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Organization Development

Presentation by:
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About Organization Development (OD)

- Relatively new field of study – 50's & 60's
- OD is about how organizations and people function and how to get them function better
- Start Point – when the leader identifies an undesirable situation and seeks to change it.
- Focus - Making organizations function better (total system change).
- Orientation - Action (achieving results through planned activities).
- No unifying theory – just models of practice

OD is an organization improvement strategy

Start Point



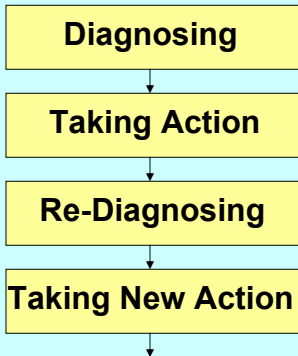
Focus

- Change – new state of things, different from old state of things
- Can be viewed as an opportunity or as a threat
- Change
 - **First order change**
(making moderate adjustments)
 - **Second order change**
(reinvent, reengineer, rewrite)

What needs to be changed and how to go about it ?

OD consultants are experts in organizational change

Orientation



This process is known as
'Action Research'

Three ingredients:

1. Participation
2. OD consultant (as collaborator & colearner)
3. Iterative process of diagnosis & action



- Change occurs based on the actions taken
- New knowledge comes from examining the results of the actions.

Definition(s) of OD

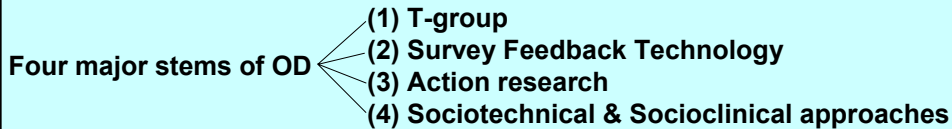
Organization Development is an effort (1) *planned*, (2) *organization-wide*, and (3) *managed from top*, to (4) *increase organization effectiveness and health* through (5) *planned interventions* in organization's "processes", using *behavioral-science* knowledge. ...Beckhard, 1969

Organization Development is a process of planned change – change of an organization's culture from one which avoids an examination of social processes (especially decision making, planning and communication) to one which institutionalizes and legitimizes this examination. ...Burke & Hornstein, 1972

Organization Development is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness. ...Cummings & Worley, 1993

Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research, and theory. ...Burke, 1994

History of OD



(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*



Second-Generation OD

- Organization Transformation
- Organizational Culture
- Learning Organization
- Total Quality Management
- Visioning and Future Search
- Business Process Reengineering
- Quality of Work Life

Models and theories



Kurt Lewin

Change is a three-stage process

Stage 1- **Unfreezing** the old behavior/ situation

Stage 2- **Moving** to a new level of behaviors

Stage 3- **Refreezing** the behavior at the new level

Edgar Schein modified this theory by specifying psychological mechanisms involved in each stage

Later **Ronald Lippitt**, **Jeanne Watson** and **Bruce Westley** expanded this model into **seven-stage** model

Models and theories Contd..

Seven stage model representing the consulting process

- Phase 1** Developing a need for change.
- Phase 2** Establishing the change relationship.
- Phase 3** Diagnosing the client system's problem.
- Phase 4** Examining alternative routes, establishing goals and intentions of action.
- Phase 5** Transforming intentions into actual change efforts.
- Phase 6** Stabilizing change.
- Phase 7** Achieving a terminal relationship.

Models and theories Contd..



Ralph Kilmann

Five critical leverage points (tracks) for organization change

1. The culture track
- ↓
2. The management skills track
- ↓
3. The team-building track
- ↓
4. The strategy-structure track
- ↓
5. The reward system track

Track 1 : Enhances trust, communication, information sharing

Track 2 : Provide new ways of coping with complex problems

Track 3 : Infuses new culture and updated management skills

Track 4 : Develops revised strategy plan for organization

Track 5 : Establishes performance based reward system

Success

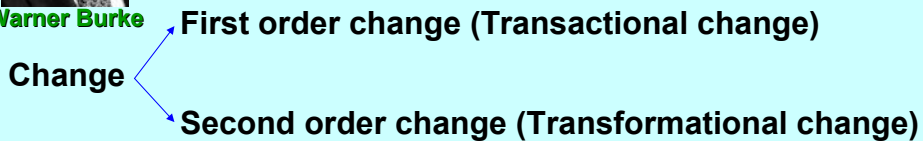
AT&T, Eastman Kodak, Ford, General Electric, Xerox etc.

Models and theories Contd..



The Burke-Litwin Model of Organizational Change

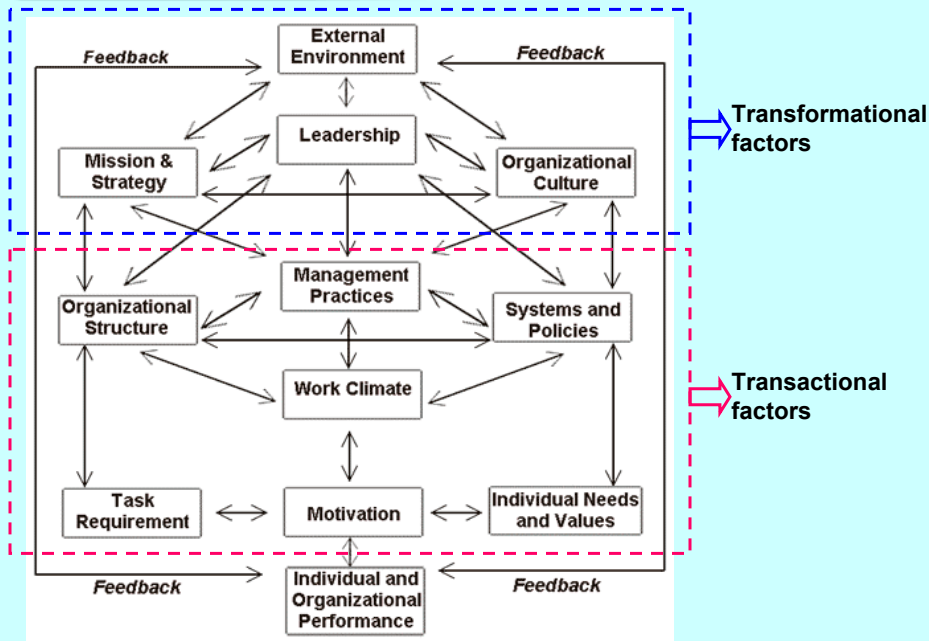
Warner Burke



OD interventions directed towards structure, management practices, and systems (policies & procedures) result in first order change.

OD interventions directed towards mission and strategy, leadership, and organization culture result in second order change.

Models and theories Contd..



Models and theories Contd..



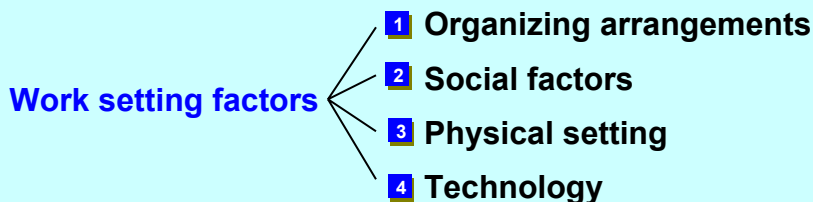
Jerry Porras



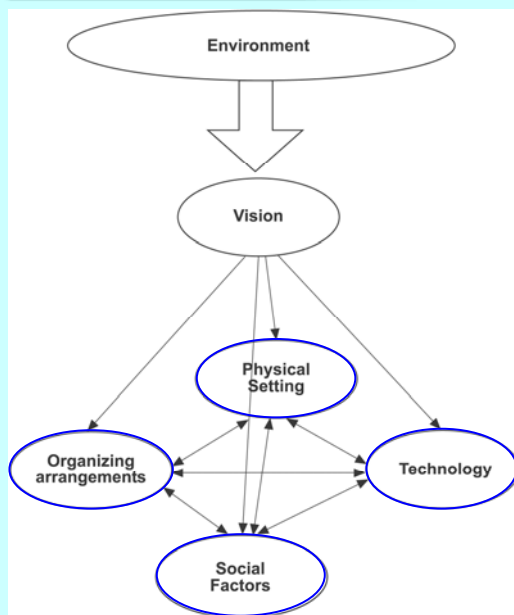
Peter Robertson

Porras & Robertson Model of Organizational Change

OD interventions alter features of the **work setting** causing changes in individuals' behaviors, which in turn lead to individual and organizational improvements.



Models and theories Contd..



Organizing arrangements
Goals, strategies, structure, policies, procedures

Social Factors
Culture, management style, informal networks, individual attributes

Physical Settings
Space configuration, physical ambiance

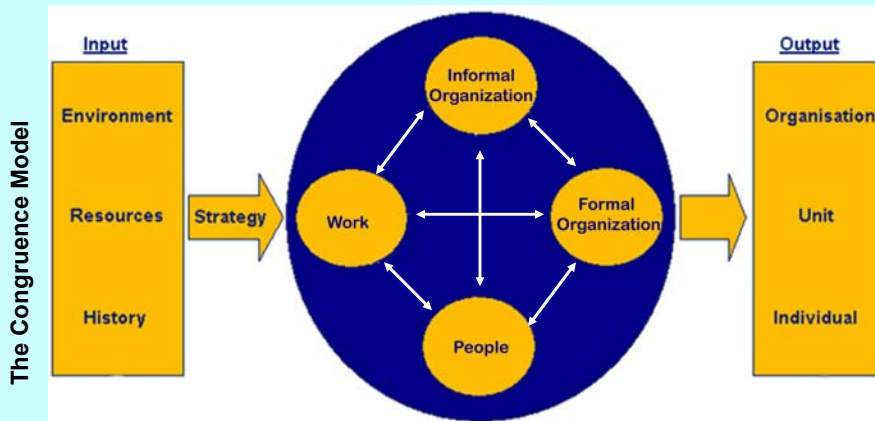
Technology
Machinery, tools, IT, job design

Systems Theory

Organizations are **open systems** in active exchange with their environment



David A. Nadler



Systems Theory Contd..

Sociotechnical Systems Theory (STS)

All organizations comprised of two interdependent systems:

1. Social system
2. Technical system



Eric Trist

- To achieve high productivity and employee satisfaction, organizations must optimize both systems.
- Changes in one system affect the other system.

Participation & Empowerment

- Participation in OD programs is not restricted to elites or top people; it is extended broadly throughout the organization.
- Increased participation and empowerment have always been central goals and fundamental values of OD.
- Participation enhances empowerment and empowerment in turn enhances performance.
- Empowerment is the key to getting people to want to **participate in change**.

Teams & Teamwork

- Many tasks are so complex that they cannot be performed by individuals; people must work together to accomplish them.
- Putting those empowered individuals into teams creates extraordinary effects on performance.
- Teams create synergy i.e. sum of efforts of team is far greater than sum of individual efforts.
- A number of OD interventions are specifically designed to improve team performance. Examples – team building, quality circles etc.

Characteristics of successful teams

1. *clear, elevating goal*
2. *result driven structure*
3. *competent members*
4. *unified commitment*
5. *collaborative climate*
6. *standards of excellence*
7. *external support and recognition*
8. *principled leadership*

.....Larson & LaFasto

Parallel Learning Structures

- A parallel learning structure consists of a steering committee and a number of working groups* that study what changes are needed, make recommendations of improvements, and monitor the change efforts.

(* Idea groups, action groups, implementation groups etc.)

- One or more top executive should be part of steering committee
- Representatives from all parts of the organization

In large bureaucratic organizations :

- | | | |
|---|-------------|------------|
| 1. High forces of inertia | } Inhibit : | learning |
| 2. Hierarchical communication pattern | | Innovation |
| 3. Standard ways of addressing problems | | Change |

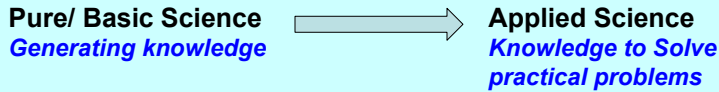
Here parallel learning structures are best way to initiate change

Normative-Reeducative Strategy of Change

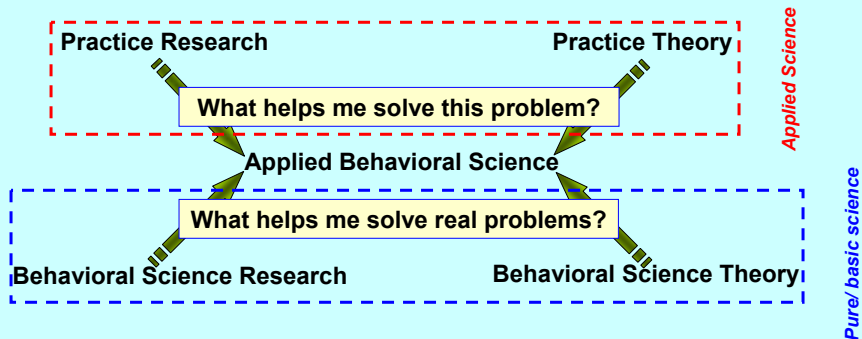
- Norms form the basis for behavior, and change comes through reeducation in which old norms are discarded and replaced by new ones.
- Changes in normative orientations involve changes in:
 - Attitudes
 - Values
 - Skills
 - Relationships
- Norms can be best changed by focusing on the group, not the individual.

Applied Behavioral Science

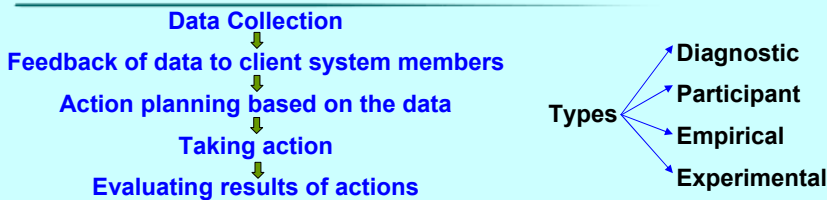
■ OD is an application of behavioral science



■ Practice Theory : Diagnosing the situation, then selecting and implementing treatments based on diagnosis, and finally evaluating the effects of the treatments.



Action Research



Diagnostic *Researcher enters a problem situation, diagnoses it and make recommendations for remedial treatment (recommendations may not be put into effect by client group)*

Participant *People who are to take action are involved in the entire process from the beginning (involvement increases the likelihood of carrying out the actions once decided upon)*

Empirical *Researcher keeps the systematic, extensive record of what he/she did and what effects it had (may encounter situations too divergent from one another, which may not permit generalizations)*

Experimental *It is controlled research on the relative effectiveness of various techniques (is difficult to do when client wants immediate answers)*

Managing the OD Process

Three basic components of OD programs:

Diagnosis	Continuous collection of data about total system, its subunits, its processes, and its culture
Action	All activities and interventions designed to improve the organization's functioning
Program management	All activities designed to ensure success of the program



Diagnosing Organizational Subsystems

Diagnostic targets	Information sought	Methods of Diagnosis
The total organization	Q) What is organization's culture? Q) Are organizational goals and strategy understood and accepted? Q) What is organization's performance?	<ul style="list-style-type: none"> • Examination of organizational records – rules, regulations, policies • Questionnaire survey • Interviews (both group & individual)
Large and complex subsystems	Q) What are the unique demands on this subsystem? Q) Are organization structures and processes related to unique demands? Q) What are the major problems confronting this subsystem?	<ul style="list-style-type: none"> • Questionnaire survey • Interviews • Observations • Organization records
Small and simple subsystem	Q) What are major problems of the team? Q) How can team effectiveness be improved? Q) Do individuals know how their jobs relate to organizational goals?	<ul style="list-style-type: none"> • Individual interviews • group meeting to review the interview data • Questionnaires • Observation of staff meetings and other day-to-day operations
Intergroup subsystems	Q) How does each subsystem see the other? Q) What problems do the two groups have in working together? Q) How can they collaborate to improve performance of both groups?	<ul style="list-style-type: none"> • Interviews of each subsystem followed by 'sharing the data meeting' • Flowcharting critical processes • Meetings between both groups
Individuals	Q) Do people perform according to organization's expectations? Q) Do they need particular knowledge or skills? Q) What career development opportunities do they have/ want/ need?	<ul style="list-style-type: none"> • Interviews • Information from diagnostic meetings • Data available with HR department
Roles	Q) Is the role defines adequately? Q) What is the 'fit' between person and role? Q) Is this the right person for this role?	<ul style="list-style-type: none"> • Role analysis • Observations • Interviews

Diagnosing Organizational Processes

Organizational Processes	Information sought	Methods of Diagnosis
Communication patterns, styles & flows	Q) Is communication open or closed? Q) Is communication directed upward, downward, laterally? Q) Are communications filtered? Why? How?	• Observations – in meetings • Questionnaires • Interviews and discussion with group members
Goal setting	Q) Do people set goals? Q) Who participates? Q) Do they possess necessary skills for effective goal setting?	• Questionnaires • Interviews • Observations
Decision making, problem solving & action planning	Q) Who makes decisions? Q) Are they effective? Q) Are additional decision making skills needed?	• Observations of problem-solving meetings • Analysis of videotaped sessions • Organizational records
Conflict resolution and management	Q) Where does conflict exist? Q) Who are involved parties? Q) How is it being managed?	• Interviews • Flowcharting critical processes • Meetings between both groups
Superior-subordinate relations	Q) What are the prevailing leadership styles? Q) What problems arise between superiors and subordinates?	• Questionnaires • Interviews
Strategic management & long range planning	Q) Who is responsible for 'looking ahead' and making long term decisions? Q) Do they have adequate tools and support? Q) Have the recent long range decisions been effective?	• Interviews of key policy makers • Group discussions • Examination of historical records

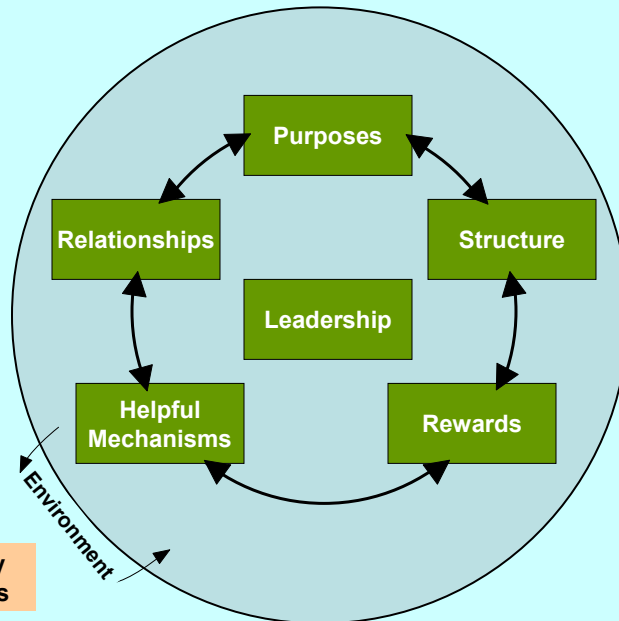
Diagnosis – The Six-Box Model



Marvin Weisbord

Weisbord identifies six critical areas where things must go right if organisation is to be successful. According to him, the consultant must attend to both **formal** and **informal** aspects of each box.

This model is still widely used by OD practitioners



Actions

Interventions are the actions taken to produce desired changes.

Four conditions that give rise to the need for OD interventions:

1. The organisation has a problem
(**corrective action** – to fix it)
2. Organization sees an unrealized opportunity
(**enabling action** – to seize the opportunity)
3. Features of organization are out of alignment
(**alignment action** – to get things back 'in sync')
4. Yesterday's vision is no longer good enough
(**action for new vision** – actions to build necessary structures, processes and culture to make new vision a reality)

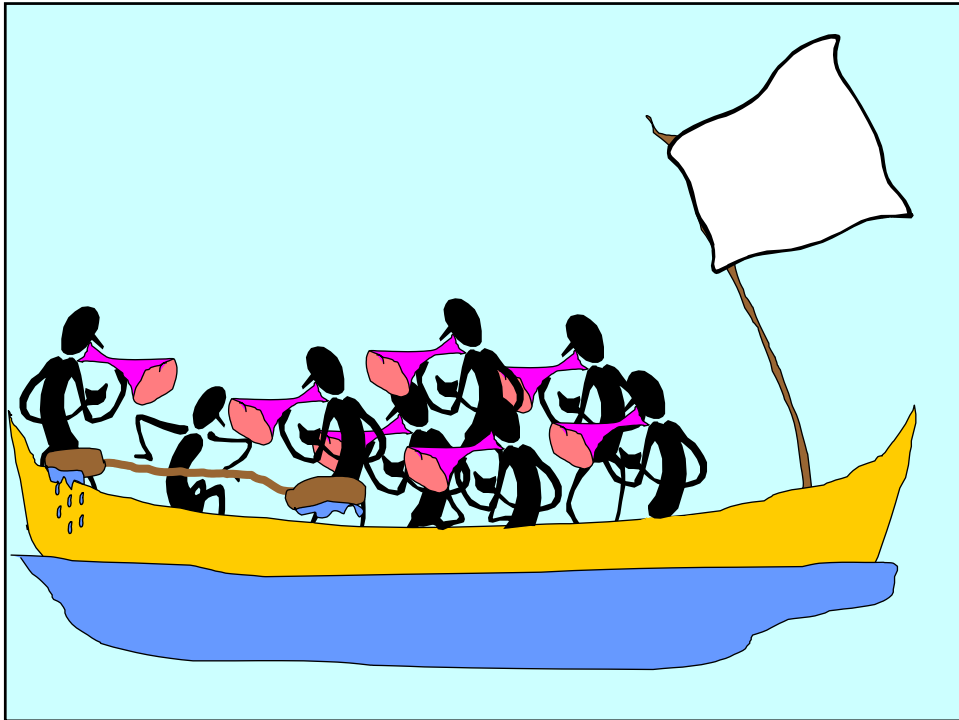
Interventions

Major families of OD interventions:

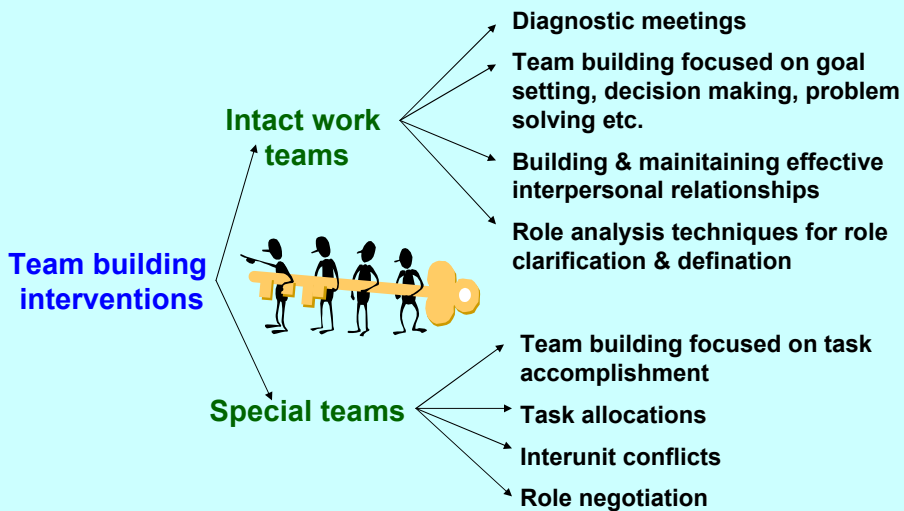
1. Diagnostic
2. Team-Building
3. Intergroup
4. Education and Training
5. Structural
6. Process Consultation
7. Grid Organization Development
8. Third-Party Peace Making
9. Coaching and Counseling
10. Life and Career Planning
11. Planning and Goal Setting
12. Strategic Management

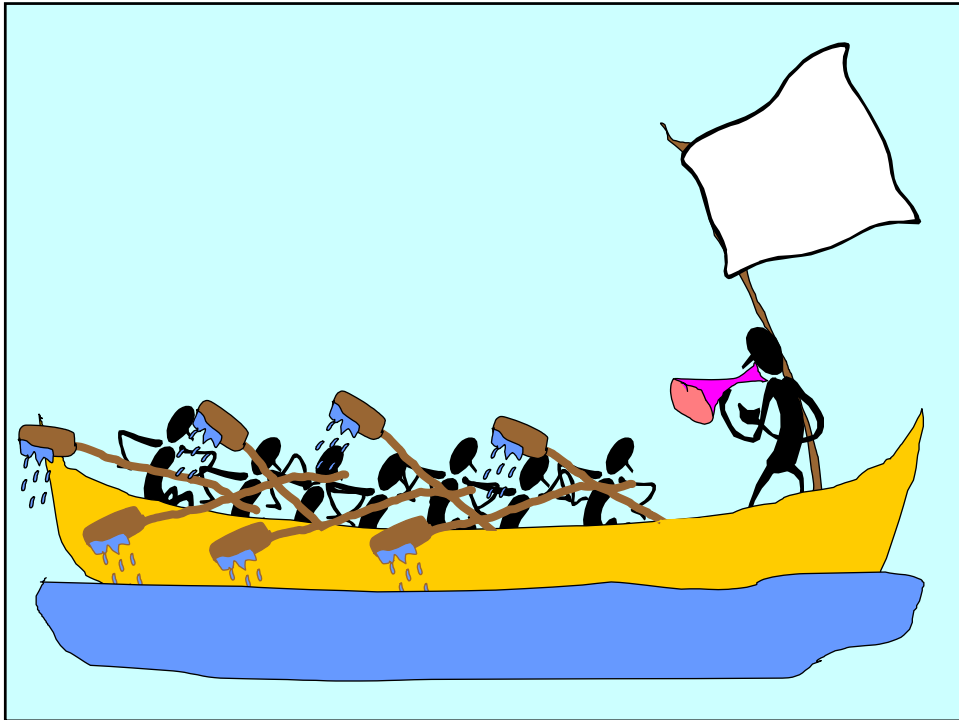


Each of these families of interventions includes many activities



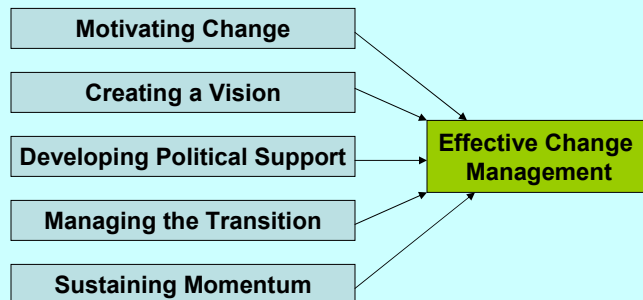
Example : Team Building Interventions





Program Management

Cummings and Worley identified 5 sets of activities required for effective change management:



Program Management Contd..

Kotter's 8-stage process for managing organizational change:

- 1** Establishing a sense of urgency
- 2** Creating a guiding coalition
- 3** Developing a vision and strategy
- 4** Communicating the change vision
- 5** Empowering a broad base of people to take action
- 6** Generating short term wins
- 7** Consolidating gains and producing even more change
- 8** Anchoring (institutionalizing) the new approaches into the culture



John P. Kotter

HBR, Mar-Apr 1995, p.61

Summary

OD can make a
difference

- Good understanding
- Proper response
- Adaptability



Membership

www.odnetwork.org

An international association of professionals engaged in work that makes organizations healthier and more effective

Quiz

<http://www.buzzle.com/editorials/9-13-2006-108634.asp>

How much do you know about the effects of organizational development on the people affected by the change?

OD community

<http://www.orkut.co.in/Main#Community.aspx?cmm=55127430>

