

Organisational Development



Discipline Courses-I

Semester-I

Paper : Organization Behaviour

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Lesson: Organisational Development

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1. Learning Outcomes:

After you have read this lesson, you should be able to:

- understand the concept and need of organisational development,
- appreciate the notion behind change agent,
- describe the organisational development process,
- identify the various organisational development intervention techniques,
- appreciate interventions at different levels of the organization for organizational success and growth.

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2. Introduction:

Organisation is made up of the people, by the people and for the people. It constantly targets towards the main goal of achieving organisational excellence and development. In other words, it is of immense importance to any organization to keep advancing and progressing gradually towards that main goal. It is a path designed to achieve the target.

It is important to understand why the organisations need to adapt themselves continuously with the changing environment and why they must cope themselves with the shifting scenarios in order to survive and grow. Now a days, organisations have to ponder upon and explore the ways and methods to develop themselves and define the strategies that must be adopted for bringing out the desired change. In order to bring out the planned development, it is necessary to change people and processes. This calls for bringing a change in the technology, working style and/or production tools in the organisation. Organizational development encompasses such aspects as what must be changed, when must the change be brought in, who will design and implement that change, what will be the process for carrying out the change and the like. Hence, the need, rationale, importance and benefits of organizational development are all discussed here, to enable you to appreciate the growing acceptance of the concept and conscious effort of Organisational development in organizations. The lesson also highlights some key interventions that are required to bring about organizational development.

Figure 1: Organisational Development

Organisational Development



3. Concept of Organisation Development

Organisation Development basically belongs to the field of Human Resource Management (HRM), and its basics are rooted in various behavioural science studies, namely, sociology, psychology and anthropology. Organisation Development (OD) argues that each and every part of the organisation is fundamentally linked to a basic super system that influences and is influenced by the domestic and global environment as a whole.

Organisational Development is imperative at each and every level in the organisation. The underlying principle of Organisational Development is to support the organisation wide change in such a manner that they are able to alter each individual's formal and informal attire in totality along with the whole organisation. It is fundamentally a practice in which an organization channelizes all its resources towards idyllic state and excellence.

Organizational development attempts to channelize positive alteration in the aptitude, core values and basic philosophy of the organization. Organizational development is a tool to amplify the organisation's hidden potential and its effectiveness. It advocates involvement of all the major stakeholders in the course of organisational change and development. It is all about being both effective (the degree to which objectives are achieved) and efficient (a measure of how cost-effectively resources are converted to final results).

Few definitions on the term will help to understand the concept better. However, we need to remember that many thinkers and practitioners have defined organisational development in their own way.

One of the oldest definitions of organization development (OD) was quoted like this:

"Organization Development is an organization-wide effort, managed from the top, to increase organization effectiveness and health, through planned interventions in the organizations processes, using behavioural-science knowledge."

- Richard Beckhard

The new thinkers have defined it as follows:

"Organization development is a planned process of change in an organization's culture through the utilization of behavioural science, technology, research and theory."

- Burke

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"Organization development is a system-wide application of behavioural science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness."

-Cummings and Worley

"Organizational Development is a long range effort to improve an organisation's problem solving and renewal processes, particularly through a more efficient and collaborative management of organisation culture- with specific emphasis on the culture of formal work teams- with the assistance of change agent, or catalyst and the use of theory and technology of applied behaviour science, including action research." - French and Bell

The above definitions on Organizational Development may be summarized to say that it is an attempt to increase the organization's efficiency and/or effectiveness in one or the other manner. It is a systematically planned exercise that is deliberately initiated by the top level of management. It attempts to bring a welcome change throughout the organization, and not just in one division or department. The key idea is to bring about a change in the beliefs and attitudes of the people in the organization, rather than bringing a change in the process alone. Organizational development is an ongoing process that enables an organization to adapt itself to the continuous demands made upon it by the business environment.

Figure 2: Means to Organizational Success



Value Addition 1: Video

Organizational Development

Click on the video to view four different areas of business management that affect and are affected by organizational development. Through the video try to understand how the internal and external environment is related to the concept of organizational development.

Source: <http://www.youtube.com/watch?v=0TJpGIbei0s>

Characteristics of Organisational Development

It boils down to the fact that organisational development is a practice that needs to be adopted in bringing out desired and planned changes to the present and probable future problems smoothly. It is suggestive of collaborating with organization wide groups and their representatives (group leaders); encouraging interactions among organisational

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resources, people and processes (working format and style) and organisation as a whole; aligning all the functional structures in a way that creates synergy for common and mutual agenda; addressing the continually varying environmental, social, technological and other challenges. It emphasises to put all the processes and people at the right place and at the right time so as to avoid any scope for damages or wastages, This of course can be achieved by the support of the top level management, its involvement and commitment towards the organisation; the interactions between top management, change agent and people in the organisation and the planned interventions and modifications in organization's basic processes and structures to advocate timely changes in required area. This procedure enhances the capability to find out the flaws in the production procedure, technological problems, sequencing of activities or any other issues. Furthermore, OD provides help and support for individuals who need an opportunity to be coached in pursuing their job efficiently and effectively. It calls for regular reviews of the basic vision of the business, the core norms and values of the organization to redesign the work culture, if required. It promotes hard work, efficiency and better performances in the organization. It pinpoints the potential areas and strengths which can be nourished further. It also identifies the prospective gaps in which add-ons are required. Finally, OD can be referred as a goal oriented process that promotes to improve both individual and organisational well-being and effectiveness and provides a clear and distinct direction to the whole organisation.

Key Character in Organizational Development: Change Agent

However, this process OD would not be effective unless we understand the crucial role of a change agent. It is important to know that the change agent is the key character in the entire process. The group or the individual that acts as a catalyst to facilitate the changes is known as change agent. A change agent can be an internal staff of the organization or outside consultants or combination of both. They generally have past experience and expertise in managing OD programs competently.

Now a days, organizations are moving towards hiring outside OD consultants on their panels, as new generation consultants provide diverse and distinctive viewpoint and perspective to the same problem. They have an open, impartial view of the organisation's capability and problems. At the same time, some internal staff, who had served organizations for long, are preferably placed in organizational development team. Such people are well versed with organisation's internal strength, core competencies, available resources and practicality. They put forth a very clear picture based on deep understanding of their past records, present situation and future state. So, generally companies employ an internal-external team approach, which seeks to combine the benefits of both internal-external change agent.

In short, the change agent acts as a counsellor, consultant and facilitator. As a counsellor, he convinces all individuals involved about the desirability of bringing forth a change. Change agents familiarize people about what they can expect from the changes that will be put into place. They also motivate people to take the necessary steps to achieve the desired change. During implementation process, the change agent acts as a consultant who guides and finds out ways to assist individuals from overcoming different barriers towards accepting change that is expected to lead to excellence. The change agent also acts as a facilitator in the creative process of organisational change and development by designing and devising plausible change processes. He acts as a stepladder to achieve the desired goals and outcomes.

The figure below depicts that a change agent brings about a change through counselling, facilitating, coaching, guiding, explaining, convincing, motivating, overcoming resistance, in order to enable them in achieving organizational goals.

Figure 3: Primary task of Change Agent

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3.4 Objectives of Organisational Development

The goal of organisational development is to initiate and steer systematic changes in different processes of the organisation. It helps them to adapt and meet the expectations of a dynamic and rapidly shifting marketplace and client group.

Objectives of organizational development basically differ from situation to situation and organisation to organisation. The organizational development program is designed keeping in mind organisations' strength, weaknesses, core competencies and market standing. But generally, all organizational development programs try to achieve one or more of the following objectives:

- Strengthen the inter-personnel trust, emotional support, and communication among employees.
- Encourage participative decision making, thus empowering the employees and making them feel responsible and motivated.
- Create a work ambience where individual and group initiatives are appreciated.
- Integrate individual's interest with the organisational interest, thus helping individuals to align their interest with the vision of the organization.
- Create better working environment so as to improve employee's level of satisfaction and commitment.
- Manage conflict effectively and increase cooperation among the employees.
- Improve employee's problem solving ability and stress management ability.
- Improve overall organisational culture and integrity.
- Facilitate learning and development opportunities for everyone.
- Improve work processes to improve quality and increase speed and accuracy.
- Ensure better health and well-being of organization and their employees.
- Improve organizational performance in terms of profitability, market share, innovativeness etc.

These objectives are summarized in the figure below:

Figure 4: Objectives of Organisational Development

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Value Addition 2: Pause and Think

Concept of Organisational Development

A particular team in the organisation takes initiative towards introduction of e-filing and e-recording of each and every transaction in the organization and informs others about meetings and conferences via email and messages. Moreover, they also propose top management to have a common meeting of all the departments once in a month and a common trip for one or two days during weekends.

Do you think that the initiative taken by the team is an organisational development activity? Justify giving reasons in what ways development has been brought about. Discuss your opinion with your peers. (You may use the objectives of OD given above as a checklist to help you form an opinion).

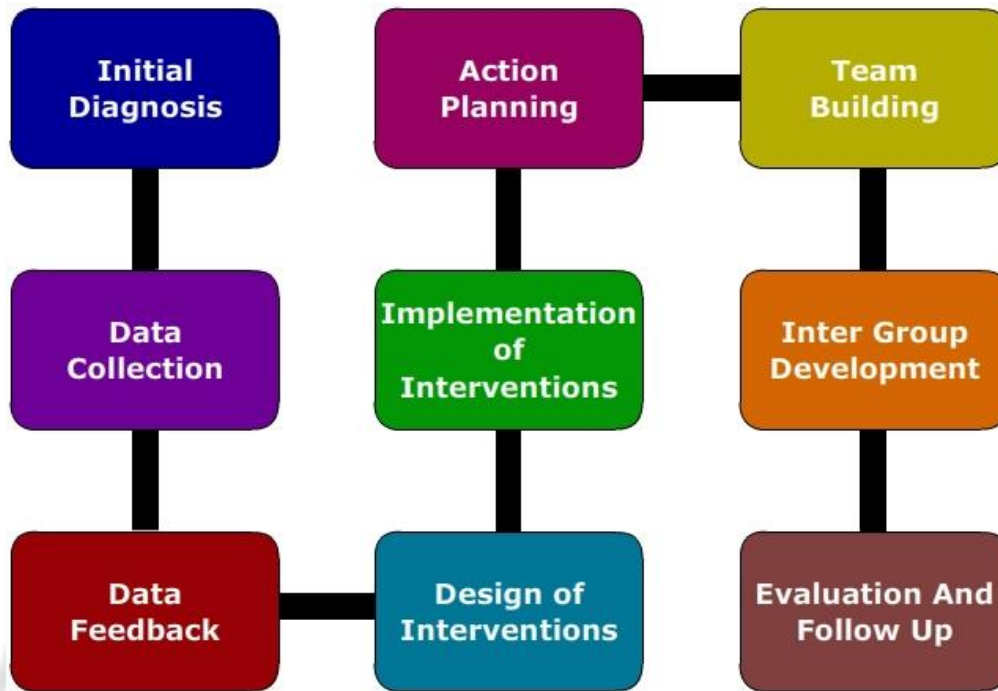
4. Organisational Development Process

The organisational development process is the process of applying theory into practice through interventions needed to redefine the organisation culture.

Various theorists and practitioners differ about the steps and their sequence in organizational development process. In the OD process, activities are not exclusive to each other; rather they go hand in hand and may overlap. The OD process is shown in the diagram below:

Figure 5: Organizational Development Process

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- 1. Initial Diagnosis:** A team of professionally competent persons from within and outside the organization is constituted to plan and execute organizational development activities. The organizational development team is formed to facilitate the process of diagnosing the problems. No improvement can be envisioned if there is no dissatisfaction or trouble with the existing functioning. The first and the foremost step for the team is to recognize the major concerns and issues within the organization that require correction or identify the major variables that require alterations and improvements.
- 2. Data Collection:** Different methods are used to collect the data and information relating to organizational working environment and to identify the behavioral patterns of individuals and different groups. The consultants adopt various methods depending upon the nature of the organization and people involved. It primarily includes group interviews, questionnaires, direct observation, administering of tests, and many more.
- 3. Data Feedback and Confrontation:** After the collection of relevant information and data, organizational development team and various work groups analyze and review them and screen out the relevant portion of the data collected. It is then classified in the order of priority for mediating or confrontation in the areas of disagreement of thoughts or opinions.
- 4. Selection and Design of Interventions:** After deciding upon the problematic variables, OD team works to bring about the desired changes through conscious interventions in the existing methods, procedures, communication or management style of the organization. The interventions can be described as the deliberate behavioral inputs or actions that are introduced within the system to accomplish desired improvements in that particular field or sector. The appropriate and compatible interventions are explored, selected and designed at this stage.
- 5. Implementation of Intervention:** The next step is to put into action the planned interventions in the processes or system at large. Interventions can be in the form of process consultation, counseling and training, data feedback, group discussions, written exercises, sensitivity training, on-the-job activities, redesigning and reengineering of basic control system(s) etc. The implementation of interventions is a regular process in growing organizations. The organizations that are willing to rise and sustain their position once they

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reach a height plan interventions progressively at the right time and right place on a continuous basis.

6. **Action Planning and Problem Solving:** OD team assists the individuals and the groups during change implementation by providing them with specific suggestion poll or ways of making recommendations. They also help them while designing action plans (specified solution to each problem) to solve their identified problems.
7. **Team Building:** The team promotes the feeling of oneness and brotherhood among individuals and other team members so that they redesign themselves as strong working groups. By this attempt, they intend to inculcate the practice of learning from each other's doings and self-improvement through team development.
8. **Inter-Group Development:** The team supports the inter group meetings and inter department interactions. They also attempt to hold some joint meetings with the departmental heads, line managers, subordinates, peers etc. for their clarifications of doubts or worries which helps them in their continual improvement and flawless performance.
9. **Evaluation and follow up:** Organizational development is a long process and evaluation and follow up go hand in hand with every stage of the process. The use of critique session, systematic appraisal of change efforts and pre-post comparison of behavioral pattern of employees are of great significance to the organization in follow up process. On a continual basis, the organization with OD team appraises the initiatives taken and finds out their utility to modify plans if required.

As organizational development process as described above is an attempt by the organization to survive, grow and develop using different techniques, ways and methods.

Value Addition 3: Image

Organisational Development Strategy

Click on the link below to view a diagram that depicts that the process of organizational development leads to a change in the behaviour, organizational structure, and technology. Therefore, the organizational development strategy is essentially a behavioural, structural or technical strategy to bring about an organizational change. The results are new behaviours based on newly learnt attitudes and values that are better aligned with the organizational needs, better aligned structures and designs that create better and cordial relationships, and new processes as a result of better aligned technologies. The ultimate objective each of the strategies is to bring about improved quality and performance in the organization.

Source: <http://management-class.co.uk/images/interg.gif>

5. Organisation Development Interventions

Organization development interventions refer to various actions, activities and events proposed and performed for improving organizational performance through enabling members in behavioural aspects, strengthening their work groups, and improving organisational culture. In other words, OD interventions also referred to techniques and strategies, are designed to accomplish specific objectives. Interventions are carefully planned and designed to bridge the gaps in the organization. OD interventions differ from standardized programs and their plans and actions are tailored to a specific organization or department to reap out full advantage of changes.

Organizations functions at various levels: individual, group and organization as a whole. For example, a number of interventions affect mainly individuals and group, whereas others impact primarily the total organization. There is considerable overlapping in OD interventions because a particular intervention may be used for more than one target.

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So, OD interventions should be designed in a manner that the integrated effect of all the interventions must be an absolute overall organizational impact.

Organizational Development Intervention techniques principally focus on 4 main categories/Levels:

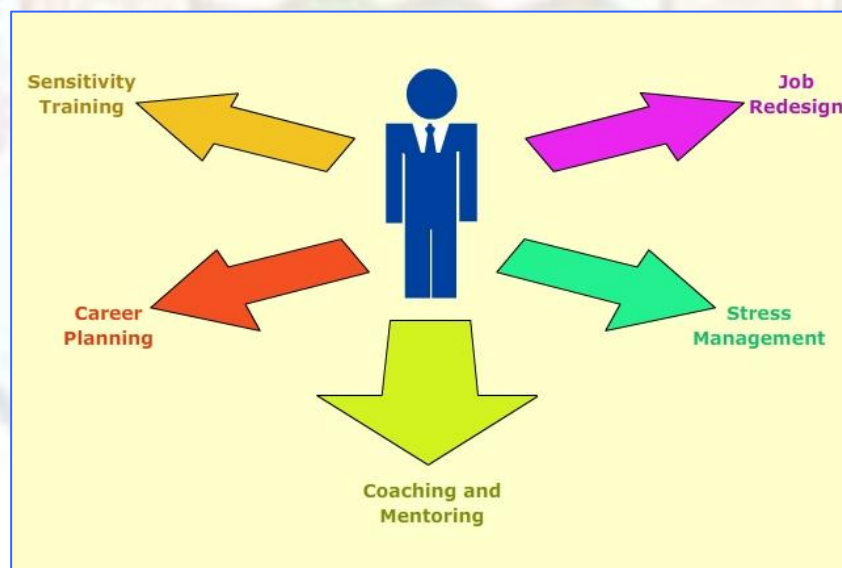
1. Individual or Interpersonal Level.
2. Team or group level.
3. Intergroup level.
4. Total organizational system level.

Value Addition 4: Image
OD Intervention Process
Click on the link below to view a diagram that depicts the OD Intervention Cycle, which begins with the desire to change, analysis of the need to change, exploring the ways to change, designing interventions to bring the desired changes, implementing interventions, and finally evaluating the results and matching them with expectations.
Source: http://workforcesd.com/images/ord_dev_change.gif

5.1 Individual or Interpersonal Level Interventions

Individual level interventions are also known as inter personal interventions as they occur directly between the change agent and the individuals on a one-on-one basis, and may take any of the forms represented in the figure below.

Figure 6: Individual Level Interventions



Coaching and Mentoring: It is basically face to face and one-on-one interaction between the OD consultants and their clients. Managers and consultants clarify goals at each and every level in the organization, deal with prospective gaps and blocks, and help them in improving their performance. This technique helps individuals and groups in performing their job better and effectively, by promoting a feeling of self learning and growth.

Stress Management: These mainly include Employee Assistance Programs (EAPs). EAPs are counselling programs that assist employees identify their stress level and causes for that. Stress, a normal phenomenon, could take the form of work stress, or arise because of financial problems or family problems, or any other type of concern

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which continuously bothers an employee for long. It might lead to nervous disorder or have a negative impact on the job performance. Stress management programs assist workers and enable them to manage the pressure and anxiety at workplace. These programmes help workers in identifying the type of stress, level of stress and the techniques by which they can handle their stress effectively. For example, taking responsibility, avoiding pitfalls, better communication skills decrease role conflict and ambiguity at work, and taking small breaks between continuous work schedules can be worked upon to reduce stress and anxiety.

Value Addition 5: Video

Employee Assistance Programs

Click on the link below to view a video that shows the concept of 'Employee Assistance Program' which is intended to offer various benefits to people to make their life and work easier.

Source: https://www.youtube.com/watch?v=ury5aNsi5Gk

Career Planning: Organizations should keep track about the performance and progress of all the professionals working in their organization. Counselling sessions should be organised to help them to identify their potential areas and deficiencies in their skills. Organizations must inform them with the knowledge of the existing or future opportunities and growth avenues that they may pursue. Organizations should also let their people be familiar with the type of system in which they are working and the ways of realizing the growth possibilities.

Sensitivity Training: One of the popular techniques in Organisational Development is sensitivity training or T-group. It is a method of changing an individual's behaviour through unstructured group interaction. Sensitivity training focuses on small group of 10 to 12 people, assisted by a professional trainer who acts as a catalyst or facilitator for the group. All participants are not well known to each other, they may be from different departments or from different organizations. There is no specified agenda for the discussion. Trainer has the role of merely creating an opportunity for all the group members to express their ideas and feelings freely. Since the trainer has no leadership role to play, the group must work out its own methods of proceeding. A leaderless and agenda-free group session goes on and they can discuss anything they like. As all the members of the group engage in a channel, they learn more about themselves and their originality as they interact with others. The primary focus is on reducing interpersonal resistance. Sensitivity training is sought to help individuals towards better understanding of themselves and their behavioural aspects.

Value Addition 6: Video

Sensitivity Training

Click on the link below to view a presentation that shows how sensitivity training can be used in organizations to sensitize the employees on concepts like diversity in organizations, and also its benefits and challenges.

Source: https://www.youtube.com/watch?v=IVOsZpTfeYE

Job Redesign: It means restructuring the elements of job including tasks, duties and responsibilities, in order to make the job more encouraging and stirring for the employees. The process includes job enrichment i.e. revising, analyzing, altering, reforming and reshuffling the job-related contents and dimensions. This increases the variety of assignments and challenges in the assignment to motivate employees and make them feel as an indispensable part of the organization. The main objective of redesigning a particular job is to place the right person at the right job and get maximum productivity out of them, while increasing their level of satisfaction and pride.

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Value Addition 7:Video

Job Redesign

Click on the link below to watch a snippet on how to redesign a job. Do you agree with what is told? Discuss with your peers about the important aspect to excel in a job as described by the resource person in the video.

Source: <https://www.youtube.com/watch?v=z27aPed2sOU>

5.2 Team or Group Level Interventions

The interventions described above for individual or interpersonal level can be applied at group level or even at the organisational level for that matter. However, there are some specific interventions for team or group level that are more appropriate as they focus on the team or group synergy. Some of them are shown in the figure below:

Figure 7: Team or Group Level Interventions



Team Building: Team Building as an OD intervention is based on the concept of synergy creation for streamlining organisational resources and for improving organisational performance. The main objective of this is to get members of different work group to diagnose work processes, recognise deficient areas and screen out productive work flow. It, however, includes assessment of various work group's task, their member's roles, and contribution to the main objective. Here, outside consultants or organisational development teams act as a resource or key person offering expertise related to the group's task and issues. This process targets towards minimising the differences among individuals and their perception towards each other and to exchange feelings they possess for each other. This intervention procedure focuses on work groups to be more effective and efficient and contribute their fullest towards organizational improvement. Team Building develops effective communication, encourage member's interaction and also mutual interdependence.

Process Consultation: The basic content of this intervention focuses on human relations and social dynamics occurring in various work groups. Process consultation philosophy argues that each individual and work group possess their own style of working and accordingly have command over their processes also. So, if any problem arise, they should step forward towards analysing the problem, diagnose it properly and try to find out a solution. Here, consultants and mangers should act as mentors or

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facilitators only, aiding them in this overall process. Process consultation is a self development approach focusing on empowering individuals and groups.

Schein defines process consultation as, "The creation of a relationship that permits the client to perceive, understand, and act on the process events that occur in (her/his) internal and external environment in order to improve the situation as defined by the client."

The process consultant does not offer any type of expert assistance, rather it facilitates the process and guide workgroups to develop relationships, understand their internal processes and linkages, helps them diagnose the way they are carrying out their every day jobs, and develop techniques to overcome small issues.

Process consultation primarily deals with five important interpersonal and group processes: 1. Effective Communications, 2. Clear cut functional roles, 3. Problem solving and decision making skills, 4. Group norms and Group Dynamics, 5. Effective leadership and proper match of authority-responsibility.

Value Addition 8: Video
Process Consultation
Click on the link below to watch a video on who is a process consultant as against a content consultant, and her/his relevance to the organizational development.
Source: https://www.youtube.com/watch?v=2V6ZVIEba3w

Survey Feedback: Survey feedback is a practice of developing and designing questionnaires relating to various organizational issues and concerns and get them filled by concerned members of the organization. The basic purpose is to pinpoint the areas that should be addressed immediately. The basic objective of survey feedback method is to assist the organization in diagnosing its problems and developing action plan for problem-solving. It also assists the group members to improve their interpersonal relationships through discussion of common problems.

The typical process of Survey Feedback includes:

1. **Data Collection:** The first step in survey feedback is data collection usually by a consultant or OD team based on a structured questionnaire. The questionnaire may include different aspects of organizational functioning which may include questions on leadership, managerial support, peer support and interaction facilitation, organizational work environment, motivational techniques, level of decision-making, control within the company, co-ordination between departments, satisfaction level with the job or pay, etc. The questionnaire is administered personally either by the members of consulting firm or by organization's personnel. After this, data is classified, tabulated, and analysis is done to arrive at some significant conclusions.
2. **Feedback of Information:** After the data is analyzed, feedback is provided through group discussion or problem-solving sessions conducted by the consultant. Alternatively, feedback may be given in the form of a written summary of findings. Whatever method of giving feedback is adopted, it should be constructive and evocative. Survey feedback is aimed at identifying weaknesses and gaps between individuals and organisation that may be overcome through follow-up actions, instead of using the fault-finding technique of criticism.
3. **Follow-up Action:** Follow-up action pin points the deficient areas and recommend the participants to develop their own action plans to overcome

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their problems as revealed through feedback or advocate developing some specific OD intervention particularly process consultation and team-building, as required.

A survey feedback is not a technique in itself for change; it provides base for an action for change. Effectiveness of survey feedback depends on two factors. The quality of questionnaire used and method adopted for its administration should be reliable and valid. Also, unless a follow-up action, based on the information collected, is taken even the most valid and reliable information is of no use.

5.3 Intergroup Level Interventions

Figure 8: Inter-Group Level Interventions



This technique points towards the ability to diagnose and understand inter-group relations because (1) one group often works with other groups to achieve their goals on a daily basis; (2) different groups within the organization often have diverse issues and preferences which create problems; and (3) the quality of the interrelationships between different groups can affect the degree of organizational effectiveness.

Two OD interventions i.e. **microcosm groups** and **inter-group conflict resolution** can be used to resolve the varied issues among them. A microcosm group intervention involves a small group that includes members or representatives from several groups to solve organization wide problems. Inter-group issues are explored in this context and then they develop means to solve at the organizational level. The intergroup conflict model typically involves a specialist or consultant helping two groups comprehend causes of their conflict or dysfunctional relationships and then works out appropriate solution to the specific problems. Together, these two approaches help improve inter-group processes and lead to organizational efficacy.

Third-party intervention: This technique advocates the entry of third party as the mediator or facilitator among disputants to resolve disagreements. Mediators take initiative for bringing conflicting parties on a level playing field and clarify each other's views. Mediators not only assist discussions, but they also design the structure or format of progression of conversation between the parties. The mediator tries to get the

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disputants to focus on underlying issues (the things they really need or want). By clarifying the clashing views and opinions, mediators usually convince the parties to develop a common understanding of the situation, which often yields a solution which integrates the interests of all parties – a total win-win solution. In this process, mediators do not have the power to impose a solution. At most, they can only suggest or recommend a solution, which the disputant's parties may or may not accept.

In real sense, they try to streamline the whole idea or agenda of meeting in their own way so that the meeting can move towards some conclusion and parties may develop a sense of mutual understanding among themselves. They facilitate them with their experiences, expert advice and professional aptitude and make use of conflict resolutions techniques such as problem solving, bargaining and conciliation.

Figure 9: Third Party Interventions



Value Addition 9: Pause and Think

Inter Group Level Interventions

"Mediators do not have the power to impose a solution on the disputant parties; they can only suggest solution and recommend way out". If yes, Why?

Hint: Yes, the statement is true.

5.4 Total Organisational Level Interventions

At the broad organizational level, interventions like grid training, confrontation meetings with parties at dispute, re-engineering the technology or the structure of the organization, or changing the strategy design of the organization can help develop the organization in terms of its interactions, processes and functioning, thus giving it an edge over competition.

Organization Development through Grid Training: Grid Organizational Development, a revolutionized model most widely uses approaches to system-wide planned development. This technique is a methodical approach aimed at achieving corporate excellence. It is a comprehensive and systematic development programme which targets at individual, groups and organisation as a whole. Grid Organizational Development starts with individuals and their behavioural patterns, particularly the managerial and leadership styles of executives. Then this program moves through a series of phases involving the work team, the relationships between groups or

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subgroups, and finally the overall organization, its work environment and the overall culture.

According to the Grid training, an individual's style can be judged according to their concern for production (planning) and concern for people (communication). Concern for production includes variety of issues such as offering creative ideas and way-out, making quality policy decisions, high-quality services and accomplishing productive tasks. A concern for people encompasses a variety of areas including concern for good working conditions, a degree of commitment towards job, job security, job satisfaction and good relationships with peers.

By showing a high concern for both people and production, managers allow employees to think creatively and influence the organization, thus promoting active support for organizational plans. Employee participation means that better communication is critical and all necessary information should be shared by all concerned parties. Moreover, better communication means self direction and self control, rather than blind obedience. So, this managerial style is most effective in overcoming the communication and production barrier to corporate excellence.

Organization confrontation meeting: This technique is usually applied when organizations are experiencing trauma and/or when management needs to reorganize their resources for immediate problem solving. This change method mobilizes organization members to identify the root problems, set action targets, and begin working on problems. Groups representing all departments of the organization are appointed and the groups try to identify organizational problems truthfully and honestly. Each group reports the problems identified by them. The problems are consolidated and prioritized according to their significance. A tactical action plan for solving each problem is developed and an appropriate schedule for completing the process is determined. Schedules for periodic follow-up meetings are also established.

Reengineering or Techno-structural intervention: Techno-structural interventions are rooted in the disciplines of engineering, sociology, psychology and in the applied fields of socio-technical systems. Increasing global competition and rapid technological and environmental changes are forcing organizations to restructure themselves from rigid bureaucracies to more flexible ones. These new forms of structures are highly adaptive and cost efficient. It basically relates to the organisation's basic processes, that is, radical redesigning and rethinking of organization's basic core work processes to create flawless linkage and coordination among the various tasks in the organisation. Reengineering is often accomplished with the use of new information technology that permits employees to control and coordinate work processes more effectively. This type of workflow integration results in faster, more responsive task performance. New technological changes and work culture brings innovativeness, reduce production defects and leave edge for the company to gain competitive advantage by changing their core tools.

Structural Re-design: This intervention points towards the need for restructuring the organization's work and different tasks to achieve the objective. Organization structure describes how the overall work of the organization or main unit is divided into subunits and how these subunits are linked in the manner that they complete their tasks effectively and efficiently. Organization structures should be designed in a manner so that they can properly align themselves with the organization size, organization core values, technology requirements, external environment and worldwide operations. Organization effectiveness depends on the extent to which its structures are responsive to these contingencies.

Interventions aimed at structural redesigning advocate the employees to move from traditional method of dividing workload and jobs (line organisation, line and staff,

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functional, matrix form of grouping) to more integrated-flexible and dynamic forms (customer-centric, network or virtual structures). The more receptive and more dynamic an organisation is, greater is the chance of its survival in the competitive world.

Strategic Interventions: These interventions aim at bringing about an ideal fit among business strategy, structure, culture, and the worldwide environment. It argues that business strategies and organisational market moves should be in receptiveness of external and internal disruptions. A strategic change plan must assist managers to deal with the transition between a current strategy-design and the desired future strategic orientation. This intervention addresses the organization’s overall architecture, or the extent to which structure, work design, human resource practices, and management and information systems are in alignment and support each other. It is a systemic view of the organization that attempts to direct member behaviour in a consistent and strategic direction. It also focuses on the concept of Organization Learning (OL), which seeks to enhance an organization’s capability to acquire and adapt new knowledge; and Knowledge management (KM), which focuses on how that knowledge can be structured into improved organization performance. These interventions provide a platform for organizations to move ahead of concentrating only on present scenario, rather they empower them with futuristic vision. This intervention helps organizations to develop distinctive culture (behaviours, values, beliefs, and norms) suitable with their strategies and environments. It focuses on developing a strong organization culture to keep organization members pulling in the identical direction.

OD Intervention techniques at various levels such as counseling, job redesign, sensitivity training, career planning, survey feedback, team building, process consultation, third party interventions, grid training, organization confrontation meeting, reengineering, structural changes are summarized in the figure below.

Figure 10: Organizational Development Intervention Techniques



Value Addition 10: Case study
OD Intervention to Orient a New Leader

Organisational Development

An organization made an external hire for the post of a Director for a 120 person department. The Director, in a short span of time after his joining, made changes in the manner the work was performed resulting in serious employee dissatisfaction. Besides employees, even customers complained of the changes in the processes. An OD intervention program to coach the new director was initiated. An external expert team was appointed for the same. After some initial diagnosis sessions, they interviewed each employee working in his direct contact. The team designed a workshop to address issues and suggestions for improving communication with the group of employees. The Myers Briggs Type Indicators Instrument was taken by the group and the results were shared in the workshop. There were many "ah ha" moments where the Director and departmental managers gained insight about each other's preferences in making decisions, sharing information in staff meetings, etc. The Director modified his approach and the other members of the organization began to trust his flexible approach and have confidence in his willingness to listen.

Answer the following questions on the basis of above case:

1. "Organisations should go for internal candidate for key positions instead for external hire." Comment.
2. How would you describe the above intervention? Discuss with your peers.
3. Highlight some other OD interventions suitable for the above case.

Source : <http://www.plummerhr.com/documents/Cases.pdf>

Summary:

- Organization Development is an ongoing organisation-wide planned process, and not a one-time activity.
- It is designed for each and every level of the organization and is aimed at accomplishing the ultimate objective of development.
- Organization Development involves optimum interaction among organisational resources, people and processes to bring out desired changes and at right time.
- Change agent acts as a catalyst in introducing change in the organisation. A change agent can be an internal staff member of the organization or an outside consultant(s) or a team comprising of both.
- Organization Development aims at modifying the behavioural aspects of individuals and groups in addition to transformation in overall organizational structure and culture.
- Organization Development is a sequential process passes through different stages.
- Organizational Development interventions refer to actions, activities and events intended to improve organisational performance and effectiveness. Interventions should be carefully planned, designed and diagnosed to reap maximum benefit for the organisation.
- Organizational Development Intervention techniques are generally categorized under four heads: individual level, group level, intergroup level, organizational level.
- OD Interventions include various techniques such as counseling, job redesign, sensitivity training, career planning, survey feedback, team building, process consultation, third party interventions, grid training, Organization confrontation meeting, reengineering, structural changes and many more.

Exercises:

A. Objective Type Questions:

1. The actions, activities and events planned and introduced in the organisational system to bring out desired outcomes in terms of increased performance, better organisational culture are known as_____.

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2. A technique of Organisational development intervention _____ which consist of small group of ten to twelve members having no specific agenda and ponder upon different organisational issues, generally assisted by professional trainer.
3. Organisational development intervention focuses on radical redesigning and restructuring of business core activities to gain quantum leap in the cost, quality and quantity:
 - (a.) Structural Redesign
 - (b.) Process Consultation
 - (c.) Reengineering
 - (d.) Inter group Intervention
4. Job Redesign includes the concept of
 - (a.) Job enlargement
 - (b.) Job enrichment
 - (c.) Job transfer
5. Organisational Development is onetime activity to achieve a particular goal and designed by the top management only.
 - (a.) True
 - (b.) False
6. Process Consultation is a technique only to assist individuals and groups to learn how to help themselves.
 - (a.) True
 - (b.) False

B. Short Questions:

1. What do you mean by organisational development? Why organizations opt for this?
2. Discuss the nature of organisational development and the steps involved in the organisational development process.
3. Discuss the role of Change agent in the organisational development process.
4. Discuss about organisational development key concept.
5. Organisational Development is a process of mobilising all resources of the organisation and redesigns them in a manner that capitalise them towards the ultimate goal of organisation." Comment.
6. Write short note on:
 - (a) Sensitivity Training
 - (b) Survey feedback
 - (c) Job Redesign
 - (d) Process consultation
 - (e) Grid Training
 - (f) Organization confrontation meeting

C. Long Questions:

1. Discuss the major organisational development technique in brief. In your opinion, which organisational development technique is most effective and why?
2. If you were in charge of designing and developing the ideal management development programmes for your organization, what key topics would you like to include and why?
3. Critically examine the different organisational development interventions techniques. Is sensitivity training and survey feedback technique always guaranteed in improving behavioural and psychological make-up of an individual or group? Comment.

D. Answers to all objective type questions:

1. Organisational development interventions
2. Sensitivity Training
3. Reengineering
4. Job Enrichment
5. False

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6. True

Glossary:

- **Stakeholders:** A person, group, organization, member or system who affects or can be affected by an organization's actions and policies.
- **Job enrichment:** It is the technique of improving work processes and environment so they are more satisfying for employees. It means adding more challenge and responsibility to the existing job so that intrinsic satisfaction in terms of pride, challenge and self achievement can be derived out of that.
- **Bargaining:** It means a platform of give and take process between two or more parties (each with their own aims, needs, and viewpoints) looking to find out a common ground and tries to reach a point of mutual concern or to resolve a conflict.
- **Conciliation:** It is an alternate dispute resolution process where a third new person i.e. conciliator enters into a picture and separately meets with the disputants or conflicting parties in an effort to resolve their differences. Conciliator make use of different tools such as improving communications, interpreting issues, providing technical assistance, exploring potential solutions and then bringing about a negotiated settlement.
- **Mediator:** One who mediates, especially one that reconciles differences between disputants.
- **Organization learning (OL):** This is the term given to a company that facilitates the learning of its members and continuously transforms itself to remain competitive in the business environment.
- **Knowledge management (KM):** It comprises a series of strategies and practices used to recognize, construct, symbolize, disseminate, and facilitate adoption of insights into knowledge and learning and experiences in individuals or embedded in organisations.
- **Reengineering:** This technique signifies the fundamental redesigning and restructuring the basic business processes and activities so as to achieve quantum leap or increase in quality or services, process efficiency and speed.
- **Myers Briggs Type Indicators:** This is one of the widely-used personality test, employed in vocational, educational settings to evaluate personality and a questionnaire designed to measure psychological preferences in how people perceive the surrounding world and make decisions.

References:

1. Work Cited:

- Robbins, Stephen P. , Organizational Behaviour, Pearson Education
- Singh, B.P. and T.N. Chhabra, Organization Theory and Behaviour, Dhanpat Rai & Co
- <http://www.changedesigns.net/public/case-studies/OD-case-study-morale.html>
- <http://www.plummerhr.com/documents/Cases.pdf>

2. Suggested Readings:

- Newstrom, John W., Organizational Behaviour, Tata Mc Graw Hill
- Luthans, Fred , Organizational Behaviour, Tata Mc Graw Hill
- Pareek, Udai, Behavioural Process in Organization, Oxford 4 IBH
- Tosi, Rizzo, & Carroll, Managing Organisational Behaviour, Blackwell Publishers

3. Web Links:

- Visit the URL http://www.personalitypathways.com/type_inventory.html to explore more on personality checks and test methods.

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- Visit the URL <http://www.changedesigns.net/public/case-studies/OD-case-study-morale.html> to know more about change factors, change agent's role and Interventions techniques.
- Visit the URL http://www.stefduplessis.com/org_development.html to discover new and latest Organisational Development Interventions techniques.
- Visit the URL <http://www.plummerhr.com/documents/Cases.pdf> for practicing more cases on Organisational Development Interventions.
- Visit the link <http://www.youtube.com/watch?v=5KNaY-nXnTY> to watch a video lecture on Organization Development.
- Visit the link <http://www.slideshare.net/mangiribindu/od-interventions-12920921> for viewing a presentation on OD Interventions.
- Visit the links <http://www.youtube.com/watch?v=Q3EhHgehJ7c> and <http://www.youtube.com/watch?v=Z1rMABchyLk> to watch a lecture on OD analysis and Diagnosis.
- Visit the link <https://www.youtube.com/watch?v=lvCxuQu9LEY> to see a video on Employee Assistance Program.
- Visit the link <https://www.youtube.com/watch?v=h6VOae26648> to watch a speech on workplace intervention to increase productivity.

