="list-style-type: none"> <li>▪ role analysis 1</li> <li>▪ role analysis 2</li> <li>▪ organization mirror</li> <li>▪ recognizing and considering</li> <li>▪ leadership style diagnosis</li> <li>▪ conflict management ability diagnosis</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> </ul>
organizational system	<ul style="list-style-type: none"> <li>▪ organization operation analysis</li> <li>▪ workplace analysis</li> <li>▪ organization system analysis</li> </ul>		<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>