

Organisation Development Review (ODR) & Management Development Interview (MDI)

The ODR/MDI programme has the following key features:

- It involves every manager in the organisation, from first line supervisor up to the chief executive;
- The focus is on:
 - implementing corporate policy, strategy and action plans which everybody understands, and which underpin each individual's job description, key tasks and performance targets
 - giving every person in the organisation the opportunity to fulfil their true potential
- The HR representative responsible for succession planning is present at every ODR interview in which a manager makes a presentation to their line manager;
- Dates for all ODRs are fixed and agreed at the beginning of the year, and are given the highest possible priority;
- It has been proved to be effective in identifying potential management talent at the lowest levels of staff, and fast-tracking talented managers into senior jobs.

The system involves the following steps:

- The first-line manager (FLM) does a **Performance Review** with each member of their staff. This is an opportunity to re-affirm how the individual's job links into the organisation's and department's overall objectives and strategy, i.e. their team role. The performance review is also an opportunity to discuss the individual's personal goals and career ambitions. The outcome of this review is a Personal Development Plan (PDP) for each member of staff, and agreement on new Performance Targets.

- The FLM presents the results of their staff Performance Reviews to their superior manager and the HR representative at the **Organisation Development Review**, using an organisation chart and the following visual aids for each member of staff:
 - a photograph
 - key tasks, linked to relevant department objectives and strategy
 - performance rating by colour code:
 - Green = High performance – potential for promotion/greater responsibility
 - Orange = Satisfactory performance - not ready for more responsibility
 - Red = Not satisfactory – need to improve or be moved out of job

The FLM is required to explain the reasoning behind the ratings, the action they are proposing to take, and their recommendations for job changes, e.g. promotion, recruitment or dismissal. With the HR representative present, it is also possible to discuss succession planning and career opportunities for members of staff.

- Following the Organisation Development Review, the FLM has a **Management Development Interview** with their superior manager. This interview takes into account the FLM's performance at their ODR. The discussion includes the performance of the FLM and their team against targets and standards, and in relation to the organisation's strategy and objectives. The interview concludes with a discussion about the FLM's personal goals and career ambitions. The outcome of the review is the FLM's PDP and targets for their department.

The ODR/MDI cycle continues up the organisation line, with the FLM's superior manager making an ODR presentation to their superior, with the HR representative again in attendance. The cycle ends with the CEO making his ODR to the Board of Directors.