Session 2 – History of Organizational Development

Four major stems of organizational development

(1) T-group

(2) Survey Feedback Technology

(3) Action research

(4) Productivity & Quality of work life

1. T-Group (Laboratory Training) – participants learn from their own actions and the group's evolving dynamics

2. Developing reliable questionnaires, collecting data from personnel, analyzing it for trends, and feeding the results back to everyone for action planning

3. Diagnosing, taking action, re-diagnosing and taking new action

4. Integrate social requirements of employees with technical requirements needed to do work in provided environment.
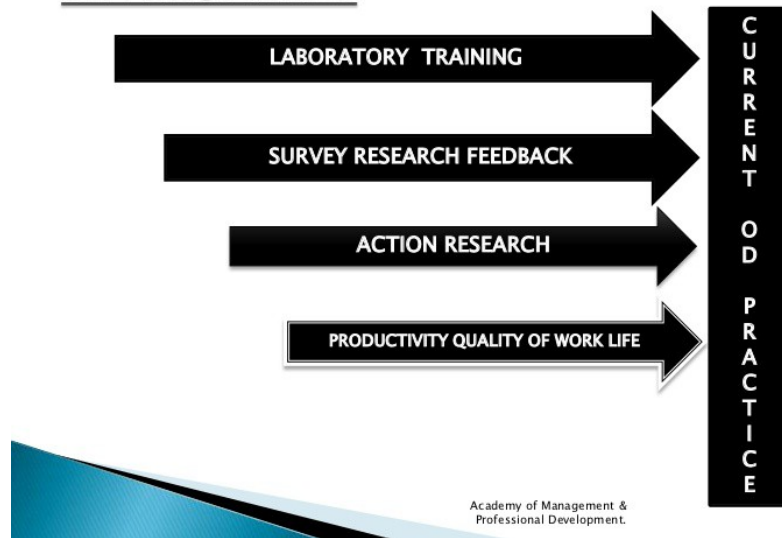
Revolutionary Values & Beliefs of OD

- Organic systems (mutual confidence & trust) rather than mechanical systems (authority-obedience) …. Warren Bennis

- Basic units of change are groups, not individuals …. Richard Beckhard

- Away from resisting and fearing individual differences towards accepting and utilizing them …. Robert Tannenbaum

Radical departure from Decentralized decision making accepted values and beliefs of 1960's

- Trust and respect for individual

- Open communication Collaboration and cooperation

- Appropriate use of powers

- Authentic interpersonal relationships

HISTORY OF ORGANISATION DEVELOPMENT

LABORATORY TRAINING →
SURVEY RESEARCH FEEDBACK →
ACTION RESEARCH →
PRODUCTIVITY QUALITY OF WORK LIFE →
CURRENT OD PRACTICE

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LABORATORY TRAINING BACKGROUND

- Laboratory training began in 1946, when Kurt Levin was asked for help in research on training community leaders

- A workshop was developed and the community leaders were brought together

- At the end of each session the researchers discussed the behaviors they had observed

- Thus the first T-group was formed in which people reacted to data about their own behavior

The researchers drew two conclusion about this first T- group experiment

- Feedback about group interaction was a rich learning experience

- The process of "group building" had potential for learning that could be transferred to "back home" situations

Applying T-group techniques to organizations gradually became known as team building

THE ACTION RESEARCH AND SURVEY FEEDBACK BACKGROUND

- The action research contribution began in 1940

- The research needed to be closely linked to the actions

- A collaborative effort was made, to collect the organizational data

- To analyze the cause of the problem and then to device and implement a solution

- Further data was collected to assess the results

PARTICIPATIVE MANAGEMENT BACKGROUND

Participative management is a means of getting employees involved in planning and managing change

Four types of management systems

1. Exploitative authoritative system

2. Benevolent authoritative systems

3. Consultative systems

4. Participative group

- Likert applied system 4 to organization using a survey feedback process

- Which asked the members about the present and the ideal conditions about the organization

- Generated action plans to move the organization towards system 4 condition

PRODUCTIVITY AND QUALITY OF WORK LIFE BACKGROUND

- The contribution of QWL can be explained in two phases

- This phase was developed in Europe in 1950 based on the research of Eric Trist.

- This program involved developing a work design which aimed at better integrating technology and people

- Participation by unions and management in the work design

- The distinguishing characteristics of this program was developing self-managing groups

- The second phase of QWL continues under the banner of employee involvement

- Employee contribution helps in running the organization so that it can be more flexible, productive and competitive

Second-Generation OD

- Organization Transformation

- Organizational Culture

- Learning Organization

- Total Quality Management

- Visioning and Future Search

- Business Process Reengineering

- Quality of Work Life

Values, assumptions, and beliefs

- A set of values, assumptions, and beliefs constitutes an integral part of OD, shaping the goals and methods of the field and distinguishing OD from other improvement strategies.

- Most of these beliefs were formulated early in the development of the field, and they continue to evolve as the field itself evolves.

- A belief is

  - a proposition about how the world works that the individual accepts as true;

  - a cognitive fact for the person.

- Values are also beliefs, and are defined as ―Beliefs about what a desirable is or a good (e.g., free speech) and what an undesirable is or a bad (e.g., dishonesty) values‖.

- Assumptions are beliefs that are regarded as

  - so valuable and obviously correct,

  - that they are taken for granted, and

  - Rarely examined or questioned.

  - Thus, values, assumptions, and beliefs are all:

    - cognitive facts or propositions, with

    - values being beliefs about being good and bad, and

    - Assumptions being strongly held, relatively unexamined beliefs accepted as the truth.

  - Values, assumptions, and beliefs provide structure and stability for people as they attempt to understand the world around them.

  - OD values and assumptions developed from:

    - research and theory by behavioral scientists, and

    - From the experiences and observations of practicing managers.

  - OD values tend to be humanistic, optimistic, and democratic.

Humanistic values proclaim the importance of the individual:

  - respect the whole person,

  - treat people with respect and dignity,

  - assume that everyone has intrinsic worth,

  - View all people as having the potential for growth and development

  - These beliefs flow from humanistic values.

Optimistic values post that:

- o   People are basically good,

- o   that progress is possible and desirable in human affairs, and

- o   That rationality, reason, and goodwill are the tools for making progress.

OD Values and Assumptions – Early Statements:

- o   OD practitioners share a set of normative goals based on their humanitarian/democratic philosophy:

1.   Improvement in interpersonal competence.

2.   A shift in values so that human factors and feelings come to be considered legitimate.

3.   Development of increased understanding between and within groups in order to reduce tensions.

4.   Development of more effective ―team management", that is, the capacity for functional groups to work more competently.

5.   Development of better methods of conflict resolution. Rather than the usual bureaucratic methods which rely mainly on suppression, compromise, and unprincipled power, and more rational and open methods of conflict resolution are sought.

6.   Development of organic rather than mechanical systems. This is a strong reaction against the idea of organizations as mechanisms in which manager's ―work on‖, like push buttons.