

TABLE OF CONTENTS

	<u>Page</u>
ACKNOWLEDGEMENTS	ii
SUMMARY OF THE STUDY	vii
1.0 INTRODUCTION AND BACKGROUND TO DISSERTATION	1
1.1 Statement of the Problem	
1.2 Intent of the Study	
1.3 The Organization	
1.4 Role of Consultant	
1.5 Goal Setting: Past Attempts - Present Needs	
1.6 Limitations of Study	
1.7 Significance of Study	
1.8 Definition of Terms	
1.9 Design of Dissertation	
2.0 LITERATURE REVIEW	7
2.1 Organization Development: A Definition	
2.1.1 Techno-Structural Approach	
2.1.2 Survey Feedback	
2.1.3 Structured Learning	
2.1.4 Process Consultation and Team Building	
2.2 Delphi in Organization Development	
2.3 Delphi: A Brief History and Description	
2.3.1 Attributes of the Delphi Methodology	
2.4 Delphi's Impact Upon Organisations	
2.5 Delphi: A Mechanistic or Humanistic Methodology?	
2.6 Chapter Summary	
3.0 INTERVENTION DESIGN	29
3.1 Intervention: A Priori Goal	
3.1.1 Holistic Goals	
3.1.2 Macro Goals	
3.1.3 Micro Goals	
3.1.4 Goal Selection	

- 3.2 Characteristics of a Humanistic Delphi
 - 3.2.1 Individuals Make Participation Decision
 - 3.2.2 Concern With Both Cognitive and Affective Domain
 - 3.2.3 Concern With Both Organizational and Personal, Work-Related Issues
 - 3.2.4 Participants Can Use the Process for Their Own Goals
 - 3.2.5 Each Round Distributed to All Organization Members
 - 3.2.6 Suggestions Made Through Delphi Used to Modify its Process
 - 3.2.7 Editing is Kept to a Minimum
 - 3.2.8 Participants Do Editing of Objectives
 - 3.2.9 End of Round Due Dates are Flexible
- 3.3 Design of Delphi Intervention
 - 3.3.1 Pre-Implementation Phase
 - 3.3.2 Implementation Phase
 - 3.3.3 Follow-up Phase
- 4.0 EVALUATION DESIGN45
 - 4.1 Design Criteria
 - 4.1.1 Scientific Criteria
 - 4.1.2 Practical Criteria
 - 4.1.3 Prudential Criteria
 - 4.2 Evaluation Design
 - 4.3 Instrumentation
 - 4.3.1 Profile of Organizational Characteristics
 - 4.3.2 Interviews
 - 4.3.3 Questionnaire Items on Delphi
 - 4.3.4 Consultant's Diary
 - 4.3.5 Unobtrusive Measures
 - 4.3.6 Post-Delphi Questionnaire
 - 4.4 Goals Evaluation
 - 4.4.1 Holistic Goals
 - 4.4.2 Macro Goals
 - 4.4.3 Micro Goals
- 5.0 INTERVENTION RESULTS: WHAT REALLY OCCURRED69
 - 5.1 Pre-Implementation Phase (July 12 - September 25, 1975)

- 5.1.1 Contracting
- 5.1.2 Intervention Design
- 5.1.3 Pre-Implementation Phase Goal Achievement
- 5.2 Implementation Phase (September 25, 1975 - January 12, 1976)
 - 5.2.1 Round One (September 25 - October 2, 1975)
 - 5.2.2 Round Two (October 2 - October 21, 1975)
 - 5.2.3 Round Three (October 21 - November 10, 1975)
 - 5.2.4 Round Four (November 10 - December 4, 1975)
 - 5.2.5 Round Five (December 4, 1975 - January 12, 1976)
 - 5.2.6 Implementation Phase Goal Achievement
- 5.3 Follow-up Phase
 - 5.3.1 Events During Follow-up Phase (January 12 - March 19, 1976)
 - 5.3.2 Follow-up Phase Goal Achievement
- 5.4 Delphi Goal Achievement - Holistic Goals
 - 5.4.1 Increased Sharing of Information Between the Members of the Department of Education
 - 5.4.2 Increased Trust and Confidence Between Department Members
 - 5.4.3 Increased Collaboration in Problem Solving Between Department Members
- 5.5 The Dynamics of Changed Evidenced
 - 5.5.1 Other Events
 - 5.5.2 Delphi Effects
 - 5.5.3 Social Desirability
 - 5.5.4 Section Summary
- 5.6 Chapter Summary
- 6.0 CONCLUSIONS AND DESIGN MODIFICATIONS.131
 - 6.1 Intervention Design Modifications
 - 6.1.1 Increase Management's Involvement in the Intervention
 - 6.1.2 Relationship Between Level of Participation and Hierarchical Level
 - 6.1.3 Delphi Group Activity
 - 6.1.4 Questionnaire Modifications

6.2 Evaluation Design Modifications
6.3 Chapter Summary

REFERENCES137
APPENDIX A - CONSULTANT'S DIARY. A1-A29
APPENDIX B - DELPHI QUESTIONNAIRES B1-B126
APPENDIX C - INTERVIEW SCHEDULE AND RESPONSES. C1-C31
VITA