

# Entering, Readiness and Contracting for Dialogic O.D

## Initial Stages of Relationship between Client and Consultant

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# Initial stages of relationship in Dialogic Organization Development (OD)

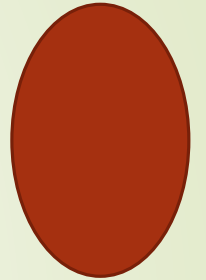
- Dialogic Organization Development – **why** and **when** is it needed?
- ❑ **Readiness** - pre assessment of readiness and building readiness
- ❑ **Entry** - in 4 common widening circles as developmental process
- ❑ **Contracting** - polarities and paradoxes in Dialogic OD

# Two Languages

- **Vision**
- **predetermined Goals**
  - Objectives
  - Projects and programs
  - Results
- **Control**
- **Order**
- **Implement, embed**
- **Analysis**
- **Logic and linear**



- **Intention**
- **Goals emerging Dialogue**
  - Directions and Processes
  - Implementation and initiative teams
  - Realization
- **Invitation**
- **Self Organization**
- **Emergence**
- **Synthesis**
- **Spiral and simultaneous**



RELAX  
NOTHING IS UNDER CONTROL



# Entering – engaging widening circles, centrifugal and centripetal forces



# Readiness

Initial readiness and building readiness as we proceed.

► **Initial assessment the aid of Three questions:**

- Past
- Present
- Future

► **and Three criteria:**

- Is the situation suitable for Dialogic OD? (real issue, urgency and complexity)
- Are the people in the client system ready?
- Am I, the consultant, ready?



# Contracting – built in Polarities and Paradoxes



- ✧ Certainty in unclear and unpredictable situations
- ✧ Measurable results for unknown answers
- ✧ Simplicity to meet complexity
- ✧ Planned processes that promote emergent results
- ✧ Predetermined options to remain choice full at all times

# Contract Basics Components – contracting for OD work here and now

1. Purpose
2. Deliverables
3. Roles and expectations
4. Consultant's fee
5. Boundaries



# Deliverables

what are we contracting for?

PHASE 1  
Clarity &  
Partnership

PHASE 2  
Infrastructures  
& Spirit of  
Dialogue

PHASE 3  
Disruption &  
Support for  
Emergence

PHASE 4  
Leading and  
Integrating  
the New

# Roles and Expectations

## ➤ sponsor's role:

- Engaged
- open
- out of their comfort zone

## ➤ consultant-client relationship:

- From “contract based” to “covenant based” partnership
- Dialogic shared principles :
  - Freedom of choice
  - Care for the whole and the parts ME/WE
  - Commitment to learn and improve



# Consultant's fee

- The challenge of knowing what and how to charge in Dialogic OD work, The story of air force 2020
- Two modalities:

- **Fixed rate model**

Inclusive of all the consultants' work

Possibility to part after phase one with pay

- ❑ Preparation process: a regular consultant's rate (X) + about 10% buffer
- ❑ Large group facilitation: double consultant's rate (2X)

## y the hour model



# Boundaries

Negotiating and protecting conditions for success ➤

Crossing boundaries as a place of emergence ➤

When and how to disengage ➤

