



What is Double Vision Consultancy?

Imagine that an organization’s environment is a fish bowl. From inside that fish bowl, you have only the internal perception of the environment around you. To get a complete perspective of organizational reality, you need to step outside the fish bowl and take another look.

Whether you are an internal or external member of the Organizational Development (OD) community, your role is to provide an opportunity for your client to see outside the fishbowl. Giving them the internal and external perspective of the organizational environment allows them to better analyze their stakeholders and Social Technical Systems (STS). When you show your client an internal and external perspective, you have provided **Double Vision Consultancy**. To remain effective, you must create and control this perspective for your client and their organization.

How do you sustain Double Vision Consultancy?

First, resist **Organizational Hunger**, a dilemma that occurs when clients involves OD consultants in meetings, day-to-day activities, and projects. Soon, you feel as if you are an internal employee with an internal view of the organization. You empathize with your client so much that you end up back inside the fish bowl.

OD consultants must make an effort to create a full picture of the organization for their client, but when you’re too involved, how – and where – do you draw the line? The following chart provides problems and possible solutions:

What to Look For	How to Respond
<p>You are agreeing with your client organization and empathizing with general issues instead of challenging them. General issues could be lack of time, lack of resources, resources, priority, or budget.</p>	<p>Stop yourself, step back, and look for the root cause of the issue. General issues are normally resolved if the root cause is valid.</p> <p>Take a break and attend workshops and networking meetings, even if you have a lot to get done.</p> <p>Create a network outside your organization. Talk about what aspects of your work are challenging you.</p> <p>Ask someone to play devil’s advocate and challenge your challenges.</p>



What to Look For	How to Respond
<p>You are overwhelmed with too many projects. Your projects are getting mediocre attention rather than excellent support.</p>	<p>If you are an internal consultant, practice saying no to additional projects.</p> <p>If you are an internal consultant, partner with an external consultant. If you are an external consultant, ask your client to hire an internal consultant to complete day-to-day activities. This will free you from tasks that may be overwhelming your schedule.</p> <p>If you are an external consultant, strive to have multiple, part-time clients as opposed to one, full time client.</p> <p>Rethink the concept of “Death by Opportunity.”</p>
<p>Your client sponsors are actively leading the change or are sponsors by title only.</p>	<p>Don’t base their role on their busy schedule, but rather on an active sponsorship role. Coach your sponsor to understand the importance of an active versus passive role.</p>

Remember, it’s all about balance. Ask yourself what your client and the organization need most. By partnering with others in the OD community and actively practicing Double Vision Consultancy, you meet your client’s needs, add value, and above all, stay in demand.

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