



ORGANIZATION DEVELOPMENT
By Deepak Bharara

LEVERAGING PEOPLE FOR TOMORROW...

Let us take a journey to have a look at :

- What is OD Traditional View & Current view
- Why OD is needed
- Who does OD
- Measuring Organization readiness
- Phases of OD
- Importance of Vision Mission in an organization
- What is OD Diagnosis
- Types of OD Interventions
- Intervention Design



TRADITIONAL VIEW

Organization Development (OD) is an effort, *planned, organization wide, and managed from the top*, to *increase organization effectiveness and health* through *planned interventions* in the organization's processes, using *behavioral science knowledge*

BECKHARD

In essence, OD is a planned system of change.

CURRENT VIEW – I NEILSEN



Today OD is counted on to improve organizations that are operating in a quite different environment than that of the 1960's. The field of OD, thus, requires its own evolution to accommodate the evolution of organization

In current scenario, **OD is defined as** “The attempt to influence the members of an organization to expand their *candidness* with each other about their views of the organization & their experience in it, and to *take greater responsibility for their actions* as organization members

CURRENT VIEW – I



The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own & their shared (organizational) goals.

And then when this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding.”

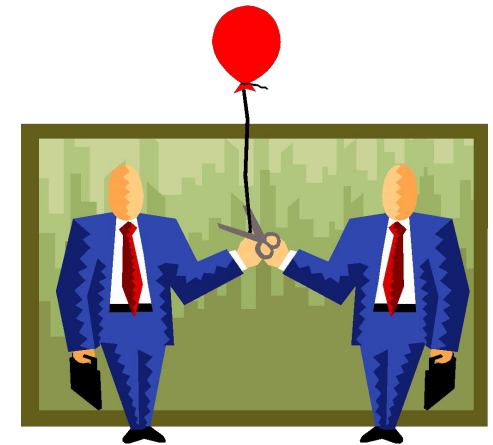
Organization Development

Organization Development (OD) is defined as the process of enhancing the effectiveness & efficiency of an organization and the well being of its members through planned interventions

Features of OD

- ◆ Planned Change
- ◆ Comprehensive Change
- ◆ Long – Range Change
- ◆ Dynamic Process
- ◆ Participation of change agent
- ◆ Emphasis on Intervention
- ◆ Emphasis on Action Research
- ◆ Normative educational process

In nut shell:



- The current view places a priority on **candidness** of organization members & their **taking greater responsibility** for their own actions
- It places priority on **nurturing the authenticity** needed for members to continuously learn from themselves & from each other
- ***“Authenticity Self – Corrects”***

Role of Organizational Development

- To place emphasis on humanistic values
- To treat each human being as a complex person
- To increase the level of trust among members
- To increase the level of enthusiasm at all level
- To increase the level of self & group responsibility in planning

Problems in Organizational Development

- Discrepancy between ideal & real situation
- Lack of open system concept
- Resistance to change
- Lack of Motivation among members
- Costly programs

WHY OD IS NEEDED?

- Better Understanding & management of Human resources
- Changing nature of Work Place where employee look for feedback on their:
 - Performance
 - Sense of accomplishment
 - Feelings of value & worth
 - Commitment
 - Social responsibility
- Rapidly changing Global scenario where one must change to survive & prosper
- Accelerated rate of change & competition on an international scale for people, capital, physical resources & information can be identified by working in an open system approach

WHO DOES OD?

OD must have the buy – in ownership and involvement of all stakeholders, not just of the employers, throughout the organization

OD is usually facilitated by ***change agents*** – People or teams that have the responsibility for initiating & managing the change effort.

These change agents may be either employees of the organization (**internal consultants**) or people from outside the organization (**external consultants**).

Effective change requires leadership with knowledge and experience in change management. Preferably a combination of both external & internal consultant would be a ideal





WHEN IS ORGANIZATION READY FOR CHANGE?

The formula given by **David Gleicher** can be used to decide if an organization is ready for change:

(“Dissatisfaction X Vision X First Steps > Resistance to change”)

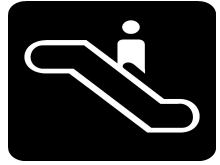
Dissatisfaction – With the present situation

Vision – Of what is possible in the future & achievable

First Steps – Towards reaching the vision

This implies that 3 components must be present to overcome the resistance to change in an organization. If any of the three is 0 or near 0, the product will also be 0 or near 0 & the resistance to change will dominate.

OD brings in approaches to the organization that enable these three components to surface, so as to begin the process of change



PHASES OF OD PROGRAMS

Warner Burke describes the following phases of OD programs:

□ Entry

Initial Contact between consultant & client, exploration of the situation that stimulated the client to seek a consultant

□ Contracting

Establishing mutual expectations, reaching agreements on expenditures of time, money, resources and energy & generally clarifying what each party expects to get from the other & give to the other

□ Diagnosis

Fact finding phase in which a picture of the situation is gained through interviews, observations, questionnaires, examination of organization documents & information, etc.

PHASES OF OD PROGRAMS



□ Feedback

Return of the analyzed information to the client, exploration of the information by the client for understanding, clarification and accuracy; and the beginning of ownership data by the client as their data

□ Planning Change

Client deciding what action steps to take based on the information they have just learned. Alternative possibilities are explored and critiqued; plans for action are selected & developed

□ Intervention

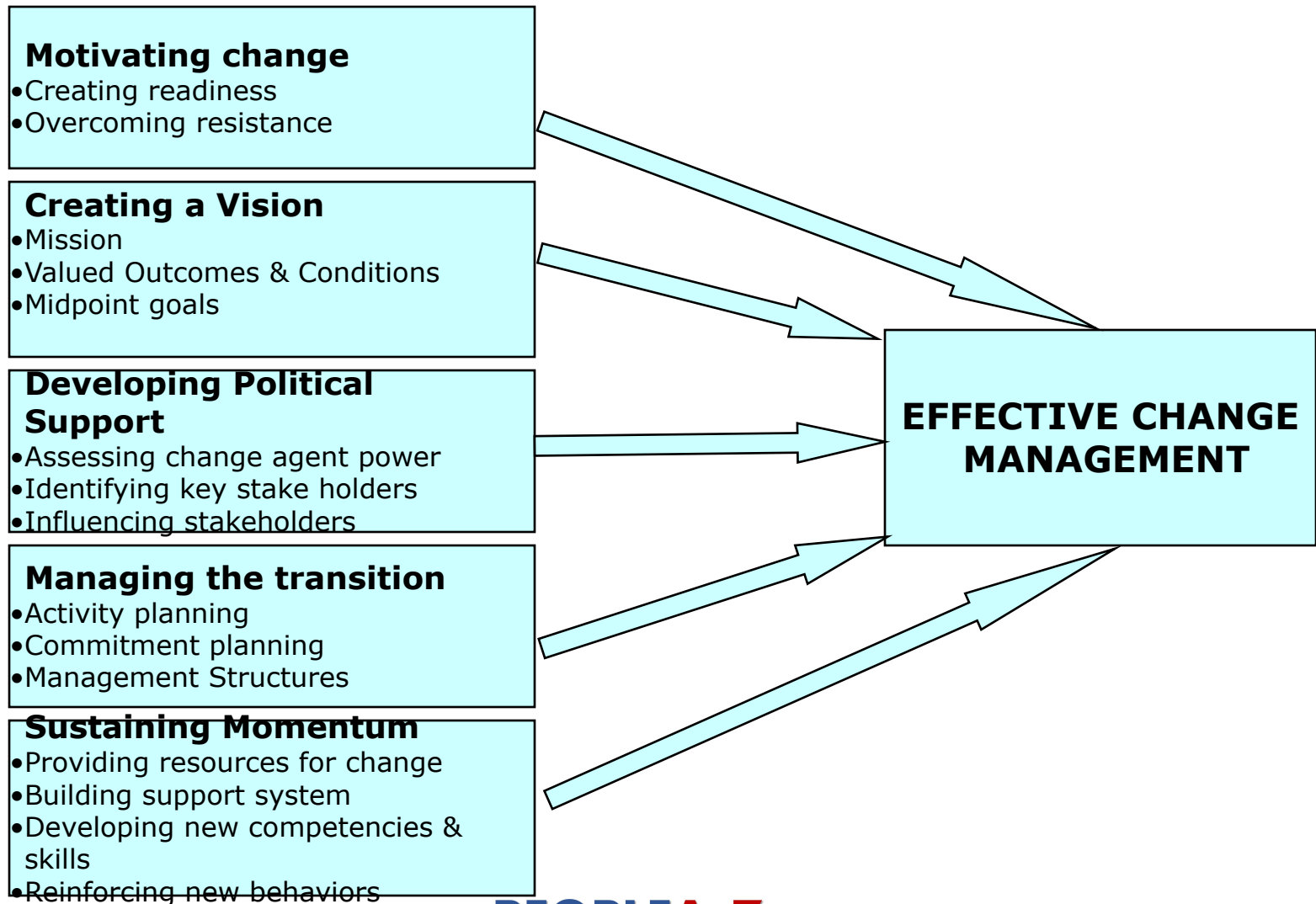
Implement sets of actions designed to correct the problem or seize the opportunity

□ Evaluation

Assessing the effects of the program. Was it successful? What changes occurred?, etc.

OD PROGRAMS

Effective Change Management through OD



VISION & MISSION STATEMENT

“If you don’t know where you are going, then sure as anything you won’t get there”

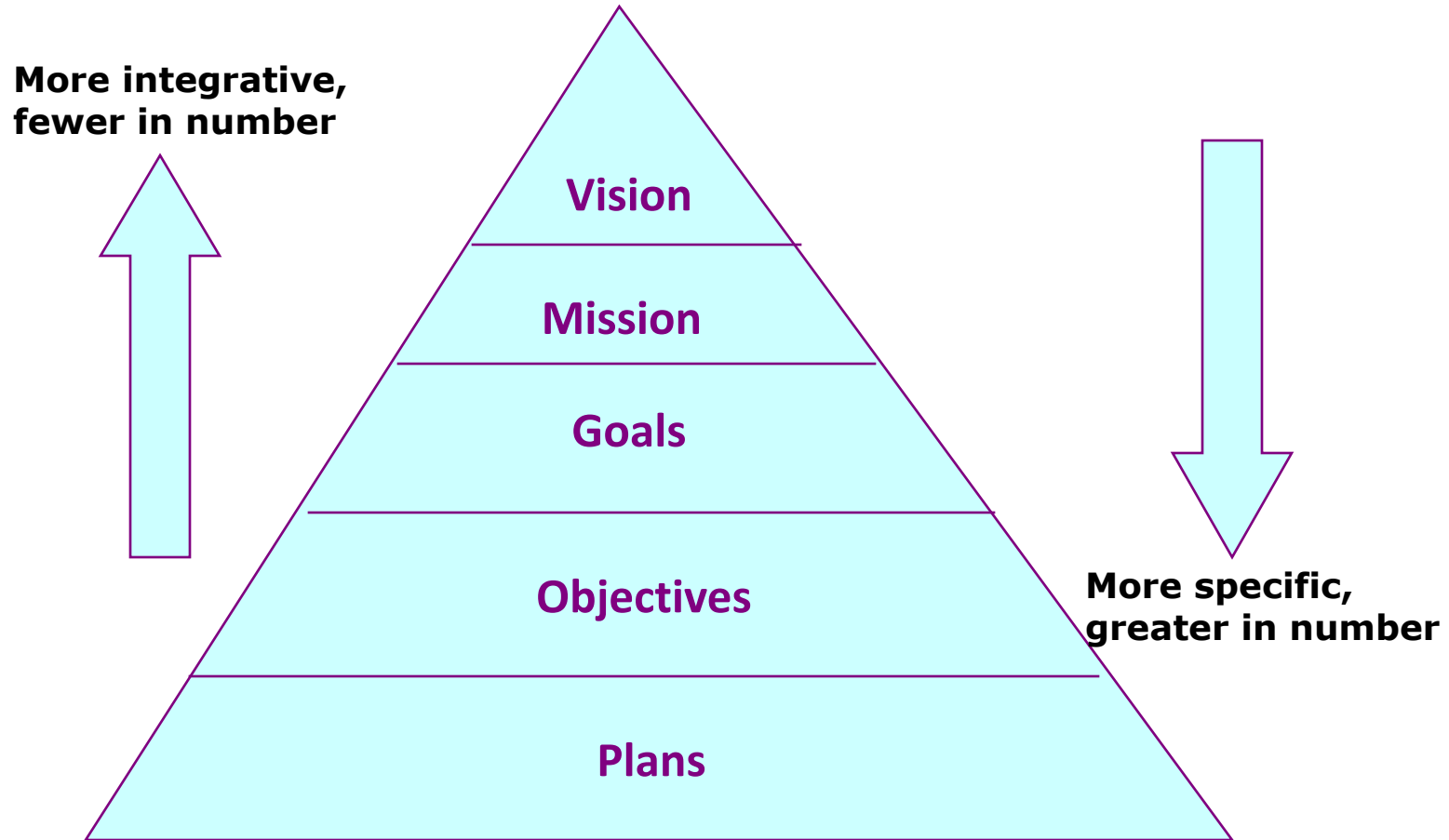
Thus to know your way, we should have a clear vision and mission statement.

The essence of a corporate culture is contained in the company’s **vision** statement, **mission** statement, statement of **corporate goals & corporate philosophy**.

These tell the company’s people about:

- The **character** of the company
- The **parameters** in which they are expected to operate every day
- **What’s important & why**

VISION & MISSION STATEMENT



Hierarchy of Corporate Strategic Intent

VISION & MISSION STATEMENT

Vision

What business are we in & What's possible?

Vision refers to the category of intentions that are broad, all-intrusive and forward thinking. It is a desired future and helps guide all who accept and understand it.

A vision is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

Warren Bennis, a noted writer, on leadership, says: *“To choose a direction, an executive must have developed a mental image of the possible & the desirable future state of the organization. This image, which is called as vision, may be as vague as a dream or as precise as a goal or a mission statement.”*

VISION & MISSION STATEMENT

Effective vision statement include the following **characteristics**:

□ Inspiring

Vision statement needs to connect people at both the intellectual and the emotional level

□ Clear & Vivid

As the saying goes, “***Seeing is believing.***” If one can see it and vividly picture it in his / her mind, he / she have a much better chance of achieving it.

□ A better future

People connect with a vision when they see the benefits, “***WIIFM – What’s in it for me? How’s it going to make my life better?***” Leaders have to make people see what’s to be gained

VISION & MISSION STATEMENT

Corporate vision may **contain commitment to:**

- Developing a great new product & service
- Serving customers through the defined service portfolio
- Ensuring quality & responsiveness of customer services
- Providing an enjoyable work environment for employees
- Ensuring financial strength & sustainable growth of the company for the benefit of its stakeholders

VISION & MISSION STATEMENT

Mission

Purpose or Mission – Why does it matter?

A mission is the motivational aspect of vision: it defines & clarifies “**why does the vision matter?**” and implies a set of **operating** values.

A mission statement is an organization’s vision translated into written form. It makes concrete the leader’s view of the direction and purpose of the organization

It is a vital element in any attempt to motivate employees and to give them a sense of priorities.

VISION & MISSION STATEMENT

Key elements of the mission statement:

- Obligations to stakeholders
- Scope of the business
- Sources of competitive advantage
- View of the future

Questions Addressed by the mission statement:

- What's the **purpose** of the organization?
- What is **unique** about the organization?
- What are its **principal products & markets**?
- What are its values?
- Where it is **hoping to be** in five or ten years time?

VISION & MISSION STATEMENT

Three **main benefits** attributed to mission statement:

- Helps company to focus its strategy by defining some boundaries within which to operate
- Define the dimensions along which an organization's performance is to be measured & judged
- Suggest standards for individual ethical behavior

Four **approaches** for setting a Mission:

- Targeting
- Common enemy
- Role Model
- Internal transformation

OD DIAGNOSING PROCESSES

Diagnosis

Diagnosis involves defining the episode under study by picking up relevant **'symptoms'** arranging them into a pattern, and distinguishing them from other patterns.

It represents a continuous collection of data about the total system or its sub-units, and about system processes, culture and other targets of interest.

In organizational diagnosis, it is impossible to integrate symptoms into precise and definite syndromes based on clear cut cause/effect relationship, and so a great many heuristic approaches come into play.

Thus, it is considered profitable to view diagnosis as the process of recognizing patterns, thereby providing direction for the change efforts or triggers a process of self directed search.

OD DIAGNOSING PROCESSES

Types of diagnostic methods:

1. Highly structured Methods

- Identifying common themes in individual styles & orientations (**Trainer Centered**)
- Discussion of critical incidents in the form of brief cases (**Mutually Participative**)
- Using specific concepts to diagnose organizational problems (**Participant Centered**)

2. Loosely structured Methods

- Process observations of the group (**Trainer Centered**)
- Process Analysis within the group (**Mutually Participative**)
- Using specific concepts to diagnose organizational problems (**Participant Centered**)

OD DIAGNOSING PROCESSES

Organizational Process

- Communication patterns, styles & flows
- Goal Setting
- Decision making, problem solving & action planning
- Conflict resolution & management
- Managing interface relations
- Superior – Subordinate relations
- Strategic management & long range planning. Vision /Mission Formulation
- Organizational Learning

Diagnostic Methods

- Observations in meetings, Questionnaires, Interviews & discussions with members, analysis of videotaped sessions
- Questionnaires, interviews & observations
- Observation of problem solving meeting, analysis of videotaped sessions
- Interviews, third party observations & observation meetings
- Interview, third party observations & observation of group meetings
- Questionnaires & interviews
- Interviews of key policy makers, group discussions & examination of historical records
- Interviews, questionnaires, group methods of diagnosis, examination of assumption & culture, games & exercises to create awareness of organizational learning disabilities, examination of defensive routines, visioning, including environmental analysis

OD INTERVENTIONS

Interventions do different things; they cause different things to happen.

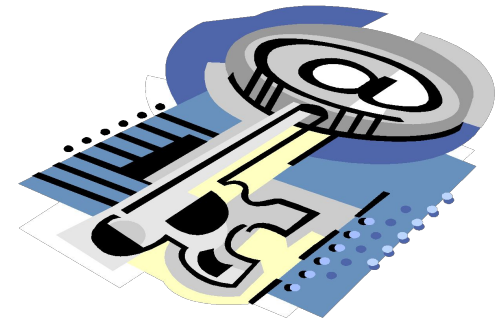
OD interventions refers to the planned activities, clients and consultants participate in it, during the course of the organization development program.

These activities are designed to improve the organization's functioning by helping organization's members better manage their team and organization cultures & processes.

These are sets of **structured activities** in which selected organizational units (**target groups or individuals**) engage in a task or a sequence of tasks where the task goals are related directly or indirectly to organizational improvement.

Interventions constitute the **action thrust of organization development.**

OD Tools:



Total Quality Management

A evolutionary approach to improve an organization
Results Incremental Change

Business Process Reengineering

A Revolutionary approach to improve an organization
Results Transformation/Radical Change

OD INTERVENTIONS

Types of Interventions

Robert Blake & Jane Mouton's Classification

□ Discrepancy Intervention

Calls for attention to a contradiction in action or attitudes that leads to exploration

□ Theory intervention

Behavioral science knowledge & theory are used to explain present behavior & assumptions underlying the behavior

□ Procedural intervention

Represents a critiquing of how something is being done to determine whether the best methods are being used

OD INTERVENTIONS

Types of Interventions

□ Relationship intervention

Focuses attention on interpersonal relationships & surfaces the issues for exploration & possible resolution

□ Experimentation intervention

Two different action plans are tested for their consequences before a final decision on one is made

□ Dilemma intervention

An imposed or emergent dilemma is used to force close examination of the possible choices involved and the assumptions underlying them

OD INTERVENTIONS

Types of Interventions

□ Perspective intervention

Draws attention away from immediate actions & demands allows a look at historical background, context and future objectives in order to assess whether the actions are still on target or not

□ Organization structure intervention

Calls for examination and evaluation of structural causes for organizational ineffectiveness

□ Cultural intervention

Examines traditions, precedents and practices – the fabric of the organization's culture – in direct, focused approach

OD INTERVENTIONS

Types of Interventions

The inventory of OD interventions is quite extensive. But following are considered to be **major types of OD interventions**:

1. Diagnostic Activities

Fact finding activities designed to ascertain the state of the system, the status of the problem, the *“way things are.”*

Methods:

- Building a collage/base representing for you, your place in the organization
- Interviews
- Surveys
- Questionnaires
- Meetings

OD INTERVENTIONS

Types of Interventions

2. Team Building Activities

Designed to enhance the effective operation of system Teams. They may relate to task issues or nature & quality of the relationships between the team members or between members & the leaders.

3. Intergroup Activities

Designed to improve effectiveness of interdependent groups. They focus on joint activities and the output of the groups considered as a single system rather than as two subsystems.

4. Survey Feedback Activities

These activities center on actively working the data reproduces by a survey and designing action plans based on the survey data

OD INTERVENTIONS

Types of Interventions

5. **Education & Training Activities**

Designed to improve skills, abilities and knowledge of individuals. The activities may be directed towards leadership issues, responsibilities & functions of group members, decision making, problem solving, goal setting, planning and so forth.

6. **Techno structural & structural Activities**

Designed to improve the effectiveness of the technical or structural inputs and constraints affecting individuals or groups. The activities may take a form of experimenting with new organization structures and evaluating their effectiveness in terms of specific goals OR devising new ways to bring technical resources to bear on problems

OD INTERVENTIONS

Types of Interventions

7. **Process Consultation Activities**

Activities on the part of the consultant that help the client to perceive, understand and act upon process events which occur in the client's environment. These activities described as the consulting mode in which the client is given insight into the human processes in the organizations & taught skills in diagnosing & managing them

8. **Third Party Peace Making activities**

Conducted by a skilled consultant and are designed to help the members of the organization to manage interpersonal conflict. These are based on confrontation tactics and an understanding of the processes involved in conflict & conflict resolution

OD INTERVENTIONS

Types of Interventions

9. Grid Organization Development Activities Constitutes a **six phase change model** involving the total organization

I -Upgrading individual managers' skills & leadership abilities

II –Team improvement activities

III –Intergroup relation activities

IV – Corporate planning for improvement

V – Developing implementation tactics

VI –Assessing change in the organization culture & looking toward future directions

10. Life & Career planning activities

Enable individuals to focus on their life & career objectives and how they might go about achieving them.

OD INTERVENTIONS

Types of Interventions

11. Coaching & Counseling Activities

Entail the consultant or other organization members working with individuals to help them:

- ☐ Define learning goals
- ☐ Learn how others see their behavior
- ☐ Learn new modes of behavior to see if these help them to achieve their goals better

12. Planning & goal setting Activities

Include theory & experience in planning & goal setting by utilizing goal setting models, planning paradigms, ideal organization verses real organization discrepancy models, etc.

OD INTERVENTIONS

Types of Interventions

13. Strategic Management Activities

Help key policy makers reflect systematically on their organization's basic mission & goals and environmental demands, threats & opportunities and engage in long range action planning of both – reactive and proactive nature

14. Organizational transformation Activities

Involve large scale system changes; designed to cause a fundamental change in the nature of the organization. Almost everything about the organization is changed – management philosophy, reward systems, the design of work, the structure of the organization, organization mission, values and culture

OD INTERVENTIONS

Target Group	Types of intervention
Improve Individual effectiveness	<ul style="list-style-type: none"> □ Life & career planning activities □ Coaching & Counseling □ T – group (Sensitivity Training) □ Work redesign
Improve DYADS / TRIADS effectiveness	<ul style="list-style-type: none"> □ Process Consultation □ Third party peacemaking □ Role negotiation technique □ Gestalt OD
Improve Teams & Groups effectiveness	<ul style="list-style-type: none"> □ Team Building (Task / Process Directed) □ Team MBO □ Quality of Work Life (QWL) programs / Quality Circles □ Force – Field Analysis
Improve Inter Group effectiveness	<ul style="list-style-type: none"> □ Organizational mirroring □ Partnering □ Process consultation □ Survey Feedback
Improve Total Organization effectiveness	<ul style="list-style-type: none"> □ MBO □ Visioning □ Strategic planning / strategic management techniques □ Parallel learning structures

INTERVENTION DESIGN

Action Research

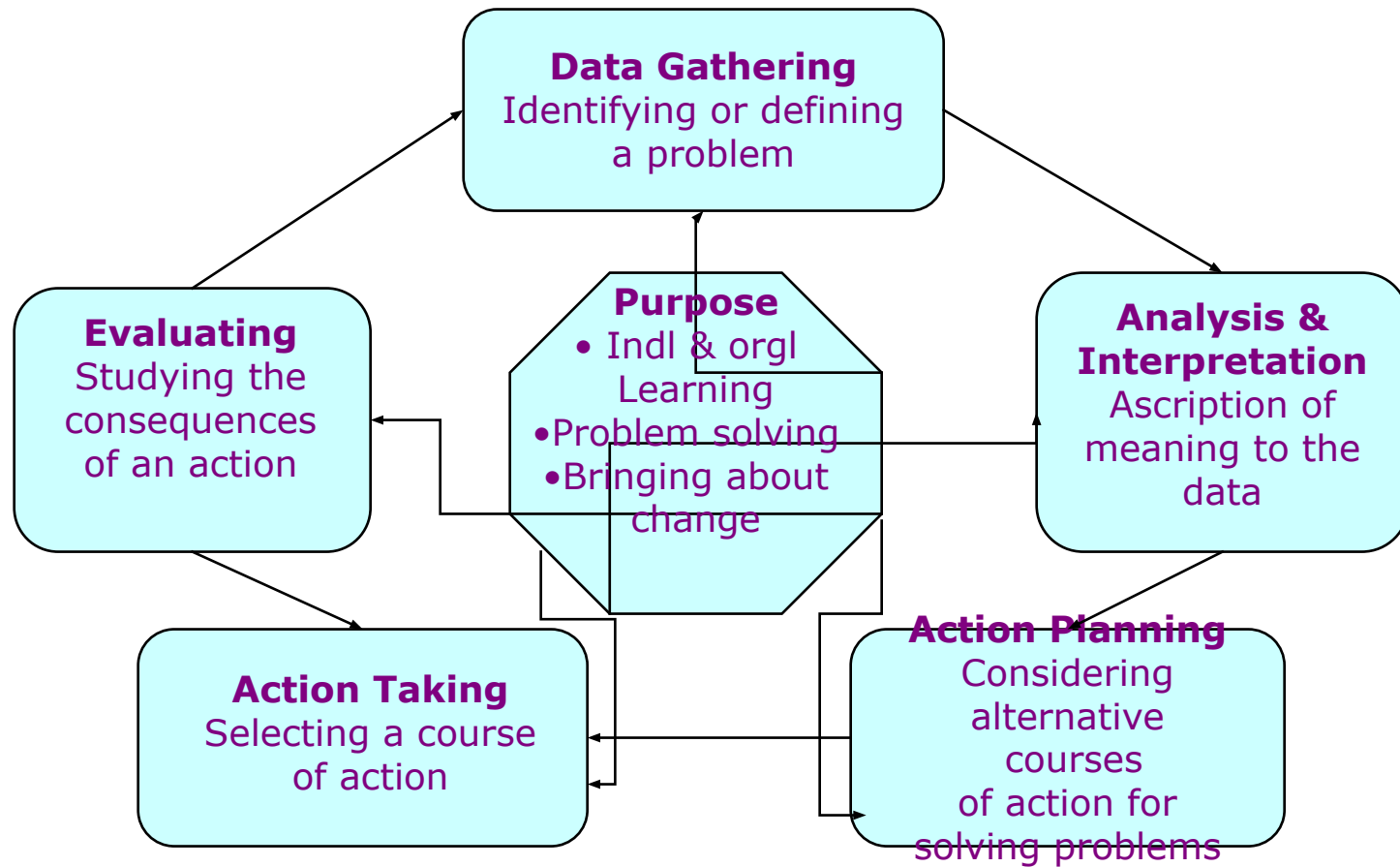


Acc. To ***French & Bell***, “Action research is a process of systematically collecting data about an ongoing system relative to some objective, goal or need of that system; feeding these data back into the system; taking actions by altering selected variables within the system based both on the data and the hypotheses; and evaluating the results of actions by collecting more data.”

It may also be described as an approach to problem solving, thus suggesting its usefulness as a model, guide or a paradigm.

INTERVENTION DESIGN

Action Research



Cyclic Process of Action Research

INTERVENTION DESIGN

Action Research – Steps

□ Entry

Finding need for change within the organization. It is the time to quickly grasp the nature of the organization, identify the appropriate decision maker, and build a trusting relationship

□ Start up & contracting

Identifying critical success factors & the real issues, link into the organization's culture & processes and clarify role for the consultant & employees

□ Assessment and diagnosis

Data is collected in order to find the opportunities & problems in the organization

INTERVENTION DESIGN

Action Research – Steps

□ Feedback

Provides an opportunity for the organization's people to become involved in the change process, to learn about how different parts of the organization affect each other and to participate in selecting appropriate change intervention

□ Action Planning

AN implementation plan is developed based on the assessment data, is logically organizes, results- oriented, measurable and rewarded.

□ Intervention

It is important to follow the action plan, yet remain flexible enough to modify the process as the organization changes and as new information emerges

INTERVENTION DESIGN

Action Research - Steps

□ Evaluation

Successful OD must have made meaningful changes in the performance & efficiency of the people & the organization. Thus an evaluation process is needed to verify the success, identify needs for new & continuing OD activities and improve the OD process itself to help make future interventions more successful

□ Adoption

After steps have been taken to change the organization & plans have been formulated, it should be followed – up by implementing processes to insure that this remains an on going activity within the organization, that commitments for action have been obtained and that they will be carried out.

Team & Teamwork

- Many tasks are so complex that they cannot be performed by individual; people must work together to accomplish them
- Putting those empowered individuals into teams creates extraordinary effect on performance
- Team creates 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. Example Team Building, Quality Circles, SDWT etc.

Characteristics of successful teams

1. Clear elevating goal
2. Result driven structure
3. Competent members
4. Unified Commitment
5. Collaborative climate
6. Standard of excellence
7. External support system &
8. recognition

Team Building & Team Learning:

- Forming
- Storming
- Norming
- Performing

You may feel free to raise ???? Write back

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