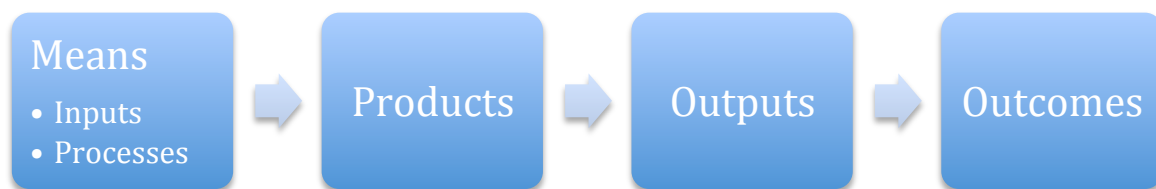


Roger Kaufman's Organizational Elements Model (OEM)

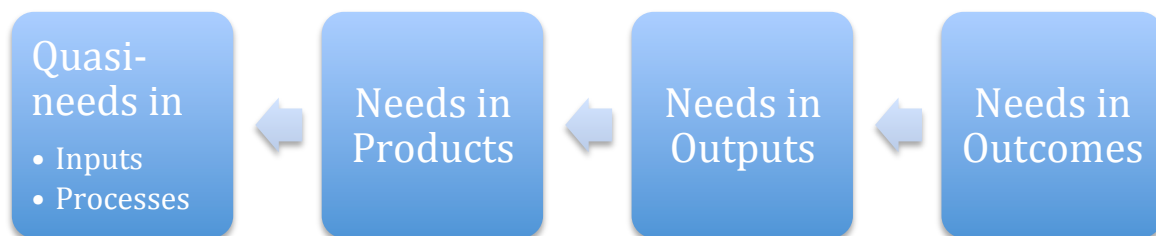
OEM provides a holistic perspective to a system that helps prevent fragmented types of interventions and accomplishments (Chyung, 2008). According to Kauffman, means are what the organizations uses and does; and ends are what organization produces.



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).

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

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