The Organizational Diagnosis as an internal strategy of the organization.
El Diagnóstico Organizacional como estrategia interna de la organización.

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Abstract

Organizational Diagnosis is not just an essential tool for companies today; it is transformative. It allows them to understand their internal situation, identify areas for improvement, and design effective strategies. By paying greater attention to internal aspects, structure, and processes, companies can achieve growth and generate a positive impact both financially and on the well-being of their employees. It is a robust process that can inspire change and growth.

Keywords: Organizational Diagnosis, strategy, organizations, processes, analysis.

Resumen

El Diagnóstico Organizacional no es solo una herramienta imprescindible para las empresas hoy en día; es transformador. Les permite comprender su situación interna, identificar áreas de mejora y diseñar estrategias efectivas. Al prestar mayor atención a los aspectos, la estructura y los procesos internos, las empresas pueden lograr crecimiento y generar un impacto positivo tanto a nivel financiero como en el bienestar de sus empleados. Es un proceso sólido que puede inspirar cambio y crecimiento.

Palabras clave: Diagnóstico Organizacional, estrategia, organizaciones, procesos, análisis.

1. Introduction

Companies today are constantly innovating to attract new customers and seek to generate engagement with their brands. Although this is great for generating more profits and persevering in the financial field, it needs to pay more attention to the internal part of the organization.

When thinking outside the business environment and even as an advertiser, suggesting an advertising strategy is critical to solving a company's problems regarding its sales and positioning within society. However, from a more comprehensive perspective, it is considered that just as it is important to draw up strategies to offer a product better or increase finances, we must observe " what I am ” and " how I am ” at an internal level of the company.

Every psychologist will say that improvements come from within, which is why working with the roots of our being is necessary and will positively affect what is visible to the rest. So, the company works in the same way. There is no better way to grow than by analyzing and evaluating the situation in which our company finds itself concerning the structure, processes, human capital, culture, and other vital aspects that will be the watershed for change.

Therefore, this article will highlight the generalities of organizational Diagnosis and its implementation in organizations.

2. Diagnosis in organizational psychology

Diagnosis in organizational psychology is a fundamental tool for addressing challenges and problems that may arise within a company. Through analysis, organizational psychology professionals can identify problems and possible solutions to improve organizational functioning and performance.

One key aspect of Diagnosis within organizations is data collection, which involves various methods, such as interviews, questionnaires, and document review, to obtain a

complete view of the organization and its processes. These data provide a solid basis for understanding the organizational climate, the interrelationship of employees, the organizational culture, and the company's day-to-day life.

Once the data is collected, the next step is to analyze it, identifying relevant patterns and differences that can reveal areas of opportunity for improvement. Some aspects usually evaluated in the organizational Diagnosis include internal communication, leadership, motivation, and employee satisfaction.

Diagnosis in organizational psychology is an essential process that allows the development of effective strategies to optimize organizational performance. Significant and lasting changes can benefit the company by leveraging knowledge and experience in organizational psychology.

3. The strategy of organizational diagnosis

Organizational Diagnosis should be used as a valuable strategy within organizations since if it is not considered relevant in the planning and development of the organization when a problem is suspected; it could be the difference between obtaining an advantage in the market and consolidating as a recognized company or failing.

By carrying out a timely analysis of an organization's components, it will be possible to identify areas of opportunity and possible threats that, if not corrected, could paralyze the development of objectives. This proposes concrete and specific actions to achieve a more harmonious organization's performance and improve the company's finances and positioning within the market.

A clear example of how this is important would be to imagine an organization like the human body; all human beings require care, check-ups, and assistance regularly and constantly to stay healthy. We forget this, and despite having some warnings that something is wrong, being minor symptoms, we ignore them to give continuity to "more important situations" or simple "everyday life," and it is not until health becomes more "delicate" that we proceed to try to address it. We want to resolve it immediately or as soon as possible so that we can continue our lives.

The same thing happens in organizations. If periodically, those responsible for the organizations strategically planned to analyze the various aspects of the organization, such as its structure, culture, processes, and strategies, basically the collection of information from the internal and external environment, this would keep everything working correctly.

Of course, all organizations have situations or details that will arise during their lives. However, we could prevent significant complications by constantly reviewing and listening to those small warning lights.

4. Areas and scopes in an organizational diagnosis

The organizational Diagnosis covers various areas fundamental to understanding the organization's challenges.

Authors such as Edith Penrose (1959) have established that "no two companies are the same"; therefore, knowledge, experiences, and performance vary from one to another. Based on this, each organization, according to its characteristics such as business, size, geographic space, and physical and geographic structure, will present different barriers that can affect the development of a diagnosis; however, it is essential to know each one of them in order to identify the best way to proceed.

For his part, Jay Galbraith (1973) focuses on the structural Diagnosis and design of the organization; with this, he seeks to highlight the importance of analyzing the organizational structure, that is, the division of work, the hierarchy, communication channels, and formal and informal relationships. This analysis seeks to identify possible barriers or limitations in decision-making, coordination between areas, and the fluidity of information, which are priority issues when making the Diagnosis.

According to Guízar (2013), an organization can be diagnosed in different areas and separated into three significant levels: high, medium, and low.

For the author, the first level or high level is where organizational processes and structures, in general, are analyzed, including organizational culture, strategies, and the development of objectives and values.

The medium level focuses on groups or departments, which aims to examine the interaction between different departments or areas within the organization and evaluate the dynamics and functioning of work teams, communication, and collaboration.

At the low or base level, as indicated, they seek to analyze the characteristics and abilities of employees at an individual level, including their strengths, weaknesses, and development needs.

With this, Guízar establishes that understanding the interrelationship between these levels is crucial for an effective diagnosis since each level affects the others, and all levels must collaborate to achieve the common objective.

Porter (1996) has emphasized the importance of analyzing competitive positioning, business strategies, distinctive capabilities, and market opportunities so that the strategy or more strategic Diagnosis focuses on the alignment and congruence of the organization with its environment and objectives. This analysis allows us to identify strengths and weaknesses in competition and market trends and define actions to improve performance and competitive advantage.

Based on the above, the scope of the Diagnosis can vary in terms of the time invested, the depth, and the specific problems addressed in the analysis. A specific diagnosis would address a specific problem at a specific time and a specific level or area, or a more exhaustive diagnosis that involves the entire organization and analyzes multiple aspects over time can be carried out.

5. Diagnostic methods, techniques, tools and instruments

Organizational Diagnosis relies on various methods, techniques, tools, and instruments to collect relevant information and obtain a complete picture of the organization and its problems.

Qualitative and quantitative methods are frequently used to carry out an organizational diagnosis. Since they complement this branch of psychology, combining both methods is usually used to obtain optimal results.

Qualitative methods are based on collecting information that allows non-numerical interpretation and understanding. They use a combination of interviews, focus groups, and process observation, among other methods, to obtain enriching perspectives and understand the experiences, perceptions, and attitudes of the participants and employees regarding their performance in the organization and its structural functioning.

On the other hand, quantitative methods, such as questionnaires, surveys, and analyses of administrative data, provide and complement the information with numerical and statistical data that will allow for more objective and decisive analysis for decision-making.

Organizational diagnostic techniques are specific approaches used to investigate and analyze particular areas of interest within the organization. Among those developed more precisely are the diagnostic interview, which is applied to establish a base of information about the organization, the RACI Matrix, which corresponds to the analysis of roles and responsibilities, and direct observation. These allow us to delve deeper into specific aspects, such as internal communication, workflows, decision-making, and interactions between organization members.

Organizational diagnostic tools are resources for collecting data and performing more effective analysis. A notable example is the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) proposed by Albert Humphrey. This tool helps identify internal and external factors that affect the organization's performance, allowing a comprehensive evaluation of the current situation and planning future actions.

Likewise, Peters and Waterman (1990) developed a tool based on the McKinsey 7S model, which seeks to evaluate the implemented strategies and ensure that they are consistent and aligned with the company concerning the style (Style), human resources (Staff), systems (System), strategy (Strategy), structure (Structure), skills (Skills), and shared values (Shared values).

For their part, organizational diagnostic instruments are specifically designed to measure relevant variables in the Diagnosis. An example is the organizational climate questionnaire. Given that the organizational climate is linked to the company's objectives, structure, and values, this instrument evaluates employees' perceptions of aspects such as communication, participation, leadership, and job satisfaction, providing valuable information for identifying areas for improvement and designing appropriate interventions.

6. An advantage in the market

According to Ortega (2015), the importance of the active participation of all organizational members in the diagnosis process is highlighted, thus involving the different hierarchical levels. Listening to employees' opinions, ideas, and suggestions is essential since this will help promote collaboration and trust.

The integration and participation of employees from the different hierarchical levels in the processes allow us to obtain a more complete and precise picture of the reality within the organization since there will be situations that employees at an operational level can notice and that the generator may not notice it or may not consider it relevant to the performance of activities. However, it could be an obstacle within a production line. Likewise, listening to them and considering their opinions can favor commitment and acceptance of the changes that may arise from the Diagnosis. Boosting employee commitment from this point could be very relevant since, throughout the process, it will help minimize resistance to change.

According to Ortega (2015), organizational Diagnosis has several components and requires appropriate tools and techniques. This includes selecting relevant data collection methods, rigorously analyzing the information to be collected, and producing clear and concise reports presenting the results and recommendations.

One of the main objectives of the organizational Diagnosis is to identify the causes of the problems faced by the organization, and these may be related to the lack of clarity in roles and responsibilities, deficiencies in communication processes, internal conflicts, and lack of alignment between individual objectives and organizational objectives.

In addition to identifying problems, organizational Diagnosis seeks to improve the performance and effectiveness of the organization by optimizing processes and eliminating barriers, thereby streamlining and helping the organization meet its established objectives and goals.

Likewise, it seeks to facilitate decision-making since all the decisions made within the organization will impact it in the short or long term. It is essential that the leaders who will be responsible for making them have the certainty that they will be suitable for the company's success and will also have a favorable impact on the organizational culture.

A culture is developed and maintained within every organizational structure, as well as in communities and among the people, nourished by the environment's most essential characteristics and elements.

A good organizational culture favors and contributes to maintaining good health since how the organization is perceived internally and externally will depend on this. However, it is a reason for analysis since once the

organization's values, norms, competencies, and vision are established, they are transmitted individually to the other members. Usually, it lasts, so it can have a negative impact if it is not positive.

Therefore, before, during, and after an organizational diagnosis, it is advisable to continue strengthening the organizational culture and promoting adequate leadership, teamwork, development, and employee training. This will contribute to the strengthening of the company's identity.

7. Technology in organizational diagnosis

Technology plays a crucial role and is becoming increasingly relevant in organizational Diagnosis. It provides tools and resources that facilitate data collection, analysis, and interpretation. A company's knowledge of technology and the market is critical for better resource use.

One key aspect of technology in organizational diagnostics is its ability to collect and manage data efficiently. New technologies allow the implementation and application of online surveys and questionnaires, which favors the collection of large amounts of data quickly and accurately. These tools facilitate access to a broad sample of employees and streamline the collection process, allowing for more comprehensive analysis and more accurate decision-making and reducing the time spent in the diagnostic process.

In addition to data collection, technology also offers the opportunity to use different data analysis software to identify patterns, trends, and relationships between the results of data sets. This can help better understand the organization's internal dynamics, such as employee interactions, job satisfaction factors, and problem areas.

Another important aspect of technology in organizational Diagnosis is its ability to facilitate communication and information exchange. Technology has been advancing so much that today, many organizations have online and internal collaborative platforms that allow employees to exchange information quickly and effectively. This can enrich the diagnostic process since diverse perspectives can be obtained, and the active participation of members of the organization can be encouraged by exchanging ideas and opinions.

8. Current advances and trends in organizational diagnostics

Current advances and trends in organizational Diagnosis reflect the field's evolution, incorporating new tools and approaches to understanding and addressing organizational challenges.

As mentioned above, one of the most notable advances in organizational Diagnosis is the integration of technology and the analysis of large databases. Another trend in organizational Diagnosis is guidance on employees' well-being and mental health.

Chiavenato (2009) highlights the importance of employees within the company, seeing them as less resources and considering them collaborators or associates so their voices and opinions have more value.

This highlights the importance of evaluating not only the structural and strategic aspects of the organization but also the impact that activities have on the psychological well-being of employees. This involves balancing work responsibilities such as workload, personal life, and professional satisfaction. Integrating these aspects into the organizational Diagnosis allows the development of interventions that promote employee well-being and contribute to better organizational performance.

In addition, greater attention is paid to leadership and change management in the organizational Diagnosis. Authors such as Kotter (1995) have emphasized the importance of understanding leadership dynamics and the organization's adaptive capacity. This involves evaluating leadership effectiveness and leaders' communication and commitment. The Diagnosis in these areas allows us to identify strengths and areas of improvement in leadership and develop strategies to promote a positive and influential culture.

Finally, it is worth highlighting the importance of incorporating more participatory and collaborative approaches into organizational Diagnosis. This involves using consultation techniques, participatory workshops, and group interviews to collect information and encourage the active participation of organization members. This trend towards a more participatory approach in organizational Diagnosis allows for better understanding and support of the proposed solutions.

This shows how the focus is on the human part of the organization. By integrating it with technological advances and new information processing software, we can develop a more complete and comprehensive diagnosis and obtain proposals contributing to company success and growth.

9. Results of an organizational diagnosis

Once the situation has been analyzed, with a clear and precise overview of the threats and weaknesses surrounding the company, a strategic plan of the changes that can be made is generated, outlining one by one the paths to follow to use and convert these threats into opportunities and weaknesses into strengths.

However, although it sounds the most logical, it does not mean that all organizations are that clear; all consumers of products and services at some point have noticed that the product or service perhaps could have been better before, with more excellent flavor or with better attention. If we notice it, the company may also notice it, but knowing it and wanting to do something is very different.

That is why, if the company intends to improve, it cannot remain solely with the Diagnosis made. Based on this, it must accept the results and generate a change plan to improve internally and from all hierarchical levels, but mainly from

the head, and consistently implement appropriate organizational changes.

This plan must include objectives, goals, intervention strategies, training programs, changes, policies, processes, and procedures updates.

The final objective of conducting an organizational diagnosis should be implementing solutions that benefit the organization and its employees.

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