

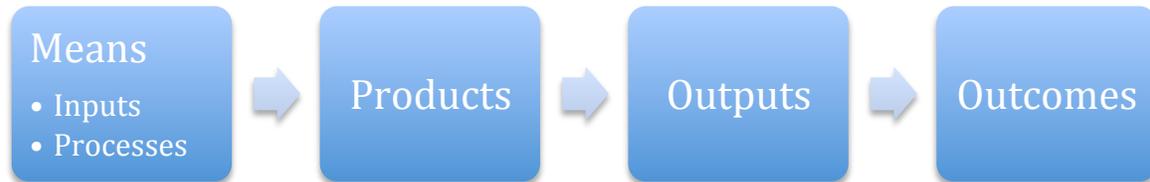
Front End Analysis Tool: Roger Kaufman's Organizational Elements Model

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IDE 712- Analysis for Human Performance Technology Decisions

Roger Kaufman's Organizational Elements Model (OEM)

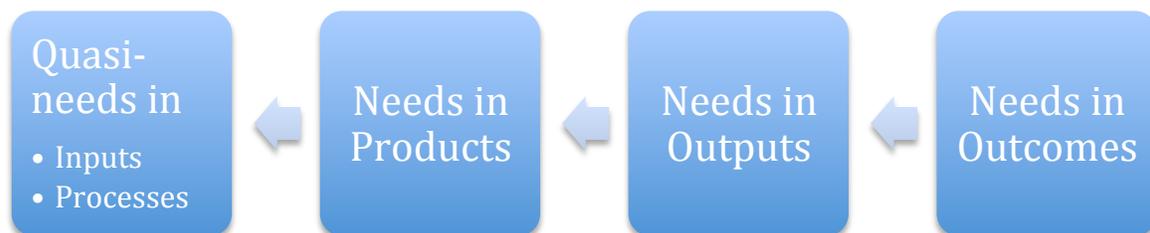
OEM provides a holistic perspective to a system that helps prevent fragmented types of interventions and accomplishments (Chyung, 2008). According to Kauffman, means are what the organizations uses and does; and ends are what organization produces.



Inputs are the “raw materials or resources” and processes are the “methods or activities”. Both of these are the means.

In OEM, there are two types of organizational results; products (micro- level results), that are the accomplishments that individuals or small group performance units perform; and outputs (macro level results), are the accomplishments that the organization as a whole produces. OEM further has the outcome (mega-level) result, which is the result produced beyond the organization.

Kauffman explains that the need analysis occurs at three different levels of results of a system (Kauffman, 2000). The strategic planning begins with the needs assessment at the mega level (outcome), which then leads to the needs assessment at the macro level (output), and finally to the needs assessment at the micro level (products). After his appropriate inputs and processes can be determined.



Needs are gaps between “what should be” and “what is” in end results, not in means (Watkins and Kaufman, 1996).

Overview of OEM

The OEM is a useful planning tool that generates criteria for determining organizational means and ends beginning with existing system (Ley, 1990).

OEM starts by asking the question that most evaluators: what have been the processes and effects of the existing system? This question is then answered by the evaluator by constructing a picture of the organizations current means and ends. Planning on the other end focuses on the future course and accomplishments of the organization. For doing this, questions such as what the organization should be accomplishing in the future and then how the organization will proceed to accomplish it must be made.

The OEM planning framework uses the evaluators' answers to what is happening and the results, and compares this to the future visions, requirements and possibilities. The identification of means and ends of these to corresponding pictures, one of the current organizational efforts and results, and one of the desirable future efforts and results, are the key to the powers of OEM approach to planning.

OEM approach to planning has 5 aspects. First societal consequences are the primary reference point for establishing organizational goals. Second OEM is a framework to build planning and related evaluation criteria into the overall organizational plan. Third OEM provides a method for the systematic analysis of an organization that describes its inputs, processes, with their results. Forth OEM planning establishes a chain of results linking current means to current ends and desirable future ends to required future means. Finally, the OEM allows the planner to go beyond the current organizations means and ends, to generate entirely new directions based on the desired future for the organization and its clients. (**Please see Appendix B to see the mechanism to apply the tool; See Appendix C for OEM tool*)

Background of OEM

Starting in 1972 with Education system planning, Kauffman developed definition of need as a gap in results, and needs assessment as the process for identifying and selecting needs on the basis of the cost to meet them versus cost to ignore them (Leigh, 2000). He also suggested that needs or gaps in results, should be identified and related to three types of primary clients and stakeholders: societal and external, organizational and individuals and small groups (Kauffman 1992, 1998). Only Kaufman's Organizational Elements Model formally addresses the linkages between societal, organizational, small groups and individual results with organizational resources and activities. OEM suggest that a needs assessment should begin with a focus on societal results (mega-level), and roll down to organizational (macro) and individual or small group (micro) results before interventions and resources are selected.

Purpose of OEM

OEM helps an organization conduct its strategic planning by not only facilitating the process of setting up clear goals and effective strategies for the organization, but also helps align organizational vision and mission with the needs of the community (Chyung, 2008).

- For each element, there is associated level of planning in OEM (Kaufman, 2009)
- The mega thinking does not automatically assume that improving performance within the existing situation is automatically useful. To be successful it allows for the realization that yesterday's methods and results are often not appropriate for tomorrow.
- Mega planning is a proactive approach that requires planning, which results in fewer surprises and well defined successes that are systematically achieved. This thinking and planning process is a focus not only on one's organization alone but also on society now and in the future.
- OEM provides the basic referent for linking training/workshop to organizational requirements mainly by providing a shared vision of the organizations purpose and a holistic focus for all employees and management alike (Kaufman, 1985)
- OEM allows the workshop/training to bring about useful results.
- Managers are able to see product and outputs effectiveness in terms of groups, and personnel are assigned to outcomes (Kaufman, 1985).
- Consistent and on-going commitment from individual work to that of the organization

An example from ICIMOD

The International Center for Integrated Mountain Development (ICIMOD) is a regional intergovernmental learning and knowledge-sharing center serving 8 nations of the Hindu Kush Himalaya region (ICIMOD, 2019). The organization is knowledge based and mainly works through implementation partners on the ground. The organization has a matrix structure: with thematic areas on one side; and, Regional Programs on the other.

The strategic results framework that the organization uses is a theory-based approach. The main impact pathways can be identified making the theory of change explicit in terms of different actors, users of output, and outcome leading to developmental impacts. The mission of ICIMOD is to enable sustainable and resilient mountain development of improved and equitable livelihoods through knowledge and regional cooperation. The vision of the organization is for men, women and children of the Hindu Kush Himalaya to enjoy improved well-being in a healthy mountain environment.

The approach used by ICIMOD is an example of the OEM. Each regional program and initiatives (within these regional programs) have a results based log-frame with a common set of SMART (specific, measurable, attainable, relevant, and timely)

indicators. These indicators are setup to ensure measurement of both quantitative and qualitative outputs and outcomes. Each of the initiatives develop a results based plan to serve as an important management tool for implementing partners to track and report program results at various levels. These plans are backed by activities and deliverables with clear responsibilities and timeline defined at ICIMOD and partner levels.

Each regional program and initiative indicators are linked to higher-level ICIMOD 7 strategic results indicators. These strategic results indicators are further linked to 3 Strategic Impacts, and finally these 3 link on to the overall organizational vision. *(Please see appendix A for visual representation)*

The logical framework is a living document that is continually reviewed changed and improved upon. At every six months, internal reviews take place. At the end of each 5 year cycle, a more elaborate review is conducted in ICIMOD.

Case Example: Critique of the article- Applying the Organizational Elements Model to Leadership Development Evaluation (Hannum & Kaufman, 2008)

The article talks about leadership development initiatives and its application in terms of linking it to a higher strategic level. Leadership development evaluation should contribute to a functional understanding of the connection between strategic intent and leadership development. The article mentions that leadership development process should yield useful leadership behavior and impact, provided, progress be examined over time and multiple perspectives.

The article mentions the most commonly used model for evaluating the effectiveness of training initiatives as Kirkpatrick's Model. Despite its popularity, a limitation of the model is that it stops at the boundary of the organization, while real impact will always go beyond an organization. Further, this model is usually applied with its four levels to a single program instead a suit of initiatives (which should work in alignment towards a goal).

The extended Kirkpatrick's model, which has Return on Investment as the fifth level (Phillips, 2003)., still has a similar limitation. The extra level that focuses on the financial aspect can still only give an incomplete value, as it cannot possibly show value in terms of the organization being a nested part of the larger society.

Kaufman's Organizational Elements Model is explained as a tool that overcomes these limitations and includes value addition in terms of external society and the clients at large. Organizational success and effectiveness are inseparably connected to societal success and effectiveness. In an ideal situation, successful leadership enhances societal, organizational and individual value.

The OEM framework is a tool for bringing efforts and data together in order to develop socially responsive and responsible missions (Hannum & Kaufman, 2008). OEM offers a

way of thinking through complex and interconnected environment which encompasses diverse stakeholder groups and (micro-macro-mega) levels.

Advantages of OEM

- OEM combines planning and evaluation approaches in one framework by starting the planning cycle with planners concern for useful consequences and finishes with evaluators concern for results (Leigh, 2000).
- OEM recognizes all the parts of organization, i.e., inputs, processes and results.
- OEM offers three classifications of result, unlike most that just offer one. Further, most evaluation approaches are retrospective, while needs assessment is proactive.
- It a framework that establishes and tracks the degree to which efforts contribute to and are aligned across what the organization does, uses, produces, delivers along with tracking the impact on external clients and society (Hannum & Kaufman, 2008)

Disadvantages of OEM

- It may be hard for individuals who are not familiar with the approach to understand the input, process, product, output and outcome; and thus see how their evaluation efforts fit with this model.
- This approach gives both a micro and a macro view of things, which may not always (and in all cases) be the best way to go about an evaluation

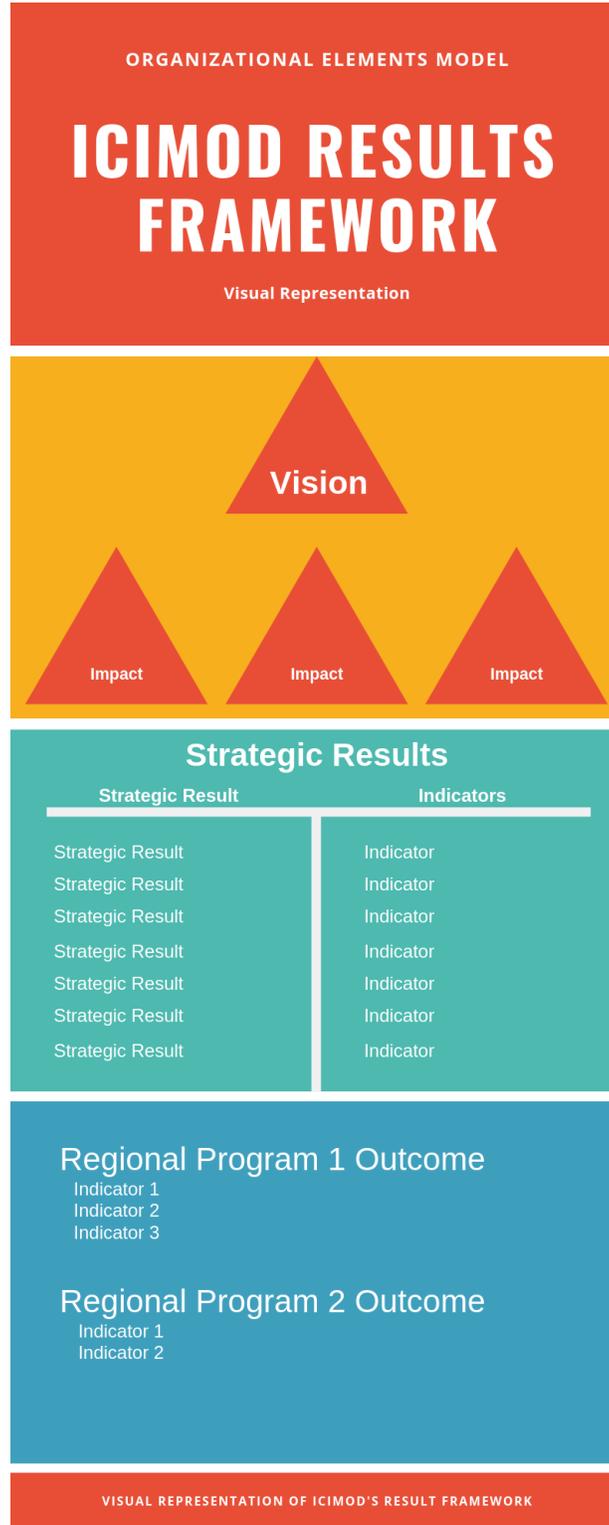
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Case Examples of model:

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Appendix A



Appendix B

Applying the tool

The table below shows the Organization Elements

	Inputs	Processes	Product	Outputs	Outcomes
What is					
What should be					

*The table is used to scope the areas of need and to document what is and what should be for societal impact, organizational results and organizational efforts. (Kaufman, 1979)

This six-step problem solving process- should be revised as required



*This is used to identify what must be accomplished in order to resolve any problem, building the bridge between what is and what should be, and this meets the needs that have been identified, justified, and selected for resolution. (Kaufman, 1979)

Appendix C

Organizational Elements Model Tool (Llewellyn)

Means	Inputs (raw materials)	What should be < Gap 1> What is	Organizational efforts	
	Quasi- Needs	What should be < Gap n> What is		
	Processes (how to do)	What should be < Gap 1> What is		
	Quasi-Needs	What should be < Gap n> What is		
Ends	Products (learner/ instructor accomplishments; en-route results)	What should be < Gap 1> What is What should be < Gap n> What is	Organizational results	Internal to organization
	Needs at the micro level			
	Outputs (organizational accomplishments; the aggregate products of the system that are delivered or deliverable to society)	What should be < Gap 1> What is What should be < Gap n> What is		
	Needs at the macro level			
	Outcomes (effects in and for society)	What should be < Gap 1> What is What should be < Gap n> What is	Societal impact	External to organization
	Needs at mega level			