

Organizational Change and Development

MBA III SEMESTER



**ANNAMACHARYA INSTITUTE
OF TECHNOLOGY AND
SCIENCES, TIRUPATI**

**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
(AUTONOMOUS)**

Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
22MBA0312	Organizational Change and Development	4	-	-	4

Course Outcomes:

- CO1: learn the concept of organizational change
- CO2: Understand Organizational development and role of the OD professionals
- CO3: Familiar with different types of OD interventions
- CO4: Study tools and techniques for the evaluation of the OD
- CO5: Know the recent trends in Organizational Development

Unit I: Introduction to organizational change: Nature of change, types and styles of change, building capability for change, Leadership and change, cultural change, Dynamics of planned change, models and theories of planned change, strategies for implementing organizational change.

Unit II: Organizational development–Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Competencies Required for an OD Professional, Scope of the OD Professional.

Unit III: Designing Interventions: Conceptual Framework of OD, Managing OD Process, OD Interventions, Characteristics of OD Interventions, Classification of OD Interventions- team building Interventions, structural interventions, comprehensive OD interventions

Unit IV: Evaluating Interventions: Evaluation, Importance of evaluation, types and methods of evaluating interventions, Power and Politics in OD, Issues in Client-consultant relationship.

Unit V: Technology and OD: Interdisciplinary nature of OD, Technology & OD, benefits of technology in organizations, Future of OD: OD and globalization, Emerging trends in OD

Text Books:

1. Organizational Theory, Design, and Change: Global Edition [Print Replica] Kindle Edition by Gareth R Jones
2. Organization development and change – Book by Edgar F Huse.

References:

1. Organization Development: The Process of Leading Organizational Change Book by Donald L. Anderson
2. Organization Development,-Wendell French and Cecil H Bell, Pearson Education.

Course Title	Course Outcomes COs	Programme outcomes (Pos)				
		PO1	PO2	PO3	PO4	PO5
Organizational Change and Development	CO1	3				
	CO2	3				
	CO3		3			
	CO4		3			
	CO5				3	

UNIT I

INTRODUCTION TO ORGANIZATIONAL CHANGE

UNIT I: INTRODUCTION TO ORGANIZATIONAL CHANGE

Organizational change is defined as change that has an impact on the way the work is performed and has significant effects on staff. This could include changes:

- In the structure of an organization
- To organizational operation and size of a workforce
- To working hours or practices
- In the way roles are carried out
- To the scope of role that results in a change to the working situation, structure, terms and conditions or environment.

Organizational change can have an impact irrespective of whether changes are viewed as large or small.

Features of Organizational Change

There are four key features of change management:

- Change is the result of dissatisfaction with present strategies.
- It is essential to develop a vision for a better alternative.
- Management has to develop strategies to implement change.
- There will be resistance to change.

Forces for change

Many factors drive change in a business. Lewin identified four forces. In Lewin's model there are forces driving change and forces restraining it. Where there is equilibrium between the two sets of forces there will be no change. In order for change to occur the driving force must exceed the restraining force.

Lewin's analysis can be used to

- Investigate the balance of power involved in an issue
- Identify the key stakeholders on the issue
- Identify opponents and allies
- Identify how to influence the target groups

Forces for change include:

- 1. Forces for change (Driving forces)**
- 2. Forces resisting change (Restraining forces)**

Some examples of the forces that drive change include:

Internal forces

- Desire to increase profitability
- Reorganization to increase efficiency
- Conflict between departments
- To change organizational culture

External forces

- Customer demand
- Competition
- Cost of inputs
- Legislation & taxes
- Political
- Ethics & social values
- Technological change

NATURE OF ORGANISATIONAL CHANGE

The nature of organisational change is inherently dynamic and multifaceted. It encompasses several key characteristics that define its nature and impact on an organization. Some of them are:

- **Continuous:** Organisational change is an ongoing process rather than a one-time event. It recognises that organisations must continually adapt, evolve, and improve to remain relevant and competitive in a rapidly changing business environment.
- **Complex:** Organisational change is complex due to the interplay of various factors, such as organisational structure, culture, processes, technology, and human dynamics. It involves multiple stakeholders, intricate relationships, and interconnected elements that require careful consideration and management.
- **Multidimensional:** Organisational change affects various dimensions of an organisation simultaneously. It can impact the organisational structure, culture, strategy, processes, systems, technology, and even individual roles and responsibilities. Change initiatives often require a holistic approach that considers the interdependencies among these dimensions.
- **Disruptive:** Change disrupts the status quo within an organisation. It challenges existing routines, practices, and mindsets. It can create uncertainty, resistance, and discomfort among employees, requiring effective change management strategies to minimise negative impacts and facilitate a smooth transition.
- **Contextual:** The nature of organisational change is shaped by the unique context of each organisation. Factors such as industry dynamics, market conditions, regulatory requirements, and internal capabilities influence the nature and scope of change initiatives. What works for one organisation may not necessarily work for another.
- **Strategic:** Organisational change is often driven by strategic considerations. It aligns with the organisation's vision, goals, and long-term objectives. Change initiatives are typically designed to improve performance, enhance competitiveness, foster innovation, capitalise on opportunities, or address challenges that impact the organisation's strategic position.

PROCESS OF ORGANISATIONAL CHANGE

Organisational change is a structured process that involves several stages to successfully implement and manage change initiatives. While the specific process may vary across organisations, the following steps provide a general framework:

1. **Recognising the need for change:** The first step is to identify the necessity for change by closely examining internal assessments, employee feedback, market trends, and shifts in the business environment. It is crucial to gain a clear understanding of the drivers and reasons behind the change.
2. **Planning:** This stage focuses on creating a well-thought-out change plan. It involves setting clear goals and objectives, defining the scope and scale of the change, and developing a roadmap that outlines the activities, timeline and required resources.
3. **Communicating and engaging stakeholders:** Effective communication is essential to gain support and create buy-in for the change. Stakeholders, including employees, leaders, customers, and external partners, should be informed about the change, its

purpose, and the potential benefits. Engaging stakeholders in the change process fosters collaboration, addresses concerns, and cultivates a sense of shared ownership.

4. **Assessing and managing risks:** A comprehensive assessment of potential risks and challenges associated with the change is crucial. This involves identifying obstacles, potential resistance, and unintended consequences. Risk mitigation strategies and contingency plans should be developed to address these challenges and minimise disruptions.
5. **Implementing the change:** This stage focuses on putting the change plan into action. Activities outlined in the plan, such as process restructuring, technology adoption, or organisational adjustments, are executed with careful project management, resource allocation, and coordination.
6. **Monitoring and evaluating progress:** Regular monitoring and evaluation are vital to track progress, identify any deviations or obstacles, and make necessary adjustments. Key performance indicators (KPIs) and metrics are established to assess the effectiveness and impact of the change. Gathering feedback from employees and stakeholders helps inform ongoing improvements.
7. **Reinforcing and sustaining the change:** Once the change has been implemented, efforts are made to reinforce and embed the new practices, behaviours, and processes into the organisational culture. This may involve providing training, support, and recognition to ensure that the change becomes deeply rooted. Continuous reinforcement and a focus on learning contribute to long-term sustainability.

ORGANIZATIONAL CAPABILITIES: DEFINITION, EXAMPLES, AND BUILDING PROCESS

Organizational capabilities enable companies to maximize their performance and achieve their goals. Let's take a look at an organizational capabilities definition, some examples, and how L&D and HR teams can help build organizational capabilities.

Importance of organizational capabilities

The right mix of organizational capabilities helps businesses operate effectively and deliver excellent service and satisfaction to customers. Organizational capabilities are a driving force in:

- **Gaining competitive advantage** – The ability to manage resources and information effectively helps focus an organization on meeting customer demands with its distinctive products and services. This leads to surpassing competitors and gaining prominence in the marketplace.
- **Adapting to change** – An organization that makes effort to align with employees, customers, and emerging trends and markets can better foresee and plan for the new directions it must take.
- **Driving business performance** – Investing in the development of organizational capabilities hones a company's strengths and identity. Harnessing this intangible value promotes stability and makes the most of what everyone has to offer. This delivers optimal performance.

The most successful and admired companies have distinct combinations of attributes that make them stand out from the competition. People respect organizations like Starbucks, Apple, and Disney because of their capabilities, not their structures. It's their knack for innovation and their willingness to adapt to consumers' changing needs that make them trustworthy and relevant.

Some actions you can take to assess and cultivate organizational capabilities:

1. Engage leadership

Communicate with leaders to ensure they fully understand the process of assessing and building organizational capabilities, and their role in it. Since you need leaders to support the initiative, it's essential to explain what will happen and what will be expected of them. They will be expected to devote time and energy to it and may even have to sacrifice some short-term results. Getting everyone orientated and onboard from the start can prevent misperceptions down the road.

2. Define and list your organizational capabilities

Since the term "organizational capability" can evoke many interpretations, clarify to your stakeholders what you mean by it. This will also help you establish a language in which you talk about OC at your organization to make sure everyone is on the same page.

Brainstorm what your organization must be good at to prosper in the long term. Your list should include the required capabilities, and it should indicate those that are already helping execute the business strategy and gain an advantage over the competition.

Consider different types of OC, but focus mainly on the strategic capabilities. Line up who will be responsible for observing the lessons learned from each area. Also, be thinking about how sustainable and relevant each capability will be if there is a shift in your business strategy or other changes.

3. Conduct an organizational capabilities assessment

Set performance indicators for each capability and determine where you currently stand in comparison. You can do this through internal surveys or interviews. Other options include consulting outside experts or other data sources. Your assessment should emphasize resources, processes, and structures.

4. Understand the capability gap

Take a candid look at where your organization is and where you want it to be regarding each capability. For instance, your leadership might not be as strong as you wish because you have a weak leadership pipeline. You'll need to consider what effort it will take to transform this. Then you can start identifying future leaders and prepare leadership development plans for them.

5. Prioritize and create an action plan

You won't be able to bridge all the gaps in one quarter or even one year. Identify the critical capabilities that bring the most value and start with those.

You can rank each capability by how important it is and how difficult it will be to implement. Start sooner on those that are important and fairly simple to get going. The capabilities that are more complex to implement may need to be assigned to a team that can dedicate the time and resources required. Sorting the capabilities this way is an excellent place to start creating an action plan with concrete goals.

For instance, if you find out that employees in a specific department lack a certain skill that would make them more productive, you can implement a targeted training program to help them build that skill. That way, you're building up your talent capability.

6. Track progress and follow up

Any initiative needs to be measured and reviewed to understand its impact and achieve success. Capabilities can be challenging to evaluate because they are abstract, so you need to have quantitative goals and milestones in place. This will allow you to track where you are once you put your plan into action.

LEADERSHIP AND CHANGE

Organizations' leaders enriched with humanistic and charismatic qualities, accelerate the way for success in the competitive and unpredictable work environment. The companies' leadership should take effective steps in implementing the change and to identify the stakeholders of the company, who are going to get impacted by the change. All the stakeholders need to be informed and fully briefed about the risks and issues associated with the process of change management.

For example, considering the branch teams, the company has prepared a variety of responses from the customers through a transition phase of implementing change, it is not just aimed to make the people understand the change but also, they embraced it. From the analysis of the facts, it can be observed that the leader's effectiveness and competencies in leading the change have become essential in initiating the change and people management. The competition laid by the long-lasting financial institutions must lead this change in the institution. the financial institutions left the company incapable of change and that made a situation is unable to evolve and grow. The company leadership should take effective steps in implementing the change.

Suitable Change Models: Identifying the suitable change model to initiate the change depends on who is initiating the change, experiences of a group or an individual of people are equipped, and how much guidance that the employee requires during the process of change.

Effective communication process: Management makes sure that proper communication process must be followed so that every individual is well acquainted with the system.

Building Effective Relationship: This will support improving work performance and create a positive environment or climate in a better way.

Investing in people: Underinvestment in talent only amplifies the cyclical nature of the industry. To ensure the people meet the aspirations of the organization they must emphasize continuous development and skill-building to drive performance through a wealth of courses, training centers, internships, and mentorship programs to pass on knowledge to the next generation.

Putting purpose at the core: There will be a greater need to understand, articulate, and strategically plan around purpose, as it becomes even more core to business strategy. And there will be greater demand from consumers for more purposeful businesses.

Focus on sustainability: Businesses will be under increased scrutiny by stakeholders to ensure that they are sustainable – environmentally, economically, and socially. This will be an opportunity for businesses to establish leadership in sustainability, particularly in countries where it has been low on the agenda.

More collaboration: There will be a rise in the emergence and/or significance of pre-competitive collaboration within industries. The emphasis will be on collective impact to solve common challenges.

NATURE OF PLANNED CHANGE:

Planned change occurs when leaders in the organization recognize the need for a major change and proactively organize a plan to accomplish the change. Planned change occurs with successful implementation of a Strategic plan, plan for reorganization, or other implementation of a change of these magnitudes.

Organizational Development is directed in bringing about planned change in order to increase the organizations' preferences, also it is generally initiated and implemented by manager often with the help of an OD practice.

Planned change can be used by organizations:

1. To solve problems
2. To learn from experience
3. To adapt to external environmental change
4. To improve performance
5. To influence future changes
6. To reframe shared perceptions

Change in the organization can be accomplished through these four steps:

1. Entering
2. Diagnosing
3. Planning and implementing
4. Evaluating and institutionalizing

In order for change to happen one must enter the common grounds of the organization to facilitate and see the problems and possibility for change. You understand the problems of the organization and determine possible solutions for it. Then, the diagnosing process is done. In this part of the process, one runs a diagnosis on the alternatives that will fit best according to

the problems. You focus on how and why the problems occurred in order to have a better understanding of the problem. Data gathering is also done in this procedure.

The step of planning and implementing the alternatives follow after. They propose changes that will work best with their objectives and as well with their mission and vision. The last step is the evaluation of the alternatives implemented. It will be evaluated on how the alternatives fit with the policies and procedures of the organization. They will further decide if the changes done will be sustained or eradicated.

Change is fundamental in every organization and its something that its members should cope with. Change normally enables an organization to work better. Whether it is and incremental change, if it will increase the effectiveness of the organization, then they should consider these methods and procedures.

OD MODELS OF PLANNED CHANGE

Lewin Model of Change

Kurt Lewin proposed a three stage theory of change commonly referred to as Unfreeze, Change, Freeze (or Refreeze). It is possible to take these stages to quite complicated levels. A lot has changed since the theory was originally presented in 1947, but the Kurt Lewin model is still extremely relevant. Many other more modern change models are actually based on the Kurt Lewin model.



Stage 1: Unfreezing

The unfreezing stage is probably one of the more important stages to understand in the world of change we live in today. This stage is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from our current comfort zone. This first stage is about preparing ourselves, or others, before the change (and ideally creating a situation in which we want the change) The more we feel that change is necessary, the more urgent it is, the more motivated we are to make the change.

Unfreezing and getting motivated for the change is all about weighing up the 'pro's' and 'con's' and deciding if the 'pro's' outnumber the 'con's' before you take any action. This is the basis of what Kurt Lewin called the Force Field Analysis.

Force Field Analysis is a fancy way of saying that there are lots of different factors (forces) for and against making change that we need to be aware of (analysis). If the factors

for change outweigh the factors against change we'll make the change. If not, then there's low motivation to change and if we feel pushed to change we're likely to get grumpy and dig in our heels.

This first 'unfreezing' stage involves moving ourselves, or a department, or an entire business towards motivation for change. The Kurt Lewin Force Field Analysis is a useful way to understand this process and there are plenty of ideas of how this can be done.

Stage 2: Change - or Transition

Kurt Lewin was aware that change is not an event, but rather a process. He called that process a transition. Transition is the inner movement or journey we make in reaction to a change. This second stage occurs as we make the changes that are needed. People are 'unfrozen' and moving towards a new way of being.

This is not an easy time as people are learning about the changes and need to be given time to understand and work with them. Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading.

Stage 3: Freezing (or Refreezing)

Kurt Lewin refers to this stage as freezing although a lot of people refer to it as 'refreezing'. As the name suggests this stage is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time. In today's world of change the next new change could happen in weeks or less. There is just no time to settle into comfortable routines. This rigidity of freezing does not fit with modern thinking about change being a continuous, sometimes chaotic process in which great flexibility is demanded.

Lewin's concern is about reinforcing the change and ensuring that the desired change is accepted and maintained into the future. Without this people tend to go back to doing what they are used to doing. This is probably what Kurt Lewin meant by freezing - supporting the desired change to make sure it continues and is not lost.

BURKE-LITWIN CHANGE MODEL

The Burke-Litwin change model revolves around defining and establishing a cause and-effect relationship between 12 organizational dimensions that are key to organizational change.

Assessing Key Factors

The Burke-Litwin change model strives to bring in change in the performance of a team or an organization by establishing links between performance and the internal and external factors which affect performance. This change model is based on assessing the organization as well as environmental factors which can be tweaked so as to ensure a successful change. The Burke-Litwin change model begins with outlining as framework.

Comprising the affecting factors which can be manipulated to guarantee a smoother transition from one phase of the change process or another. The most critical aspect here is establishing the links between the twelve dimensions of this change framework.



THE BASIC PHILOSOPHY OF BURKE AND LITWIN CHANGE MODEL: THE 12 DIMENSIONS

1. **External Environment:** The key external factors that have an impact on the organization must be identified and their direct and indirect impact on the organization should be clearly established.
2. **Mission and Strategy:** the vision, mission and the strategy of the organization defined by the top management should be examined in terms of the employees' point-of view about them.
3. **Leadership:** A study of the leadership structure of the organization should be carried out, which clearly identifies the chief role models in the organization.
4. **Organizational Culture:** An organizational culture study should seek information on the explicit as well as the implied rules, regulations, customs, principles and values that influence the organization behavior.
5. **Structure:** The study of structure should not be confined to hierarchical structure; rather it should be a function based structure focusing on the responsibility, authority, communication, decision making and control structure that exists between the people of the organization.
6. **Systems:** Systems includes all types of policies and procedures with regards to both the people and the operations of the organization.
7. **Management Practices:** This would entail a study of how well the managers conform to the organization's strategy when dealing with employees and the resources.

8. Work Unit Climate: It is a collective study of how the employees think, feel and what do they expect. The kind of relationships the employees share with their team members and members of other teams is also an important aspect of work unit climate.

9. Tasks and Skills: This involves understanding what a specific job position demands and the kind of skills and knowledge that an employee must have in order to fulfill the task responsibilities of that job position. It's important to see how well jobs and employees have been matched.

10. Individual Values and Needs: This dimension seeks to explore the employee's enrichment and better job satisfaction.

11. Motivation Level: Identifying the motivation level of the employees will make it easier to determine how willingly they would put in their efforts to achieve organizational goals. This would also involve identifying motivational triggers.

12. Individual and Overall Performance: This dimension takes into account the level of performance, on individual and organizational levels, in key areas like productivity, quality, efficiency, budget and customer satisfaction etc.

Putting the Burke-Litwin Change Model to Effective Use

Burke-Litwin model provides an effective strategy to manage organizational change, but its effectiveness is subject to how well each of the twelve dimensions identified by it are explored and put to use. The other most critical aspect is how well the management and the staff collaborate to achieve the new strategies and goals as proposed in the change.

LEWITT MODEL

Lewitt offered a new approach to looking at organizations, in which every organization consists of four interactive components. This approach is now widely used for making organizational change more effective. Keep reading to learn more about these components and their interactive behavior.

The Four Components

Lewitt proposes that every organizational system is made up of four main components: People, Task, Structure and Technology. It is the interaction between these four components that determines the fate of an organization. This organization tool was conceptualized by Dr. Harold Lewitt, who served as a professor at two universities, Claremont University and Stanford University. He also emphasized that any change in one of these elements will have a direct effect on all the other elements, and thus they will also need to be tweaked to accommodate the change. Lewitt's diamond is an integrated approach and is widely used for managing organizational change.

1. People

The people are the employees of the organization. When using this approach, you don't just look at employees as accountants, receptionist, managers, etc. Instead you also look at which component will need to be modified with respect to changes in the other three components.

✓ Change in Tasks:

o Changes in how things are done. If you're planning to change the tasks, you will have to educate and train the employees to make them familiar with the new methods.

✓ Change in Structure:

o Change in structure would imply changing job roles. Here again the employees would need help to learn about their new job duties and responsibilities.

✓ Change in Technology:

o Shifting to a new technology requires extensive training, so that the employees can handle the new technology efficiently without causing any damage to themselves or the technology. This may even involve hiring new skilled employees to handle the new technology.

2. Tasks

This component can include goals in addition to tasks. Thus this component would include looking at two things—firstly how things are being done and secondly what are you trying to achieve. Here again, you focus more on the qualitative aspects of the tasks and goals rather than the actual tasks and goals. When looking at tasks think about their relevance and their benefits, and when looking at goals think about the yield and productivity.

✓ Change in People:

o If you're changing you or manpower, you'll need to modify the tasks or goals to make right and optimum use of their skills and knowledge. For instance, if you're employing a computer literate accountant, would you still keep going with your old style of manual bookkeeping?

✓ Change in Structure:

o What happens if an organization decides to shift from a pyramid hierarchical setup to a flat organization, can it continue with the change without altering the tasks or processes? No, and the same is true for goals. If you're merging two departments, into one or splitting a department into two, you cannot continue with the same goals.

✓ Changes in Technology:

o Shifting to a newer technology would require making changes to the way things are done. Also, as you move on to more advanced technology, the goals must be raised to reap benefits and to cover the costs of the technology. In some cases the goals may need to be completely changed.

3. Structure

The structure component of Leavitt's Diamond includes not only the hierarchical structure, but also the relationships, communication patterns and coordination between different management levels, departments and employees. This would also include how authority and responsibility flow within the organization. The structure needs to be altered, when changes are made to any other component of the diamond.

✓ Changes in people:

o If you're hiring more skilled and more qualified people, you won't need the same kind of supervision as is needed for less skilled and less qualified employees. This would mean cutting down the number of supervisory posts. Now, it's not just about hiring a fresh, the same would be true if you empower your existing employees through training. As we mentioned earlier, the approach is more focused on the qualitative aspects of each factor, so if you're simply replacing your receptionist with a new one, it doesn't count and surely that wouldn't require any changes to the structure.

✓ Changes in Tasks:

o Let's say you decide to make your company more customer-centric. For this, you'll need to set up a new customer support department or you may need to have more people out in the field. That explains how the structure may need to be changed, with a modification in goals. When business processes are reengineered, the need for some of the job posts or even management levels may completely perish.

✓ Changes in Technology:

o Computerization or automation often requires revamping the organizational structure to benefit from the technology upgrade. New job posts may be created and old ones closed down

to make best use of the new technology. And even if no changes are needed in the job posts. Changes may be needed in interdepartmental coordination or the communication pattern.

4. Technology

Technology is that component of the organization which aids or facilitates the people to perform the tasks. Computers, equipments, LAN lines, barcode readers, software applications, etc. Are all counted under technology. Technology too, like all the other components of the Leavitt's diamond, will need to be changed when modification are made to any other component.

✓ Changes in people:

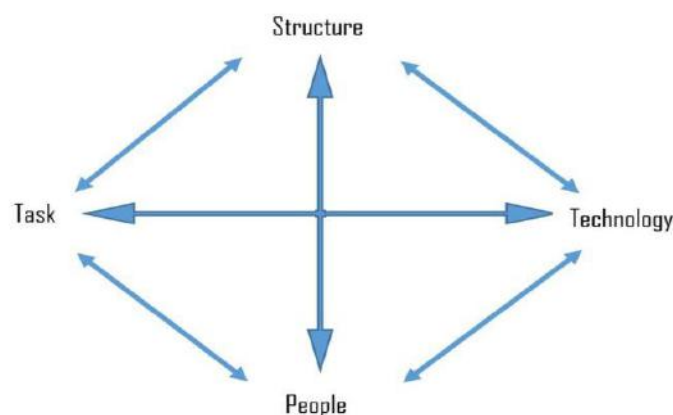
o If you're hiring computer literate employees, you cannot ask them to work on typewriters. Similarly, if you're hiring engineers instead of mechanics, the old tools and equipment may not be enough. So, to take full advantage of your manpower, you'll need to change the technology in accordance with the change in the knowledge, qualifications and skills, of you or workforce. Even if you want your employees handle additional tasks, you may have to provide them with technology that helps them in this direction. For instance, if you want your programmer to make field visits to clients, you need to equip him with a laptop and a wireless internet data-card to help him perform the added.

✓ Changes in Tasks:

o Changes in tasks or goals may also compel you for a technological change. For instance, if you want to use your customer support center for order processing as well, you will need to replace your existing software with a new application which has customer service and order processing integrated into one.

✓ Changes in Structure:

o If you want to cut down staff from a particular department, you will have to automate some processes, to maintain the same level of production. Whether you're trying to shrink your organization structure or expand it, technological changes will be needed to support the new structure.



Leavitt's Diamond Model

UNIT II

ORGANIZATIONAL DEVELOPMENT

UNIT II: ORGANIZATIONAL DEVELOPMENT

Definition of Organization Development

Organisation development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organisational strategies, structures, and processes for improving an organisation's effectiveness. (Cummings and Worley)

Organisation development, according to Richard Beckhard, is defined as:

- A planned effort
- Organisation-wide
- Managed from the top
- To increase organisation effectiveness and health
- Through planned interventions in the organisation's 'processes', using behavioral science knowledge.

According to Warren Bennis, Organisation Development (OD) is a complex strategy intended to change the beliefs, attitudes, values, and structure of organisations so that they can better adapt to new technologies, markets, and challenges.

Warner Burke emphasizes that OD is not just "anything done to better an organisation"; it is a particular kind of change process designed to bring about a particular kind of end result.

OD is a systematic application of behavioral science knowledge to the planned development and reinforcement of organisational strategies, structures and processes for improving an organisation's effectiveness. (Cummings and Worley, 1993)

Analysis of the Definitions

The definitions so analyzed contain the elements which are important for OD. To summarize, here are the primary distinguishing characteristics of organisational developments:

- OD focuses on culture and processes.
- OD focuses on the human and social side of the organisation.
- OD realize on the action research model with extensive participation by client system participation.
- OD takes a developmental view that aims at the betterment of both individual and the organisation i.e., "win-win" solutions.
- It encourages the involvement and participation by all the level of organisation in the problem solving and decision-making.

NATURE AND SCOPE OF OD

1. **OD is a Long-term Effort:** which means that organisational change and development take long time in fact it is a never ending journey of continuous change for organisation effectiveness.

2. **Supported by Top Management:** The OD programmers seeks the serious attention and commitment from the top management for achieving it's objectives of improvements.

3. **OD is a Learning Process:** which means the process of interaction, listening and self examining

which facilitates individual, team and organisational learning.

4. **OD is visioning Processes:** which mean the organisation members develop a picture of the desired future that includes the humanistic approach to make that picture a reality.

5. **OD is an Empowerment Process:** which means those leadership behaviors and human resource practices that enable organisation members to develop and use their talents as fully as possible towards organisational growth and success.

6. **Contractual Relationship:** Although neither the sponsoring organisation nor the change agent can be sure at the outset of the exact nature of the problem or problems to be dealt with or how long the change agent's help will be needed, it is essential that some tentative agreement on these matters be reached.

The sponsoring organisation needs to know generally what the change agent's preliminary plan is, what its own commitments are in relation to personal commitments and responsibility for the program, and what the change agent's fee will be. The change agent must assure himself that the organisation's, and particularly the top executives', commitment to change is strong enough to support the kind of self analysis and personal involvement requisite to success of the program. Recognizing the uncertainties lying ahead on both sides, a termination agreement permitting either side to withdraw at any time is usually included.

Change Agent: A change agent in the sense used here is not a technical expert skilled in such functional areas as accounting, production, or finance. He is a behavioral scientist who knows how to get people in an organisation involved in solving their own problems. His main strength is a comprehensive knowledge of human behavior, supported by a number of intervention techniques. The change agent can be either external or internal to the organisation. An internal change agent is usually a staff person who has expertise in the behavioral sciences and in the intervention technology of OD.

Sponsoring Organisation: The initiative for OD programs comes from an organization that has a problem. This means that top management or someone authorized by top management is aware that a problem exists and has decided to seek help in solving it. There is a direct analogy here to the practice of psychotherapy: The client or patient must actively seek help in finding a solution to his problems. This indicates a willingness on the part of the client organisation to accept help and assures the organisation that management is actively concerned.

Applied Behavioral Science: One of the outstanding characteristics of OD that distinguishes it from most other improvement programs is that it is based on a "helping relationship." The change agent is not a physician to the organisation's ills; he does not examine the "patient," make a diagnosis, and write a prescription. Nor does he try to teach organizational members a new inventory of knowledge which they then transfer to the job situation. Using theory and methods drawn from such behavioral sciences as psychology, sociology, communication, cultural anthropology, organisational behaviour economics, and political science, the change agent's main function is to help the organisation define and solve its own problems. The basic method used is known as action research. This approach, which is described in detail later, consists of a preliminary diagnosis, collecting data, feedback of the data to the client, data exploration by the client group, action planning based on the data, and taking action.

System Context: OD deals with a total system – the organisation as a whole, including its relevant environment – or with a sub-system or systems – departments or work groups – in the context of the total system.

Organisation's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, more effective communication, enhanced ability to cope with organisational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organisational members. These objectives stem from a value system based on an optimistic view of the nature of man – that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Also essential to organisation development and effectiveness is the scientific method – inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results. Finally, the democratic process is viewed as having a legitimate, and perhaps dominant, role in the highly effective organisation.

Organisational Self Renewal: The ultimate aim of the outside OD practitioner is to “work himself out of a job” by leaving the client organisation with a set of tools, behaviors, attitudes, and an action plan with which to monitor its own state of health and to take corrective steps toward its own renewal and development. This is consistent with the systems concept of feedback as a regulatory and corrective mechanism.

HISTORICAL PERSPECTIVE OF ORGANISATION DEVELOPMENT

Early Development

The history of organisation development is rich with the contributions of behavioral scientists and practitioners. Systematic organisation development activities have recent history. Kurt Lewin played a key role in the evolution of organisation development as it is known today. As early as World War II, Lewin experimented with a collaborative change process (involving himself as consultant and a client group) based on a three-step process of planning, taking action, and measuring results. This was the forerunner of action research, an important element of OD, which will be discussed later.

Lewin then participated in the beginnings of laboratory training, or T-Groups, and, after his death in 1947, his close associates helped to develop survey-research methods at the University of Michigan. These procedures became important parts of OD as developments in this field continued at the National Training Laboratories and in growing numbers of universities and private consulting firms across the country. The failure of off-site laboratory training to live up to its early promise was one of the important forces stimulating the development of OD.

Laboratory training is learning from a person's “here and now” experience as a member of an ongoing training group. Such groups usually meet without a specific agenda. Their purpose is for the members to learn about themselves from their spontaneous “here and now” responses to an ambiguous hypothetical situation.

Problems of leadership, structure, status, communication, and self-serving behavior typically arise in such a group. The members have an opportunity to learn something about themselves and to practice such skills as listening, observing others, and functioning as effective group members. As formerly practiced (and occasionally still practiced for special purposes),

laboratory training was conducted in “stranger groups,” or groups composed of individuals from different organisations, situations, and backgrounds. A major difficulty developed, however, in transferring knowledge gained from these “stranger labs” to the actual situation “back home”.

This required a transfer between two different cultures, the relatively safe and protected environment of the T-Group (or training group) and the give-and-take of the organisational environment with its traditional values. This led the early pioneers in this type of learning to begin to apply it to “family groups” – that is, groups located within an organisation. From this shift in the locale of the training site and the realization that culture was an important factor in influencing group members (along with some other developments in the behavioral sciences) emerged the concept of organisation development.

Systematic organisation development activities have a recent history and, to use the analogy of the mangrove tree, have at least four important trunk stems. They are as follows:

- **Laboratory Training Stem:** Laboratory training began to develop about 1946 from various experiments. It is importantly involving unstructured small group situations in which participants learn from their own actions and the group’s evolving dynamics. The major contributions to this concept were from behavioural scientists Kurt Lewin followed by experts Robert Tannebaum, Chris Argyris, Douglas Mc Gregor, Herbert Shepard, Robert Blake, Jane Mouton and Richard Beckhard.
- **Survey Research and Feedback Stem:** It is the second major stem in the history of Organisation development. It involves a specialised form of organisation research. The research was conducted for years by staff members at the Survey Research centre of the University of Michigan.

The effectiveness of these studies were more than the traditional training courses as it involved the system of human relationships as a whole and deals with each manager, supervisor, and employee in the context of his own job, his own problems, and his own work relationships.

The major contributors were Rensis Likert, Floyd Mann and others.

- **Action Research Stem:** Action research is the third stem which is a collaborative, client consultant inquiry. The scholars and practitioners who have invented and utilized action research in the evolution of OD were William F. Whyte and Hamilton. Kurt Lewin also conducted several experiments in the mid 1940’s and early 1950’s. This approach, today is as one of the most important methods for OD interventions in organisations.

- **Socio Technical and Socio-clinical Stem:** This is the fourth stem in the history of OD to help groups and organisations. The major contributions were made by W.R. Bion, John Richman, Eric Trist and others. The socio technical approach focussed on the non executive ranks of organisations and especially the redesign of work.

MODERN DEVELOPMENT - SECOND GENERATION OD

In recent years, serious questioning has emerged about the relevance of OD to managing change in modern organisations. The need for “reinventing” the field has become a topic that even some of its “founding fathers” are discussing critically. Since the environment is becoming turbulent the context of OD has dramatically changed throughout 1980’s and 1990’s. The second generation OD has focus on the Organisational Transformation, Organisation culture, Learning

organisations, intensified interest in teams, Total Quality Management (TQM), Quality of work life, etc.

VALUES, ASSUMPTIONS AND BELIEFS IN OD:

A set of values, assumptions and beliefs constitutes an integral part of organisation development, shaping the goals and methods of the field and distinguishing OD from other improvement strategies. Let us define the terms values, beliefs and assumptions.

- A belief is a proposition about how the world works that the individual accepts as true; it is a cognitive fact of the person.
- Values are also beliefs and are defined as “Beliefs about what a desirable is or a good and what an undesirable is or a bad (e.g., dishonesty).
- Assumptions are beliefs that are regarded as so valuable and obviously correct that they are taken for granted and rarely examined or questioned.

OD ASSUMPTIONS

People react to how they are treated. (Better treatment results in better productivity.)

- Work must meet the individual’s needs and the organisation’s needs.
- Most people are motivated by challenging and meaningful work; not controls threats and punishment.
- Basic building blocks of the organisation are groups – therefore the units of change are groups.
- Organisations suppress feelings, but this also suppresses commitment.
- Groups that learn to work using open and constructive feedback become better able to be productive.
- People work best in supportive and trusting environments.
- Change is best implemented when people are part of the change process.

VALUES OF OD

Values have always been an integral part of OD. The three important early statements regarding OD values that had major impact on the field given are as follows:

According to Warren Bennis OD practitioners or change agents share a set of normative goals based on their humanistic/democratic philosophy. He listed the normative goals as follows:

- Improvement in interpersonal competence.
- A shift in values so that human factors and feelings come to be considered legitimate.
- Development of increased understanding between the working groups in organisations to reduce tensions.
- Development of better methods of conflict resolution.
- Development of organic rather than mechanical system.

According to Richard Beckhard emphasize on the values held by OD practitioners as follows:

- The basic building blocks of the organisations are teams.
- People affected by change should be allowed active participation and sense of ownership of the change.

- According to Robert Tannebaum the important shifts in values was occurring and he listed these values in transition as follows:
 - Away from a view of people as essentially bad towards a view from people as basically good.
 - Away from avoidance of negative evaluation of individuals towards confirming them as human beings.
 - Away from avoidance of risk taking towards willingness to take risk.
 - These values and assumptions may not seem profound today, but in 1950's they represented a radical departure from accepted beliefs and assumptions

SYSTEM THEORY OF OD

A second foundation of organisation development is system theory, which views organization as open systemic active exchange with their environments. This theory explains how its application enhances the practice of OD.

The system theory is one of the most powerful conceptual tools available for understanding the dynamics of the organisation. Fagen defines system as "a set of objects together with relationship between the objects and between their attributes".

System denotes interdependency, interconnectedness, and interrelatedness

SOCIO-TECHNICAL SYSTEM THEORY AND OPEN SYSTEM PLANNING

Two major variants of open system theory are -socio-technical system theory (STS) and opensystem planning.

Socio-technical system theory was developed by Trist and others at the Tavistock institution in 1950's. According to this theory organisations are comprised of two independent systems, a social system and a technical system and changes in one effect the other. It is the conceptual foundation for efforts in work redesign and organisation restructuring of OD.

Open system planning explains that:

1. Scanning the environment to determine the expectations of external organisations and stakeholders.
2. Developing scenario of possible futures both realistic and ideal.
3. Developing action plans to achieve the desired result.

Mostly OD practitioners engaged in redesign projects use a combination of socio-technical system theory and open system planning.

The other theories of OD are grouped into the four broad categories:

1. Life cycle
2. Teleology
3. Dialectical
4. Evolutionary theories

To address this question it is useful to emphasize four distinguishing characteristics in the preceding discussion of the four theories. Each theory:

(1) views process in terms of a different cycle of change events,

- (2) which is governed by a different “motor” or generating mechanism that
- (3) operates on a different unit of analysis, and
- (4) represents a different mode of change.

The four groups are distinguished from each other either on the basis of unit of change or mode of change. The unit of change is either the single individual identity, interactions among people or relationship between organisations. The mode of change is either prescribed or constructive:

- A life cycle model depicts the process of change in an entity as progressing through a necessary sequence of stages. An institutional, natural, or logical program prescribes the specific contents of these stages.
- A teleological model views development as a cycle of goal formulation, implementation, evaluation, and modification of goals based on what was learned by the entity. This sequence emerges through the purposeful social construction among individuals within the entity.
- In dialectical models of development conflicts emerge between entities espousing opposing thesis and antithesis that collide to produce a synthesis, which in time becomes the thesis for the next cycle of a dialectical progression. Confrontation and conflict between opposing entities generate this dialectical cycle.

Action Research: A Process and an Approach

Action research may be described as a process, that is, as an ongoing series of events and actions.

Action research is the process of systematically collecting research 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 variable within the system based both on the data and on hypotheses; and evaluating the results of action by collecting more data.

This definition characterizes action research in terms of the activities the process. First, the researcher takes a static picture of an organisation. On the basis of “what exists”, hunches and hypotheses suggest action; these actions typically entail manipulating variable in the systems that are under the action researcher’s control, which often means doing something differently from the way it has always been done. Later, the researcher takes a second static picture of the system to examine the effects of the action. These steps are similar to the steps OD practitioners use when they execute OD programs.

The study by Whyte and Hamilton is a cogent example of the relation of action research to OD. Action research is a process in two different ways. It is a sequence of events and activities within each iteration (data collection, feedback, and taking action based in the data); and is a cycle of iterations of these activities, sometimes treating the same problem several times and then moving to different problems.

Action research may also be described as an approach to problem solving, thus suggesting its usefulness as model, guide, or paradigm. Used in this way, action research may be defined as follows:

Action research is the application of the scientific method of fact-finding and experimentation to practical problems requiring action solutions and involving the collaboration and cooperation of scientists, practitioners, and laypersons. The desired outcomes of the action research approach are solutions to immediate problems and a contribution to

scientific knowledge and theory. Viewing action research from this perspective reveals additional important features.

In viewing action research as an approach to problem solving we note the following features: the centrality of objectives, and the different role requirements of the consultant/change agent vis-à-vis the clients. Three additional features deserve discussion: *first*, the elements of the action research model that link it to the scientific method of inquiry; *second*, the collaborative relation among scientists, practitioners, and laypersons that often is a component of action research; *third*, the increased richness of knowledge derived from action research programs.

These steps for the scientific method are identical to the steps outlined by Corey for action research. Another distinguishing feature of action research is collaboration between individual inside the system clients-and individuals outside the systems-change agents or researchers.

CHARACTERISTICS OF OD:

OD characteristics are implied in its definitions. They differ substantially from those of a typical training program which are summarized in the following lines.

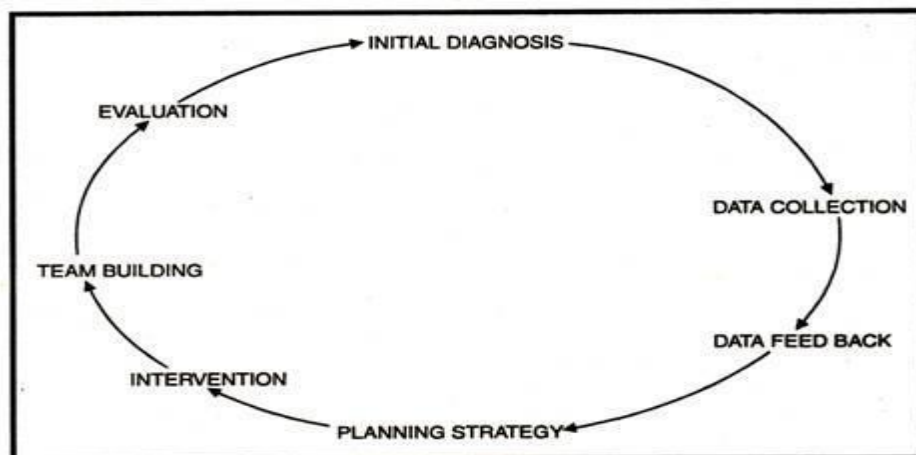
Focus on the whole organization: in OD attempts are made to develop the whole organization so that it can be responding to changes effectively. In contrast, traditional training programs tend to focus quite narrowly on specific jobs or small work groups.

Systems organization: OD is concerned with structure, process as well as attitudes. It lays emphasis on how parts relate, not on the parts themselves.

Problem solving: OD seeks to solve problems rather than to discuss theoretically. This focus on real ongoing problems, not artificial ones, is called action research. This characteristic of OD is so important that OD is sometimes defined as “organizational improvement through action research.”

Experiential learning: OD offers experiential learning which means participants learn by experiencing in the training environment the kind of human problems they actually face on the job.

OD PROCESS



The OD process involves the following steps:

Diagnosing the System, its Sub-units and Processes

Organisation development is at heart an action programme based on valid information about the status quo, current problems, and opportunities, and effects of actions as they relate to achieving goals. An OD programme thus starts with the diagnosis and employs data collecting and data analyzing throughout.

According to Beckhard diagnosis involves two areas:

- First area is the diagnosis of the various sub-systems that make up the total organisations.
- The second area of diagnosis is the organisation processes that are occurring which includes decision making processes, communication patterns and styles, relationship between interacting groups, etc.

In practice the OD consultant collects the detailed information of the target group and the processes. They pay special attention to the organisational processes like strategic management, long range planning, vision, mission formulation, organisational learning, etc. Continual diagnosis is thus necessary in any planned change effort as it helps to compare the gap between actual and desired conditions. The success of the OD programme depends on the result of the diagnostic activities which are important as to how the information is collected and what is to be done with the information, etc.

The information can be collected from the various sources like interviews, questionnaires, organisations records and so on. The action component includes planning actions, executing actions and evaluating the consequences of the actions are integral part to the organisation development. This emphasis on action planning and action taking is a powerful feature of OD and in some respect very distinguishing. There exist always a difference between learning and practicing.

OD problem solving interventions tend to focus on real problems central to the organisation's needs rather than on hypothetical problems that may or may not fit the member's needs. Action programmes in OD are closely linked with explicit goals and objectives. Attention is given to translating goals into observable, explicit and measurable actions and equal care is given to ensuring that actions are relevant to and instrumental for attaining goals. Diagnosis, action taking and goal setting are all linked in OD programmes. Diagnostic activities precede action programmes; that is fact-finding provides a foundation for action. Actions are continuously evaluated for their contribution to goal accomplishment.

Phases of OD Programmes

OD programmes follow a logical progression of events. Warner Burke describes the following phases of OD programmes:

- Entry-represents the initial contact with the consultant and client.
- Contracting-involves establishing mutual expectations.
- Diagnosis is the fact finding phase which produces a picture of the situation through information.
- Feedback-represents returning the analysed information to the client system.
- Planning Change-involves the client deciding what action steps to be taken based.
- Intervention-implements sets of actions designed to correct the problems or seize the

- opportunities.
- Evaluation-represents assessing the effects of the programme i.e., was it successful or not?

Analyzing Discrepancies

A useful model for thinking about diagnosis and intervention could be termed discrepancy analysis-examining the discrepancies or gaps between what is happening and what should be happening and the discrepancies between where one is and where one wants to be. Discrepancies, therefore, define both problems and goals and OD is more than just problem solving and goal seeking, but a large part of any OD programme is devoted to these two critical activities.

Model for Managing Change

Cumming and Worley identify five sets of activities required for effective management of change:

- Motivating change
- Creating a vision
- Developing political support
- Managing the transition
- Sustaining the momentum

UNIT III

DESIGNING INTERVENTIONS

UNIT III : DESIGNING OD INTERVENTIONS

Organisation Development Intervention

OD interventions refer to various activities which a consultant and client organisation perform for improving organisational performance through enabling organisational members better manage their behavior, their work group, and organisational culture. OD interventions are also referred as OD techniques or OD strategies as they are designed to accomplish specific objectives.

French and Bell have defined OD interventions as:

Sets of structured activities in which selected organisational units (target groups or individuals) engage with 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 organisation development: they make things happen.

An intervention is a deliberate process by which change is introduced into peoples' thoughts, feelings and behaviors. The overall objective of any intervention is to confront individuals, teams or units of people in a non-threatening way and allow them to see their self-destructive behavior and how it affects themselves and colleagues. It might involve several people who have prepared themselves to talk to the target group that has been engaging in some sort of self destructive behavior. In a clear and respectful Way they inform the persons of factual information regarding their behavior and how it may have affected them. The immediate objective of an intervention is for the target to listen and to accept help.

Organisation Development (OD) intervention would be a combination of the ways a manager can influence the productivity of his/her team by understanding how managerial style impacts organisational climate and more importantly how to create an environment of high performance. Most OD interventions are plans or programs comprised of specific activities designed to effect change in some facet of an organisation. Numerous interventions have been developed over the years to address different problems or create various results. However, they all are geared toward the goal of improving the entire organisation through change in general, organisations that wish to achieve a high degree of organisational change will employ a full range of interventions, including those designed to transfer individual and group behavior and attitudes.

Entities attempting smaller changes will stop short of those goals, applying interventions targeted primarily toward operating policies, management structures, worker skills, and personnel policies. OD interventions can be categorized in a number of ways, including action, the type of group for which they are intended, or the industry to which they apply.

W.L. French identified major families of interventions based on the type of activities that they included, such as activity groups include team-building, survey feedback, structural change, and career-planning.

CHARACTERISTICS OF OD INTERVENTIONS:

There are eight characteristics of organisation development interventions from more traditional interventions:

- An emphasis, although not exclusively so, on group and organisational processes in contrast to substantive content.
- An emphasis on the work team as the key unit for learning more effective modes of organisational behavior.
- An emphasis on the work team management of work-team culture.
- An emphasis on the management of the culture of the total system.
- Attention to the management of system ramifications.
- The use of the action research model.
- The use of a behavioral scientist-change sometimes referred to as a “catalyst” or “facilitator.”
- A view of the change effort as an ongoing process.
- Another characteristic, number, a primary emphasis on human and social relationships, does not necessarily differentiate OD from other change efforts, but it is nevertheless an important

CLASSIFICATION OF OD INTERVENTIONS

There are various OD interventions and they are classified in different ways. Further, various consultants and practitioners have different opinions about the activities which can be included in interventions. A brief analysis of OD interventions using a classification proposed by M. Kormanik are given below:

Major OD Interventions

OD interventions aim at improving organizational performance and employees' well being. According to Robbins (1994), OD integrates a collection of planned change interventions that relies on humanistic and democratic values, aimed at improving organizational effectiveness, and employees' well being. OD interventions rely on the following values: respect for people, trust and support, power equalization, confrontation and participation. Kormanik (2005) proposes a classification of OD interventions in 6 groups: large scale, strategic, techno structural, management and leadership development, team development and group processes, and individual and interpersonal processes.

Large-scale Interventions

Large scale interventions typically involve a full-size group of stakeholders, working toward the definition of a future state. These interventions start from top levels of the organization, to analyze, plan, and define the intervention's outcomes, then, people are involved in the solution, creating with this a shared commitment, and a “contagious of effect” effort, which will support the implementation of defined actions in the long term.

Some examples include the following:
appreciative inquiry summit, future search, open space and real time strategic change. Large scale interventions are highly structured; each activity is carefully planned beforehand – this is particularly important since the whole system participates simultaneously, in the same room, at the same time.

Cummings and Worley (2001) describe the three step process involved in any large scale intervention: (1) the preparation of the large group meeting, (2) Conducting the meeting, and (3) Following on meeting outcomes. Large-scale interventions are quicker, build

organizational confidence, give immediate and broad based information, promote a total organization mindset, inspire action, and sustained commitment.

Strategic Interventions

Strategic interventions contribute to align the organization with its environment. Cummings and Worley (2001) state that these interventions “link the internal functioning of the organization to the larger environment; transforming the organization to keep pace with changing conditions”

Strategic interventions help organizations to gain a better understanding of their current state, and their environment, that allow them to better target strategies for competing or collaborating with other organizations.

Kormanik (2005) includes under the umbrella of strategic interventions, the following: mission/vision/purpose, strategic planning and goal setting, visioning/scenario planning, benchmarking, SWOT, communication audit/strategy, values clarification and commitment, climate survey, and culture change.

Techno Structural Interventions

Techno structural interventions focus on improving the organizational effectiveness and human development by focusing on technology and structure. These interventions are rooted in the fields of engineering, sociology, and psychology, combined with socio-technical systems and job analysis and design. These types of interventions rely on a deficit based approach; the idea is to find problems to solve. According to Cummings and Worley (2001) techno structural approaches focus on improving an organization’s technology (for example, task methods and job design) and structure (for example division of labor and hierarchy)”

Kormanik (2005) includes as techno structural interventions the following: organizational structure, organization systems, business process redesign, space and physical settings, socio-technical systems, change management, job design/enrichment, competency-based management, knowledge management and organizational learning.

Management and Leadership Development Interventions

These types of OD interventions aim to improve organizational performance by increasing effectiveness of formal and informal leaders. Their use is wide spread, and almost all organizations have programs in place to identify, measure, and improve the quality of their leaders.

Kormanik (2005) includes the following examples: executive and professional development, mentoring, coaching, action learning, action science, MBO, succession planning, 360 degree feedback, participative management, technical/ skills training.

A research study conducted by the Corporate Leadership Council (2001) revealed that organizations are focusing on the following five actions to increase their leadership bench strength:

- (1) redefining the leadership profiles to better respond to current business needs,
- (2) targeting future leadership needs,
- (3) ensuring top management accountability for leadership development,
- (4) creating a continuous development culture, and
- (5) customizing the development opportunities to the leader’s needs.

Team Development and Group Processes Interventions

Team development and group processes interventions aim at improving different aspects of a group performance, such as goal setting, development of interpersonal relations among team members, role clarification and analysis, decision making, problem solving, and communities of practice, among other. One of the most important objective of team building interventions relies on improving interdependency of team members. The underlying premise is that the aggregated value of the team is much greater than any individual. According to Robbins (1994), Team building is applicable where group activities are interdependent. The objective is to improve the coordination efforts of members, which will result in increasing the team's performance."

OD interventions are the building blocks which are the planned activities designed to improve the organisation's functioning through the participation of the organizational members. OD interventions include team development, laboratory training, managerial grid training, brainstorming and intergroup team building. The intervention should take place at all three levels, namely, individual, group and organization.

Types of OD Interventions

We can classify the OD interventions into three categories:

1. **Behavioural Techniques:** These techniques are designed to affect the behavior of individuals and the group. These include:
 - Sensitivity Training
 - Role Playing
 - Management by Objectives
 - Grid Organisation Development
2. **Non-Behavioral Techniques:** These techniques are much more structured than behavioral techniques. These include:
 - Organizational Redesign
 - Work design
 - Job enrichment
3. **Miscellaneous Techniques:** In addition to the above techniques, there are certain other techniques which are used in organization development, such as:
 - Survey feedback
 - Process consultation
 - Team building

Behavioural Techniques

Sensitivity Training

The purpose of **sensitivity training** sessions or **T-groups** (T for training) is to change the behavior of people through unstructured group interaction. Members (ten to fifteen individuals) are brought together in a free and open environment, away from work places, in which participants discuss themselves freely, aided by a facilitator. No formal agenda is provided.

The **objectives** of the T-groups are

- To provide the participants with increased awareness of their own behaviour
- How others perceive the, greater sensitivity to the behaviour of others
- Increased understanding of group processes.

Role Playing

Role playing may be described as a technique of **creating a life situation**, usually one involving conflict between people, and then having persons in group play the parts or roles of specific personalities. In industry, it is used primarily as a technique of or modifying attitudes and interpersonal skills. For instance, two trainees may play the roles of a superior and a subordinate to discuss the latter's grievances.

The **purpose** of role playing is to aid trainees to understand certain business problems and to enable observers to evaluate reactions to them. Role-playing is generally used for **human relations and sales training**. This technique makes trainees self-conscious and imaginative and analytical of their own behavior.

Management by Objectives (MBO)

Managing by objectives is a dynamic system which integrated the company's need to achieve its goals for profit and growth with the manager's need to contribute and develop himself.

Management by objectives (MBO) is a technique designed to

- increase the precision of the planning process at the organisational level.
- reduce the gap between employee and organisational goals.
- MBO encourages performance appraisal through a process of shared goal setting and evaluation.

Grid development

Grid organisational development is based on Blake and Mouton's model of leadership called the managerial Grid. Their model depicts two prevailing concerns found in all organisations-concern for productivity and concern for people. Some managers are high in concern for productivity but low in concern for people; others are high in concern for people but low in concern for productivity. Besides helping managers evaluate their concern for proper and productivity, the Managerial Grid stresses the **importance of developing a team-management leadership style**.

In grid OD, change agents use a questionnaire to determine the existing styles of managers, help them to re-examine their own styles and work towards maximum effectiveness.

Non-Behavioural Techniques

Organizational Redesign

The organization's structure may be changed to make it more efficient by redefining the flow of authority. There can also be changes in functional responsibility, such as a move from product to matrix organizational structure. Organizational structure often reflects the personal desires, needs, and values of the chief executive. Changing structure, therefore, may create resistance and concern because people are worried about their power or status, or how the change will affect their work groups.

Job Enrichment

Job enrichment implies increasing the cents of a job or the deliberate upgrading of the responsibility, scope and challenge in work. Job enrichment is a motivational technique which

emphasizes the need for challenging and interesting work. It suggests that jobs be redesigned, so that intrinsic satisfaction is derived from doing the job. In its best application, it leads to a vertically enhanced job by adding functions from other organizational levels, making it contain more variety and challenge and offer autonomy and pride to employee. The job holder is given a measure of discretion in making operational decisions concerning his job. In this sense, he gains a feeling of higher status influence and power.

Work Design

Work design is a broad term meaning the process of defining tasks and jobs to achieve both organizational and employee goals, it must, therefore, take into account the nature of the business (organizational interest), the organizational structure, the information flow and decision process, the differences among employees, and the reward system. Within the board scope of work, design is the design of individual jobs, that is, job design.

Job analysis is the process of obtaining information about jobs.

Job redesign makes use of job analysis to redefine a job in terms of tasks, behaviors, education, skills, relationships, and responsibilities required.

Survey Feedback

Survey feedback is one of the most popular and widely used intervention techniques, in the field of OD. It involves two basic activities:

- collecting data about the organisation through the use of surveys of questionnaires, and
- conducting feedback meetings and workshops in which the data are presented to organisational members.

Survey feedback is useful in as much as it helps bring about changes in attitudes and perceptions of participants. Used along with team building the impact of the survey feedback is much more positive

Process Consultation

Process consultation includes “a set of activities on the part of a consultant which help the client to perceive, understand, and act upon process events which occur in the client’s environment”.

Process consultation assumes that an organization’s effectiveness depends on how well its people relate to one another. An organization’s problems, therefore, often can be traced to the breakdown of critical human processes at key places. Consultation concentrates on certain specific areas as communication, functional roles of members, group problem-solving and decision-making; group norms and growth, leadership and authority, and intergroup cooperation and competition.

Team Building

Team building is a process of diagnosing and improving the effectiveness of a work group with particular attention to work procedures and inter-personal relationship smith in it, especially the role of the leader in relation to other group members. Both the group’s task procedures and its human interactions are the subjects of study in team building. The basic assumption of team building is that increasing the effectiveness of teams will improve the organization’s overall effectiveness.

OD Interventions

14 Type of OD Interventions techniques is discussed briefly below:

1. **Diagnostic activities:** These are fact-finding activities designed to find the current state of a client system.
2. **Team building activities:** These are designed to enhance the effective operation of teams.
3. **Intergroup activities:** these are the activities designed to improve the effectiveness of interdependent groups.
4. **Survey feedback activities:** These activities rely on gathering the information that is used in understanding problems or opportunities.
5. **Education and training activities:** – Activities designed to improve individual's skills abilities and knowledge.
6. **Techno structural or structural activities:** Activities designed to improve the effectiveness of organizational structure & Job design.
7. **Process consultation activities:** The activities that are designed in consultation to help the client to perceive understand and act upon events that occur in the client's environment.
8. **Grid organisation development activities:** These activities are developed by Robert Blake and Mouton which constitutes of six phase model involving the total organisation.
9. **Third party peacemaking activities:** Activities designed and conducted by a skilled consultant to manage interpersonal conflict in the process of organizational change.
10. **Coaching & Counseling activities:** Activities that help the individual to define learning goals, to understand others behaviour & to see how others see their behaviour.
11. **Life & Career planning activities:** Activities that enable individuals to focus on their life and career objectives & way to achieve them.
12. **Planning & goal-setting activities:** Activities that include goal setting, problem solving, discrepancies if any to achieve objectives.
13. **Strategic Management activities:** Activities that link the interventions with basic mission & environmental scanning & which helps in long-range planning.
14. **Organization Transformation activities:** Activities that involve large scale system changes or fundamental change in the nature of an organization.

OD Interventions Examples

- Microsoft relied on OD interventions aimed at behavioural changes and operational changes.

- Cisco initiated change through substantial structural interventions, statistical evaluation interventions and process interventions. It also focuses on CSR initiatives.
- Dell focused on six sigma as an OD intervention for zero defects.
- Hyundai and Toyota focus on cultural interventions and quality management systems.
- Wipro adopted for internal organizational restructuring to meet customer specific needs.
- ONGC relies on succession planning, employee participation, training, organizational remodeling and climate surveys as OD interventions.
- Infosys has a broad base of OD interventions like Leadership development programme, personal development initiatives, cross functional assignments, 360-degree feedback , psychometric testing (MBTI) for individual personality assessment.

PURPOSE & IMPORTANCE OF OD INTERVENTIONS

- Boosts the quality of employee outcome
- Perpetually improving organization
- Enhanced quality of products/services
- Enhanced Competitive Edge
- Increased profit

Process of OD Intervention Techniques

OD intervention techniques are designed only after scientific research and diagnosis of a problem. This action research helps to understand the current system of an organization.

Diagnosis

The search for performance gaps is called as diagnosis. These gaps help to know where the client's performance is less than desired. For an accurate diagnosis of the current scenario, there should be a trustworthy relationship between the consultant and client. This relationship helps in collaboration to find out the real need of the change.



Process of OD Intervention

Designing an OD intervention strategy

Diagnosis leads to designing an OD intervention strategy that is problem based. Objectives of OD intervention strategy are developed to have a direct link with business goals. Designing an OD intervention strategy represents the best solution, outlines specific outcomes, and role of each component in the entire process. Designing also gives specific points to keep watch on for evaluation of the process.

Development of OD intervention strategy

Design is a blueprint of developing an OD strategy. The OD intervention strategy is designed and developed with the evaluation objectives. The development of OD intervention strategy is a crucial step as it is directly related to desired outcomes.

Implementation of OD intervention strategy

The action takes place and progress is evaluated, organizational members can be engaged at this stage. The deployment needs a high level of energy and creativity of participants. Participants need to have a clear picture of change and their role at each step. Accountability with meaningful feedback is reinforced for the process to be effective. Evaluation can be conducted by constructing pilot studies and data collection.

Evaluation: It can be studied by understanding the impact after implementing OD strategy. It can be done by checking immediate feedback or learning gained through the process, or by evaluating performance. This is a continuous process.

HUMAN PROCESS INTERVENTIONS

Human process interventions are change programs that relate to interpersonal relations, group, and organizational dynamics. These are some of the earliest and best-known interventions used in OD.

- 1. Individual interventions.** These interventions are targeted to the individual, often aimed at improving communication with others. The individual is coached on behaviors that are counter-productive.
- 2. Group interventions.** These interventions are aimed at the process, content, or structure of the group. Process relates to the group's internal processes. Content relates to what the group works on. Structure relates to recurring methods it uses to reach tasks and deal with external issues. All of these can be improved.
- 3. Third-party interventions.** Third-party interventions are often used when there are conflicts. Not all conflicts are bad, but bad conflicts should be resolved quickly. The third-party intervention helps to control and resolve the conflict. Oftentimes, the third party is the OD consultant.
- 4. Team building.** Team building is the best-known OD intervention. It refers to a range of activities that help groups improve the way they accomplish tasks.
- 5. Organizational confrontation meeting.** The confrontation meeting is aimed at identifying problems, setting priorities and action targets, and begin working on identified problems organization-wide.

6. Intergroup relations interventions. These interventions are aimed at diagnosing and understanding intergroup relations. Similarly, problems are identified, priorities and action targets set, before working on the identified problems.

7. Large-group interventions. These interventions are somewhere between the two above. The aim is to bring a large number of organization members and other stakeholders together to identify and organize members together to identify and resolve organization-wide problems, to design new approaches to structuring and managing the firm, or to propose future directions of the organization. They are often referred to as “open space meetings”, “world cafes”, “future searches”, and “Appreciative Inquiry Summits”.

TECHNOSTRUCTURAL INTERVENTIONS

Techno-structural interventions refer to change programs aimed at the technology and structure of the organization. These are becoming increasingly relevant to today’s rapidly changing markets and technological landscape.

- **Organizational (structural) design.** The functional structure of the organization is key to how it will function. We all know the classical hierarchical organizational chart. This is referred to as the functional structure. Other structures are divisional, matrix, process, customer-centric, and network structure. Key activities in organizational design are reengineering and downsizing. This involves rethinking the way work is done, preparing the organization, and restructuring it around the new business processes.
- **Total quality management.** Total quality management is also known as continuous process improvement, lean, and six-sigma. It grew out of a manufacturing emphasis on quality control and represents a long-term effort to orient all of an organization’s activities around the concept of quality.
- **Work design.** Work is done to achieve an outcome. Jobs can be aligned to achieve the most efficient way to achieve this outcome, or alternatively, the employee’s needs and satisfaction can be put front and center. Depending on which approach is chosen, different skills are needed. Designing work in a way that leads to optimum productivity is called work design.
- **Job enrichment.** Job enrichment is part of work design. The goal here is to create a job that is interesting and challenging for the person doing it. Examples of factors to be taken into account are skill variety, task identity, autonomy, and feedback.

HUMAN RESOURCE MANAGEMENT INTERVENTIONS

These are organizational development techniques that focus on the way the individual is managed. Many of these are used by the HR department as well.

- **Performance management.** Good performance management includes techniques such as goal setting, performance appraisal, and reward systems.
- **Developing talent.** This includes talent management practices like coaching & mentoring, career planning, development interventions, and management and leadership development

- **Diversity interventions.** Diversity is a source of innovation. This includes age, gender, race, sexual orientation, disabilities, and culture and value orientation. These interventions are aimed at increasing diversity.
- **Wellness interventions.** Employee wellness interventions include stress management programs, and employee assistance programs. They address social trends and aim for a healthy work-life balance.

STRATEGIC CHANGE INTERVENTIONS

These organizational development techniques focus on the change processes that shake the organization to its core. The OD department plays a crucial part in executing on this change.

16. Transformational change. This is a change process that involves changing the basic character of the organization, including how it is structured and the way it operates.

17. Continuous change. Continuous change is an intervention that enables organizations to change themselves continually. A popular example is the learning organization.

18. Trans-organizational change. Trans-organizational change involves change interventions that move beyond a single organization. This includes mergers, allying, acquisitions, and strategic networking.

TEAM INTERVENTIONS

The OD team interventions involve working with the cross-functional self-managed and high performance team.

Cross-Functional Teams:

Cross-functional teams are typically comprised of individuals who have a functional home base, for example, manufacturing, designing, marketing, HR and who meet regularly to solve ongoing challenges requiring input from a number of functional areas such teams might be temporary or permanent.

Cross-functional teams are widely used in the organisations, and OD approaches have great utility in the formation and functioning of these teams. Large companies such as Motorola, Ford, 3M, and General Electric as well as many small and medium organisations have them.

High Performance Teams

High performance teams reflect strong extension of the basic characteristics of the teams: with deeper sense of purpose, more ambitious performance goals, more complete approaches and interchangeable as well as complementary skills. Team interventions in OD tend to be in congruence with the characteristics of the high performance teams.

Broad Team Building Interventions

The most important single group of interventions in OD are teambuilding activities, the goals of which are the improvement and increased effectiveness of various teams within the organisations. Team interventions are typically directed towards four main areas:

- Diagnosis
- Task accomplishments

- Team relationship
- Team and organisation processes

Varieties of Team Building Interventions in a Formal Group

- **Formal Group Diagnostic Meeting:** The purpose of the formal group diagnostic meetings is to conduct a general critique of the performance of the group, that is to take stock of “where we are going” and how we are doing, its strengths and the problems to be identified and then planning for a future course of action the secret of its success lies on the fact that the meetings are for the purpose of identifying problems and not solving the problem.
 - **Formal Group Team Building:** The group thus works on agenda items and the items that emerge from the interaction of the participants. The formal group teambuilding meetings have the goal of improving the team’s effectiveness through the better management of task demands, relationship demands and group processes. These meetings are usually initiated by the managers in consultation with the third party. The idea is then tested for reactions within the group, time taken may range from one to three days and the session should be held away from the work place.
 - **Process Consultation Interventions:** The process consultation model is similar to the team building interventions except that the process consultation places greater emphasis on diagnosing and understanding process events. The consultant’s role is non-directive and questioning as he or she gets the groups to solve their problems.

Schien describes the kinds of interventions taken by the process consultant as:

- Agenda setting
- Feedback of observations or other data
- Coaching or counseling of individuals
- Structural suggestions pertaining to group membership, communication or interaction patterns, allocation of responsibility.

GESTALT APPROACH TO TEAM BUILDING

A team building that focuses more on the individuals than the groups is the gestalt approach to OD. The major advocate of this orientation is Stanley M. Herman, a management and OD Consultant. He applies a Gestalt orientation to organisation development, especially in working with leader subordinate relations and team building to make the individual stronger, more authentic and more in touch with the individual’s own feelings.

Techniques and Exercises used in Team Building:

- **Role Analysis Technique (RAT):** It is designed to clarify role expectation and obligations of team members to improve team effectiveness.
- **Interdependency Exercise:** It is a useful intervention if the team members have a desire to improve cooperation among themselves and among their units.
- **A Role Negotiation Technique:** Role negotiation intervenes directly in the relationship of power, authority and influence within the group. The change effort is directed at the work relationships among members for one another and their personal feelings about one another.
 - **Responsibility Charting:** This technique called responsibility charting helps to clarify who is responsible for what on various decisions and action.
 - **Visioning:** It the term used for an intervention in which group members in one or more organisational groups develop and describe their vision of what they want they want the

organisation to be like in the future. This concept was given by Ronald Lippit.

- **Force Field Analysis:** This is probably the oldest interventions in the OD practitioner's kit bag. It is a device for understanding a problematic situation and planning corrective actions. This technique is excellent for diagnosing change situations.

INTER GROUP INTERVENTIONS

The focus of this teambuilding group of OD interventions is on improving intergroup relations. The goals of these activities are to increase communications and interactions between worksrelated groups to reduce the amount of dysfunctional competition. Organisation developmentmethods provide ways of increasing intergroup cooperation and communication.

The interventions are to deal with the verities of groups:

- where relations between groups are strained or overtly hostile.
- that have decided to work on improving their intergroup relations come together, time and again these kinds of structured intergroup activities have been found empirically to bring about better intergroup relations in the diverse situations.

Third Party Peacemaking Interventions

Conflict management can be a major component in the professional life of the OD practitioner. OD interventions can be used when two persons are in conflicts. The major theory underlying this concept is given below:

Walton's Approach to Third Party Peace making

R.E. Walton has presented a statement of theory and practice for third party peacemaking interventions. This intervention technique is related to inter group relations described as possessing the basic feature i.e., confrontation where the two principals must be willing to confront the fact that conflict exists and that it has consequences for the effectiveness of the twoparties involved.

He proposed a diagnostic model of interpersonal conflict based on four basic elements:

1. The conflict issue.
2. The precipitating circumstances.
3. The conflict relevant acts of the principals.
4. The consequences of the conflicts.

Intervention tactics of the third party consist of structuring confrontation and dialogue between the principals. The third party will intervene directly and indirectly in facilitating dialoguebetween the principals. He would be setting time boundaries on the interaction and meet on the neutral turf.

INTERPERSONAL AND GROUP PROCESS INTERVENTIONS

The process consultant must be keenly aware of the different roles individual members take on in a group. Both upon entering and while remaining in a group, the individual must determine a self-identity influence, and power that will satisfy personal needs while working to accomplish group goals. Preoccupation with individual needs or power struggles can reduce the effectiveness of a group severely, and unless the individual can expose and share those personal needs tosome degree, the group is unlikely to be productive.

Therefore, the process consultant must help the group confront and work through these needs. Emotions are facts, but frequently they are regarded as side issues to be avoided. Whenever an individual, usually the leader, says to the group, "Let's stick with the facts," it can be a sign that the emotional needs of group members are not being satisfied and, indeed, are being disregarded as irrelevant.

Two other functions need to be performed if a group is to be effective: (1) task related activities, such as giving and seeking information and elaborating, coordinating, and evaluating activities; and (2) group maintenance actions, directed toward holding the group together as a cohesive team, including encouraging, harmonizing, compromising, setting standards, and observing. Most ineffective groups perform little group maintenance, and this is a primary reason for bringing in a process consultant. The process consultant can help by suggesting that some part of each meeting be reserved for examining these functions and periodically assessing the feelings of the group's members.

As Schein points out, however, the basic purpose of the process consultant is not to take on the role of expert but to help the group share in its own diagnosis and do a better job in learning to diagnose its own processes: "It is important that the process consultant encourage the group not only to allocate time for diagnosis but to take the lead itself in trying to articulate and understand its own processes." Otherwise, the group may default and become dependent on the supposed expert. In short, the consultant's role is to make comments and to assist with diagnosis, but the emphasis should be on facilitating the group's understanding and articulation of its own processes.

Group Problem Solving and Decision Making

To be effective, a group must be able to identify problems, examine alternatives, and make decisions. The first part of this process is the most important. Groups often fail to distinguish between problems (either task-related or interpersonal) and symptoms. Once the group identifies the problem, a process consultant can help the group analyze its approach, restrain the group from reacting too quickly and making a premature diagnosis, or suggest additional options.

Each time his suggestion was rejected quickly. During the second hour, this member became quite negative, opposing most of the other ideas offered. Finally, toward the end of the second hour, he brought up his proposal again. At that time, it was thoroughly discussed and then rejected for reasons that the member accepted. During the third hour, this person was one of the most productive members of the group, offering constructive and worthwhile ideas, suggestions, and recommendations. In addition, he was able to integrate the comments of others, to modify them, and to come up with useful, integrated new suggestions. However, it was not until his first suggestion had been thoroughly discussed (even though it was finally rejected) that he was able to become a truly constructive member of the group. Once the problem has been identified, a decision must be made. One way of making decisions is to ignore a suggestion.

COMPREHENSIVE OD INTERVENTIONS

The comprehensive OD intervention is in terms of the extent to which the total organisation is involved. They are as follows:

"Getting the whole system in the room"

This concept has a long venerable history, including the art and science of conference planning and running large meetings

The whole system refers to: **Notes**

- Managers of all of the functional areas in a business.
- Representatives of top management, a cross section of employees from all levels and suppliers and customer representatives.
- Directors of all the social service agencies in a community.

Search Conferences and Future Search Conferences

Search conferences largely emerged with consulting practices in Great Britain, Europe and Australia while future search conferencing have been largely an American phenomenon. The basic design of the search conference has three following phases:

Phase 1: Environment Appreciation.

Phase 2: System analysis.

Phase 3: Integration of system and environment.

The search conference is normally a two and a half day event, twenty to thirty people are selected to participate based on such criteria as their knowledge of the system and their potential for taking responsibility for implementation.

Future search conferences are the one that integrates ideas from Ronald Lippit. Lippit and Lindman finding says that when people plan presents action by working backwards from what is really desired, they develop energy, enthusiasm, optimism and high commitment.

Beckhard's Confrontation Meetings

The confrontation meeting developed by Richard Beckhard, is one day meeting of the entire management of an organisation in which they make reading of their own organisational health. This intervention is an important one in organisation development; it is a quick, simple and reliable way in which to generate data about an organisation and to set action plan for organisational improvement.

The steps involved in the confrontation meetings are:

- Climate setting (duration is 45 to 60 min).
- Information collecting (duration is 1 hr)-Small group of 7-8 members are formed on the basis of heterogeneity of composition.
- Information sharing (duration is 1 hr)
- Priority setting and group action planning (duration is 1 hr and 15 minutes)
- Immediate follow-up by Top Team (1 to 3 hrs)
- Progress Review (2 hours)
- The fourth major activity focuses on next generation step.

Before the conference ends, volunteers agree to document the meeting, communicate with others, and to carry forward the next action step. These above mentioned steps represent the flow of the activities for the confrontation meeting and it is believed to be the excellent way to get fast results leading towards organization improvement.

Strategic Management Activities

Many OD programs and interventions are directed towards the internal workings of the organisation. OD thus also need to develop outward looking interventions directed towards environmental analysis and strategic planning to ensure that the organisation is in synchrony with its environment.

A strategic planning technique developed by Thomas uses a series of two day meeting with the top policy maker. Open system policy is another technique developed by Charles Krone where the top team develops a description of the expectations and environmental demands of

environmental domains and internal groups.

Stream Analysis

Stream analysis is a method useful in planning behavioral, structural, and technical changes:

- Begins by identifying behavioral, technological, and structural interventions that organization can implement as part of the OD program.
- Helps the organization to diagnose and plan interventions over a period of time.
- Provides a graphical portrayal of the changes and allows for progress in implementing specific changes to be plotted.

As developed by Jerry Porras, stream analysis, although complicated and somewhat difficult to use is a valuable intervention Model for thinking about change and for managing change. Stream analysis is a system for graphically displaying the problem of the organisation, examining the interconnections between the problems, identifying the core problems and graphically tracking the corrective actions taken to solve the problem.

As the problems are categorized, they are placed on the stream charts in their appropriate columns. An analysis of the entire set usually reveals much overlap among the problems and then helps to segregate the unique issues for the considerations.

The Stream Analysis approach to organizational change was developed by Professor Jerry Porras, Professor Emeritus at Stanford Graduate school of Business. It is an exciting alternative to the usual "top down" approach driven by outside experts. It is a technique for discovering core problems that stand in the way of getting optimal results for projects, initiatives, and **Notes** organizational effectiveness.

Stream Analysis couples a formalized approach with enabling software to rapidly uncover core issues and their interdependencies in an organization, in order to help its stakeholders to collaboratively arrive at corrective actions that directly address the impediments to positive change. With both horizontal and vertical application, across all organizational functions and at all levels of management, it is a tool for project leaders, business managers, organizational advisors, as well as governance and oversight teams.

Appreciative Inquiry

An intervention broader than the appreciation and concerns exercise is Appreciative Inquiry (AI) developed by Frank Barret and David Cooperrider. This major intervention is based on the assertion that the organisation is a miracle to be embraced rather than a problem to be solved.

GRID ORGANISATION DEVELOPMENT

Grid organisation development was developed by Blake and Mouton. It is a comprehensive and systematic OD programme which aims at individuals, groups and the organisation as a whole. It utilizes a considerable number of instruments enabling individuals and groups to assess their own strengths and weaknesses; focuses on skills. Knowledge and processes necessary for effectiveness at the individual group Inter-group and total organisation levels. Its specific objectives are as follows:

- To study the organisation as an interactive system and apply techniques of analysis in diagnosing its problems.
- To understand the importance and rationale of systematic change.
- To evaluate the styles of leadership and techniques of participation to produce desirable results.

Process of Grid Organisation Development

The basic content of grid organisation development is managerial grid as discussed earlier. The whole orientation is to develop managerial style through the application of behavioral science

knowledge. The grid organisation development consists of six phases:

1. **Managerial Grid:** It covers various aspects of assessing managerial styles, problem solving communication skills and teamwork. The individuals try to learn to become 9.9 managers by practice.

2. **Teamwork Development:** The focus in this stage is to develop teamwork by analyzing team culture, traditions and the alike. The skills relating to planning objective setting and problem solving are also developed.

3. **Inter-group Development:** At this phase the focus is on inter group behavior and relations. The thrust is on moving groups from conflict to co-operation.

Action steps to move towards the ideal are developed and assigned to individuals who may be engaged in building cooperative inter group relationships.

4. **Developing Ideal Strategic Corporate Model:** At this stage the focus shifts to the total organisation and to develop skills necessary for organisational excellence. The action is designed to identify the characteristics of the ideal organisation. The members of the organisation are trained for achieving this excellence.

5. **Implementing the Ideal Strategic Model:** The implementation stage includes the building of the organisation on the model of ideal organisation on the basis of concepts developed under stage 4. Each group may be given assignment to evolve strategy for making ideal organisation with the help of the consultant. The strategy is then implemented

Systematic Critique: In this stage the various efforts from phase 1 to phase 5 are evaluated
Notes

and critical analysis is made. The analysis will bring out the shortcomings that may be there. In this light the various programmes may be redesigned.

TRANS-ORGANIZATIONAL DEVELOPMENT

This concept is an extension of OD, which constitutes a distinct level of practice commensurate with the dynamics emerging at this higher level of social system. It is an important form of organisational change process for transorganisational systems. It includes three phases:

Phase 1. Potential member organisations are identified.

Phase 2. Member organisations are convened.

Phase 3. The TS is organized.

However it requires an active role from the practitioner as they actually do with OD.

Selected Structural Intervention

Socio-technical Systems (STS) Theory

It is based on joint optimization of the social and technological systems of organisations. Further more:

The boundary between the organisation and its environment should be managed in such a way as to allow effective exchanges, but protection from external disruptions,

The implementation of STS should be highly participative, and

The creation and development of self-managed teams is an important factor in STS implementation (Cummings and Worley; Trist, Higgin, Murray, and Pollock; and others).

Creation of Self-managed Teams

Providing teams with a grouping of tasks that comprises a major unit of the total work to be performed;

Training group members in multiple skills, including team-effectiveness skills;

Delegating to the team many aspects of how the work gets done;

Providing a great deal of information and feedback for self-regulation of quality and productivity;

- Solving the problem of dislocation of first-line supervisors; and
- Reconceptualising the role of managers with emphasis on coaching, expediting, and coordinating (Walton, Lawler, and others).

Work redesign theory suggests that:

- Motivation and performance can be enhanced through redesigning jobs to heighten skill variety, task identity, task significance, autonomy, and feedback from the job;
- The concept can be extended to the creation of self-managed teams; and
- Third-party assistance in the development and monitoring of group norms can be useful (Hackman and Oldham).

Traditional MBO Theory

It assumes the need for systematic goal setting linking the goals of superiors to subordinates and that:

- Objectives or targets should be stated in quantitative terms whenever possible,
- Goal setting and appraisal should be one-on-one dialogues between superior and subordinate,
- MBO can vary on an autocratic-participative continuum and that,
- MBO can feature a participative team approach (French and Hollmann, Likert and Fisher).

Quality Circles

At least the participative, problem-solving versions are based on the assumptions' that many, if not most, employees are willing to work collaboratively in group settings-both natural work teams and cross-functional teams-on problems of product quality and system effectiveness, and that they can learn to effectively utilize both technical and process consultants, providing they are:

- Trained in quality control concepts and the relevant measuring techniques, and are
- Trained in-group dynamics, team leadership, and interpersonal communication skills.

Quality of Work Life (QWL) Programs

This programs vary in content but frequently include restructuring of several dimensions of the organisation, including:

- Increased problem solving between management and the union;
- Increased participation by teams of employees in shop floor decisions pertaining to production flow, quality control, and safety; and
- Skill development through technical skill training, job rotation, and training in team problem solving (Fuller, Carrigan, Bluestone, Goodman, Lawler, Ledford, Walton,

Parallel Learning Structures (or Collateral Organisations) Notes

Parallel learning structures are organisations established within ongoing organisations and have the following features:

- A mandate to deal with complex, non-routine, future-oriented problems and/or to co-ordinate large-scale systems change;
- The creation of different norms and culture to enhance creative problem solving and to create a model organisation from which the organisation can learn (Z and, Bushe, and Sham).

Physical Settings or Arrangements

It can be the focus of interventions that can utilize and be highly congruent with OD techniques and assumptions (Steele).

Total Quality Management (TQM) Programs

It is a long-term effort that orients all of an organizations activity around the concept of quality. It is very popular in USA in 1990s. TQM pushes decision making power downwards in the

organization, provides relevant information to all employees, ties reward to performance and increase workers knowledge and skills through extensive training. It is also called continuous quality improvement. A combination of a number of organization improvement techniques and approaches, including the use of quality circles, statistical quality control, statistical process control, self-managed teams and task forces, and extensive use of employee participation Total Quality Management (TQM) is an approach that seeks to improve quality and performance

which will meet or exceed customer expectations. This can be achieved by integrating all qualityrelated

functions and processes throughout the company. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement, and quality assurance. TQM takes into account all quality measures taken at all levels and involving all company employees.

Total Quality Management (TQM) programs are combinations of a number of approaches, including:

- A high emphasis on customers, including internal customers;
- The use of statistical quality control and statistical process control techniques;
- Competitive benchmarking;
- Participative management;
- An emphasis on teams and teamwork; and
- An emphasis on continuous training (Peters and Peters, Ciampa, Sashkin, and others).

W. Edwards Deming first coined the term Total Quality Management (or TQM). It is a management

concept which works towards reducing the errors produced during the manufacturing or service

process, increasing customer satisfaction, streamlining the supply chain management, and aiming

for modernization of equipment. TQM targets to limit errors to 1 per 1 million units produced.

Total Quality Management is often associated with the development, deployment, and maintenance of organizational systems that are required for various business processes.

A description of the culture, attitude and organization of a company that aims to provide, and continue to provide, its customers with products and services that satisfy their needs is basically what is TQM.

Employee Participation

Requisites of a successful TQM environment are a committed and well-trained workforce that participates fully in quality improvement activities. Reward and recognition systems can reinforce

such participation. And this in turn will emphasize the achievement of quality objectives. Ongoing

education and training of all employees supports the drive for quality. Employees are encouraged

to take more responsibility, communicate more effectively, act creatively, and innovate. TQM links remuneration to customer satisfaction metrics knowing the fact that people behave the way they are measured and remunerated.

A TQM Culture

Introducing TQM is not so easy. An open, cooperative culture has to be created by management

for doing so. Employees have to be made to feel that they are responsible for customer satisfaction.

They are not going to feel this if they are excluded from the development of visions, strategies, and plans, because employee participation in these activities is essential. They are unlikely to behave in a responsible way if they see management behaving irresponsibly – saying one thing and doing the opposite.

Product Development in a TQM Environment

Product development in a TQM environment varies in a number of ways from product development in a non-TQM environment. A product development is usually carried on in a conflicting atmosphere where each department acts independently if developed in TQM environment. Short-term results drive behavior so scrap, changes, work-around, waste, and rework are normal practice. Major focus of the management lies in supervising individuals, and fire-fighting is necessary and rewarded.

A TQM environment to product development is customer-driven and much focus is given to quality. Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork.

Reengineering

It is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. Reengineering focuses on visualizing and streamlining any or all business processes in the organization. It seeks to make such processes more efficient by combining, eliminating, or restructuring activities without regard to present hierarchical or control procedures.

Reengineering is a top-down process; assumes neither an upward flow of involvement nor that consensus decision making

Business Process Reengineering (BPR) can be defined as:

... a radical scrutiny, questioning, redefinition and redesign of business processes with the aim of eliminating

all activities not central to the process goals ... and automating all activities not requiring human judgmental

input, or facilitating that judgment at reduced cost (Thomas 1994, p.28).

BPR was championed by Michael Hammer and James Champy (1994) in the book

'Reengineering the Corporation' in which they advocated that old systems be discarded and replaced with new, more innovative and effective processes. BPR demands lateral thinking that extends beyond the current boundaries in order to achieve a more effective organisation.

BPR has been heavily criticised in the literature. One criticism is that BPR is focused on the implementation of new technology, rather than the improvement of business processes.

Information technology companies are selling 'solutions' to business problems and are promoting

the existence of problems merely to enhance sales of their own products and services (Thomas, 1994). BPR has also been criticised as being associated with downsizing and cost-cutting, with little regard for quality or long-term business objectives (Mumford & Hendricks 1996).

However,

Hammer has defended BPR, stating that it was not intended as a way to simply slash labour costs, but to streamline work processes, remove bureaucratic procedures and increase efficiency (cited in Mumford & Hendricks 1996).

BPR starts with a vision or idea. However, ideas only come from three sources - they can be

copied from other companies (benchmarking), bought (from an IT company or consultant), or they can be original ideas (Thomas 1994). Benchmarking does not allow competitive advantage and buying the idea is expensive and often results in the purchase of a 'solution' which is not relevant to the business to which it is sold. While original ideas seem to be the only way to develop unique and relevant solutions, they are often developed within existing and constricting frameworks to maximise the chances of them being accepted. Indeed, original ideas are criticized by Thomas who believes that the acceptance of an idea is 'inversely related to its radicalness, especially when associated, as it is so often, with significant downsizing'

Large-scale Systems Change

Large-scale system change (including organisational transformation) with unextensive OD thrust typically requires a multiplicity of interventions over an extended time frame. Including:

- A reconceptualisation of the nature of the business;
- The use of a parallel learning structure;
- A reduction in hierarchical levels;
- Team building and Development, including the use of cross-functional teams;
- Survey feedback;
- Extensive use of task forces; and
- Intensive leadership training

UNIT IV

EVALUATING INTERVENTIONS

UNIT IV : EVALUATING OD INTERVENTIONS

Organization Assessment

Assessment is concerned with providing feedback to the practitioner and organisation members about the progress and the impact of interventions. Evaluation process considers both the implementation success of the intended intervention and the long-term results it produce.

Factors influencing choice of an OD intervention to fit the best in the situation

Selection of an OD intervention is influenced by the following three factors:

- (a) Applicability
- (b) Feasibility
- (c) Acceptability

Applicability

Applicability means the potential of a given intervention to yield desired results. This is possible when an intervention is capable enough to address the real problem and holds good promise of solving it. One way to ascertain applicability of an intervention is to examine the likely positive and negative consequences associated with it. What follows from above is the need for evaluating one's client system with great care and concern before actually introducing any intervention.

Feasibility

Feasibility means the suitability of an intervention to suit to the client system. In other words, one needs to evaluate whether an intervention can actually be effectively introduced in a given type of client system.

Acceptability

Whatever applicability and feasibility an intervention carries has no use unless it is acceptable to the client system. It means an intervention needs to be accepted by its client system to yield desired results: Experience shows that an intervention is likely to be less acceptable unless sufficient preparatory work has been done before introducing it.

Basic Components of Assessment of OD

In order to undertake an assessment program it is necessary to identify the basic components of assessment. They are as follows:

- **Objectives:** It is synonymous to mission, goals or aims. The objective of an assessment at the initial stages of the main change program is to gain knowledge and insight into the efficacy and design of the main change program. Objectives of intermediate evaluations at regular intervals are to establish benchmarks.
- **Worth or Value:** for the focal variables which can be an individual, object, situation or a program.
- **Measurement:** The technique of measurement of social variables is done through psychometric tests. It is the quantitative dimension of the variable. Estimation of worth can also be made by other methods which are qualitative like interviewing, observational methods, simulation and projective techniques.
- **Comparison:** The data obtained from the measurement can be compared from the data measured from other reference.
- **Conclusion:** It is arriving at a judgment after comparison is made.

Criteria for Assessment

- **Efficiency Measurement of Evaluation:** The prime objective in efficiency evaluation to determine wastage and explore ways.
- **Intervention Evaluation:** It is concerned with examination of the transformational process.
- **Effectiveness Evaluation:** It is the assessment of outcomes from a given set of inputs through process. The outcome represents the object from which organisational effectiveness is assessed.

Some effectiveness criteria are:

- Achieving objectives and goals,
- Adapting to the external environment,
- Monitoring internal environment,
- Revitalisation, integration, profitability, and
- Growth-in net sales, in earnings, variation in growth rate, risking, bargaining position, employee satisfaction and collaboration.
- **Cost Benefit Analysis:** It is to assess the benefits from a given level of inputs such as achievement of change programme, social relevance, contribution to society, etc.

Evaluation should basically both during implementation assessment and after implementation evaluation of whether they are producing expected results. Two key aspects of the evaluation are measurement and the research design

Measurement

Providing useful implementation and evaluation feedback involves two activities:

1. **Selecting the Appropriate Variables:** The variables measured in OD evaluation should derive from the theory or conceptual model underlying the intervention. Measuring both the interventions and outcome variables is necessary for implementation and evaluation. The choice of the intervention variable to measure should derive from the conceptual framework underlying the OD intervention. Additional sources of knowledge about intervention variables can be found in the numerous references.
2. **Designing Good Measures a Good Measure should possess the following Characteristics:**
 - (a) A good measure is operationally defined as how the empirical data needed is collected and most important how they can be converted from data to information.
 - (b) **Reliability:** Reliability concerns the extent to which a measure represents the true value of a variable. OD practitioners can improve the reliability of their measures in four ways:
 - Operationally define the chosen variables.
 - Use multiple methods to measure a particular variable. The use of questionnaires, interviews, observations.
 - Use multiple items to measure the same variable on a questionnaire.
 - Use standardized instruments.

A growing number of standardized questionnaires are available for measuring OD intervention and outcome variables.

Validity: Validity concerns the extent to which a measure actually reflects the variable it is intended to reflect.

Prerequisites to Success of OD

There are many things that can grow in an OD programme. The conditions which are accepted as necessary for optimal success of an OD programme by Wendell French and Cecil Bell:

- **Top management awareness of problem:** Top management and other key people must be aware that the organisation has a problem. The top management actually decides the time, effort and money to be invested in an OD programme.
- A behavioural science consultant must be brought into the picture. It is the consultant job to diagnose the problem.
- The OD effort should involve the human resource people and should be in line with the current personnel policies and practices.
- The organisational personnel must build on what they learn from the OD change agent.
- **The OD effort must be carefully monitored:** The change agent and the organisational personnels must communicate with each other so that all understands where the organisation is heading.
- The process must start slowly and gain momentum through its own success. The management in consultation with the change agent should plan the activities for success of the intervention.
- **Action research must be used:** The change agent needs to make a preliminary diagnosis, gather data, feed it back to the personnels and develop a plan of action and follow-up.
- The OD effort in order to be truly successful, must be monitored in terms of checking on the personnel attitudes regarding what is going on and determining to the extent to which the problems are identified and being resolved.

Failures in OD Efforts

Limitations of organisation development are given including some by French and Bell:

- Imprecision of definition and conceptualization concerning OD.
 - Inadequacy of client-consultant relationship.
 - Non-availability of behaviour science consultant who has expertise in OD.
 - Lack of knowledge of skillful interventions and effectiveness of various strategies.
 - Failure in linking of OD changes with other sub-systems.
- Lack of innovativeness in bringing about congruence with other programmes.
- Top management support and involvement for long duration as persons may change.
 - There are problems in measuring attitude change.
 - According to Nadler there are four factors i.e., resistance, power, control and task redefinition represents the major hurdles to effective organisational change.

Assessment of OD and Change in Organisational Performance

Performance management is an integrated process of defining, assessing and reinforcing employee work behaviour and outcomes. Organisations with a well-developed performance management process often outperform those without this element of work design. Performance management is an in the organisational performance is affected by practices and methods of goal setting, performance appraisals and reward system. They are discussed below:

Goal Setting

Goal setting involves manager and subordinates in jointly establishing and clarifying employee goals. The process of establishing challenging goals involves managing the level of participation and goal difficulty.

Characteristics of Goal Setting

- **Establishing Challenging Goals:** Establishing goals that are perceived as challenging but realistic and to which there is a high level of commitment.
- **Clarifying Goal Measurements:** The second element of goal setting process involves specifying and clarifying the goals. To clarify goal measurement should be operationally defined and it has to be ensured that the measure can be influenced by employee or group

behaviour.

□□**Application Stages:** OD practitioners have developed specific approaches which involve *diagnosis, preparation of goal setting, setting of goals and review*.

□□**Management by Objectives:** A common form of goal setting used in organisation is MBO. This method is chiefly an attempt to align personal goals with the business strategy by increasing communication and shared perception between the management and subordinates.

Performance Appraisal

Performance appraisal is a feedback system that involves the direct evaluation of individual or work performance groups by a supervisor, manager or peers. The process of performance appraisal

involves the following steps:

- Select the right people.
- Diagnose the current situation
- Establish the system's purpose and objectives.
- Design the performance appraisal system.

Effects of Performance Appraisal

In the meta analysis of performance appraisal interventions feedback was found to be having positive effect on the individuals and would lead to better organisational performance.

Reward Systems

Organisational rewards are powerful incentives for improving employee and work group performance. OD traditionally has relied on the intrinsic rewards to motivate the employee performance. More recently OD practitioners have focused to include the extrinsic rewards like pay, stock options, bonus, promotions, profit sharing and gain sharing etc. They have discovered

that both the intrinsic and extrinsic rewards can enhance individual performance.

The three contextual factors which determine how these practice affect work performance are:

- Business Strategy:** defines the goals and objectives that are needed for an organisation to compete successfully.
- Work Place Technology:** affects whether performance management practices should be based on the individual or the group.
- Employee Involvement:** The level of employee involvement in an organisation should determine the nature of the performance management practices.

Impact of OD

The significance of Organisational Development is often underestimated when planning a turnaround or significant improvements, yet it represents the single most important parameter when considering the sustainability of any changes that may have been put in place during the process. OD is the main tool to develop and manifest an organisation's culture and it is the culture of the organisation that sustains how the organisation executes, embraces change, manages

customer focus, creates new value and integrates new team members.

Organisations are led towards focusing on the customer, the external customer, and significant resources, time, and emotional engagement is invested to achieve "best in class" customer focus. The author considers the sustainable external customer focus resulting into customer satisfaction and more importantly customer loyalty to be a result only of how an organisation manages customer focus and customer satisfaction throughout the internal value chain of the company. An organisation will reflect external customer focus in a sustainable fashion to the

same degree as it manages to generate respect and excellence in execution of its internal customer/
supplier relationships.

Key Points for Implementation of OD

There are five keys to manage OD. They relate directly to the problems identified earlier and to elements of the organisation. Each can influence the elements of the social system and may help the organisation avoid some of the major problems in managing the change:

- Take a holistic view of the organisation.
- Secure top management support.

Encourage participation by those affected by the change. **Notes**

- Foster open communication.
- Reward those who contribute to change.

POWER, POLITICS & OD

Power defined . . .

- The intentional influence over beliefs, emotions and behaviors of people.
- Potential power is the capacity to do so
- Kinetic power is the act of doing so
- One person exerts power over another to the degree that he is able to exact compliance as desired
- "A" has power over "B" to the extent that "A" can get "B" to do something that "B" would otherwise not do.
- The ability of those who possess power to bring about the outcomes they desire.
- The capacity to effect (or affect) organizational outcomes
- "Pouvoir" from the French stands for both the noun "power" and the verb "to be able"

Common elements of the definitions

- Reflectance – getting one's way
- Necessity of social interaction among two or more parties
- The act or ability to influence others
- Outcomes favoring one part over the other
- Power is the ability to get one's way in a social situation.

Power in Action

- Influence
- Cooperation
- Society
- Leadership
- Technological, medical, political, financial, spiritual, organizational standard of living
- Warfare, confiscation, repression misery

Faces of Power in Action

- Positive
 - Leading
 - Influencing
 - Selling
 - Persuading

- Negative
 - Coercing
 - Forcing
 - Hurting
 - Crushing

McClelland and The Two Faces of Power

- Positive power characterized by socialized needs to initiate, influence and lead
 - Seeks to empower self and others
- Negative power characterized by primitive, unsocialized need to dominate others
 - Seeks to dominate and control others

FRENCH AND RAVEN'S 5 BASES OF POWER

- **COERCIVE POWER** depends on fear
 - One reacts to this type of power out of fear of the negative results that might occur if one fails to comply . It rests on the application (or the threat) of physical sanctions
- **REWARD POWER** . . . is the opposite of coercive power
 - People comply because doing so produces benefits
 - anyone who can distribute rewards that others value will have power over them
- **LEGITIMATE POWER** . . . represents the power a person receives as a result of his or her position in the formal hierarchy of an organization
 - Legitimate power is broader than the power to coerce and reward
 - it includes acceptance of a person's authority by members of the organization
- **EXPERT POWER** . . . is influence wielded as a result of experience, special skill, or knowledge
 - Expertise has become a strong source of influence as the world has become more technologically oriented
 - As jobs become more specialized, we become more dependent on "experts"
- **REFERENT POWER** . . . is based on identification with a person who has desirable resources or admirable personal traits.
 - It develops out of an admiration for someone and a desire to be like that person
 - If person A admires person B enough to model behavior and attitudes after him or her, then person B has power over person A

WHAT CREATES DEPENDENCY?

- Importance of the Resource
- Scarcity of the Resource
- Number of Viable Substitutes

LOCATING POWER IN ORGANIZATIONS

- Departmental
- Place on committees
- Number of employees
- Budget allocation
- Location of offices
- Individual
- Ability to intercede

- Approval for spending
- Items on the agenda
- Access to top brass

Individual Factors Which Contribute to Political Behavior

- Level of self monitoring
- Need for power
- Internal locus of control
- Investment in the organization
- Perceived alternatives
- Expectations of success

Organizational Factors that Contribute to Political Behavior

- Low trust
- Democratic decision making
- High performance pressures
- Scarcity of resources
- Role ambiguity
- Self-serving senior managers
- Unclear evaluation systems
- Zero-sum allocations

Types of Organizational Politics

- *Legitimate* political behavior consists of normal, every-day politics:
 - forming coalitions
 - bypassing the chain of command
 - complaining to your supervisor
 - developing outside contacts through professional activities
- *Illegitimate* political behavior is so extreme that it violates the rules of the game
 - Sabotage
 - whistle-blowing
 - symbolic protests

Political Perspective Explains Organizational Behavior

Examples of political organizational behavior

- withholding information
- restricting output
- attempting to “build empires”
- publicizing their successes
- hiding their failures
- distorting performance figures
- engaging in similar activities at odds with organization’s goals, efficiency and effectiveness

OD, POWER AND POLITICS

- OD values consistent with positive face of power
- Trust, openness, collaboration, individual dignity, promoting individual and organizational competence

- Emphasis on power equalization
- Increases power among organizational members □ the whole organization has more power

OD in Political Environments

1. Become a desired commodity personally and professionally
 - High interpersonal competence
 - Listening, communication, problem-solving, coaching, counseling skills; appreciating other
2. Make OD a desired commodity- OD allows individuals and organizations to reach their goals
3. Make OD a valued commodity for multiple powerful people in the organization
 - Creates value for OD
 - Increases power base and support
 - Endorsement, support and protection of OD interventions
4. Create win-win situations
 - Enhance stable, constructive social relationships
 - Different way to handle conflict
5. Mind you own business (help others solve their major problems)
 - Help upon request
 - Help the manager meet her/his goals
6. Mind your own business – be a process, not content, expert
7. Mind your own business and don't invite political trouble
 - OD practitioner's role is that of facilitator, catalyst, problem-solver, educator role is not power-broker or power activist

ISSUES IN CLIENT CONSULTANT RELATIONSHIP

These issues tend to center on the following important areas:

1 Entry and Contracting

An initial discussion that can lead to an OD consulting contract can occur in various ways: During the face-to-face meeting, the consultant explores with the potential client some of the deeper aspects of the presenting problem. Furthermore, in the first meeting, the consultant and the client probably being to sort out what group would be the logical starting point for an OD intervention. If the problems appear to lend themselves to OD interventions, the consultant describes how he or she usually proceeds in such circumstances.

The more formal compensation aspects of the initial contract are also important and need to be clarified for the peace of mind of both client and consultant. One course of action is to have an oral agreement for an hourly or daily fee, with no charge for a brief telephone discussion and usually no charge for a longer first exploration. Constricting, in both a psychological and financial sense, occurs over and over in OD consulting.

3 Trust Issues

A good deal of the interaction in early contacts between client and consultant is implicitly related to developing a relationship of mutual trust. Similarly, the consultant's trust of the client may be starting at neutral. The consultant will be trying to understand the client's motives and will want to surface any that are partly hidden.

On a positive note, the client may see OD as means of increasing both the client's and the subordinates effectiveness, plus having hopes that successful OD effort may bring considerable recognition from superiors. Surfacing such motives and examining their

implications for effective behaviour will enhance trust between the consultant and the client and will help to assure the eventual success of OD activities.

Confidentiality must be maintained if trust is to be maintained, implied in Weisbord's ground rules for contracting. Even unintentional errors can be disastrous to the consultant-client relationship. Gavin gives an illustration in which notes made by consultants on the leadership and communication styles of managers were inadvertently duplicated and circulated to participants along with notes on workshop themes and action steps. The consultants had been asked to do the latter; the notes on the managers' styles had been intended to be used by the facilitators in private counseling sessions with individual managers. As Gavin reports it, by the time these notes had been circulated, any semblance of trust in the consultants had been destroyed.

12.4 Nature of the Consultant's Expertise

Partly because of the unfamiliarity with organisation development methods, clients frequently try to put the consultant in the role of the expert on substantive content, such as on personnel policy or business strategy. We believe it is possible, and desirable, for the OD consultant to be an expert in the sense of being competent to present a range of options open to the client, but any extensive reliance on the traditional mode of consulting, that is, giving substantive advice, will tend to negate the OD consultant's effectiveness.

The OD consultant needs to resist the temptation of playing the content expert and will need to clarify his or her role with the client when it becomes an issue. However, we think the OD consultant should be prepared to describe in broad outline what the organisation might look like if it were to go very far with an OD effort.

In other words, the OD consultant should act in the expert role on the process used but not the task. The OD consultant can be helpful by presenting some optional forms and discussing the possible implications of each. We believe that the more extensive the OD consultant's knowledge of management and organisation, the more effective the OD consultant can be but beware of the difference between being essentially a facilitator-educator and being essentially an advice-giver.

Diagnosis and Appropriate Interventions

Another pitfall for the consultant is the temptation to apply an intervention technique lie or she particularly likes and that has produced good results in the past, but may not square with a careful diagnosis of the immediate situation.

We think a consultant should do what he or she can do but the intervention should be appropriate to the diagnosis, which requires an intensive look at the data, for example, the themes from interviews.

The wider the range of interventions with which the consultant is familiar, of course, the more options the consultant can consider. The more the consultant's expertise and experience, the less agonizing is likely to be required in selecting or designing appropriate interventions.

Depth of Intervention

A major aspect of selecting appropriate interventions is the matter of depth of intervention. Harrison means the degree to which the data are more or less public versus being hidden or private and the ease with which the intervention skills can be learned. Individuality means the closeness to the person's perceptions of self and the degree to which the effects of an intervention are in the individual in contrast to the organisation.

Consultant as a Model

Another important issue is whether change agents are willing and able to practice what preach. in the area of feelings.

Example: The consultant maybe advocating a more open system in which feelings are considered legitimate and their expression important to effective problem solving and at the same time suppressing his or her own feelings about what is happening in the client system.

Consultant Team as a Microcosm

The consultant-key client viewed as a team or consultants working as a team can be profitably if viewed as a microcosm of the organisation they are trying to create. In the first place, the consultant team must set an example of an effective unit if the team is to enhance its credibility. Second, practitioners need the effectiveness that comes from continuous growth and renewal processes and third, the quality of the interrelationships with the consulting team carries over directly into the quality of their diagnosis their intervention designs, and their interventions designs, and their interventions.

Action Research and the OD Process

A related issue is whether the OD process itself will be subject to the ongoing action search being experienced by the client system process, the change agents and the organisation will not learn how to make the future OD interventions more effective.

Dependency Issue and Terminating the Relationship

If the consultant is in the business of enhancing the client system's abilities in problem living and renewal, then the consultant is in the business of assisting the client to internalize skills and insights rather than to create a prolonged dependency relationship. This issue tends to be minor, however, if the consultant and the client work out the expert versus facilitator issued scribed earlier and if the consultant subscribes to the notion that OD should be a shared technology. The facilitator role, we believe, creates less dependency and more client growth than the traditional consulting modes the notion of a shared technology leads to rapid learning on the part of the client.

Tannenbaum believes that many OD programs taper off because not enough attention has been given to helping people and units let go of matters that need to be laid to rest, to die. He believes that in a real sense, facilitators should be able to assist in a mourning process, but to be of help, facilitators must able to confront their own tendencies to want to hang on and their own vulnerability. Sometimes the organisation may simply be temporarily overloaded by externally imposed crises occupying the attention of key people. Under such conditions the best strategy may be one of reducing or suspending the more formalized OD interventions and letting people carry on with their enhanced skills and then returning to the more formalized aspects at a later date.

IMPLICATIONS OF OD FOR THE CLIENT

An OD effort has some fundamental implications for the chief executive officer and top managers of an-organisation, and we believe that these implications need to be shared and understood at the outset. Basically, OD interventions as we have described them, are a conscious effort on the part of top management:

- **To enlarge the database for making management decisions.** In particular, the expertise, perceptions, and sentiments of team members throughout the organisation are more

extensively considered than heretofore.

- **To expand the influence processes.** The OD process tends to further a process of mutual influence; managers and subordinates alike tend to be influential in ways they have not experienced previously.
- **To capitalize on the strength of the informal system and to make the formal and the informal system more congruent.** A great deal of information that has previously been suppressed within individuals or within the informal system (e.g., appreciations, frustrations, hurts, opinions about how to do things more effectively, fears begins to surfaced and dealt with. Energies spent suppressing matters can now be re channeled.
- **To become more responsive.** Management must now respond to data that have been submerged and must begin to move in the direction of personal, team, and organizational effectiveness suggested by the data
- **To legitimize conflict as an area of collaborative management.** Rather than using winlose, smoothing, or withdrawal modes of conflicted solution, the mode gradually becomes one of confronting the underlying basis for the conflict and working the problem through to a successful resolution.
- **To examine its own leadership style and ways of manage.** We do not think an effort can be viable long if the top management team (the CEO plus subordinate team or the top team of an essentially autonomous unit) does not actively participate in the effort. The top team inevitably is a powerful determinant of organisational culture. OD is not a televised game being played for viewing by top management; members of top management are the key players.
- **To legitimize and encourage the collaborative management** of team inter team, and organisation cultures. This broad intervention goal is largely the essence of OD.

FAILURES OF ORGANISATION DEVELOPMENT

Organisation development however has invited sharp criticism as a strategy to increase, organisational viability and effectiveness because many OD programmes have failed, Much OD the enthusiasm created at the beginning of OD programmes vanished over the period of time in early 60s. OD became quite successful with many professional consultants offering ship services and programmes to various organisations. By 70s, however substantial disenchantment with

OD became evident because of many controversial OD techniques like sensitivity training confrontation techniques, etc. Research studies have also failed to conclude significant contributions of OD in all organisations, particularly in bottom-line ones. Therefore, OD cannot be taken as panacea for curing all organisational problems.

In general, OD is criticized on the following lines:

- There is discrepancy between ideal and real situations. OD tries to achieve ideal without taking into account real.
- OD makes people unfit for the real organisational world because no organisation can fully adopt open system concept.
- Resistance to change is a natural phenomenon and OD puts undue pressure to change. Hence it fails even as a long-term strategy.
- OD fails to motivate people with low level of achievement needs. If an organisation is laden with these people. It is useless to try OD.

- OD programmes are often quite costly and only large organisations can afford this luxury without any guarantee of positive outcome.

It can be seen that many of these criticisms are based on reality and experience. People realized its dysfunctional aspects only when many OD efforts failed. However, it may be emphasized that OD programmes are likely to fail when these are not undertaken properly. In fact, there have been cases of wrong implementation of OD programmes and hence failure.

UNIT V

**TECHNOLOGY
AND OD**

UNIT V: TECHNOLOGY AND OD

INTER DISCIPLINARY NATURE OF OD

Organization development (OD) is an interdisciplinary and primarily behavioral science approach that draws from such fields as organization behavior, management, business, psychology, sociology, anthropology, economics, education, counseling, and public administration. A primary, though not exclusive, goal of OD is to improve organizational effectiveness.

- The target of the change effort is the whole organization, departments, work groups, or individuals within the organization and, as mentioned earlier, may extend to include a community, nation, or region.
- OD recognizes the importance of top management's commitment, support, and involvement. It also affirms a bottom-up approach when the culture of the organization supports such efforts to improve an organization.
- It is a planned and long-range strategy for managing change, while also recognizing that the dynamic environment in which we live requires the ability to respond quickly to changing circumstances.
- The major focus of OD is on the total system and its interdependent parts.
- OD uses a collaborative approach that involves those affected by the change in the change process.
- It is an education-based program designed to develop values, attitudes, norms, and management practices that result in a healthy organization climate that rewards healthy behavior. OD is driven by humanistic values.
- It is a data-based approach to understanding and diagnosing organizations.
- It is guided by a change agent, change team, or line management whose primary role is that of facilitator, teacher, and coach rather than subject matter expert.
- It recognizes the need for planned follow-up to maintain changes.
- It involves planned interventions and improvements in an organization's processes and structures and requires skills in working with individuals, groups, and whole organizations.

THE IMPORTANCE AND BENEFITS OF TECHNOLOGY IN THE WORKPLACE

Over the past several years, technology has become an essential part of our day-to-day lives, both personal and professional. For businesses specifically, technology in the workplace has completely redefined operational processes as well as consumer behaviors and expectations.

In fact, according to a McKinsey Global Survey of executives, 93% of companies surveyed said they had to shift to remote work, 62% said they had to deal with increasing customer demand for online purchase and services, and 34% said there was an increase in migration of their company's assets to the cloud due to the COVID-19 pandemic.

There are numerous benefits of technology in the workplace. The importance of technology in the workplace cannot be understated; after all, it has become a core component of any modern-day organization's success.

Make Your Business More Competitive

If your organization is not leveraging modern technology solutions today, it has likely already fallen behind when compared to your competition.

That said, it's never too late to begin your digital transformation journey, which in turn will cultivate a more technology-centric (and competitive) business model. We have seen a dramatic shift in consumer demands and expectations, and the impact of technology on the customer experience is more prevalent than ever before.

Long gone are the days of consumers being content with a two- or three-day response time for a query such as a password reset. Today, a nearly instantaneous resolution is the norm and what you must be delivering to remain competitive. This is due largely in part to customer service channels such as social media, live chat, and email.

Couple those support channels with technologies like AI, automation, and self-help resources, and your customers have the ability to choose their support preference for a quick and efficient resolution, leading to a better overall customer experience. When your customers are happy, they will continue doing business with you, and possibly even refer you to their community which increases profits.

Enhance Communication and Collaboration

Technology has made communicating with others easier than ever, which is important in today's corporate environment where many organizations are still working from home and face to face interaction is nominal.

Cloud based platforms such as Microsoft Teams, Zoom, and others continue to provide a pathway for organizations to remain connected and achieve a level of communication that is arguably better than pre-pandemic and the shift to remote work.

That is largely in part because productivity platforms and applications supply features such as chat, file storage and sharing, and document collaboration to significantly enhance collaboration. This technology actually increases productivity for an organization and its employees, as feedback on a specific project or task can quickly be sent via instant message, limiting the number of emails and reducing response times.

Increase Security

With cyber criminals' attack techniques increasing in volume and complexity, it is of the utmost importance that organizations have sophisticated security measures in place to help prevent infiltration of their network and systems that could lead to a costly data breach or worse.

While security technologies like antivirus and multifactor authentication are necessary and effective tools, organizations must also implement controls at the employee level. After all, nearly 9 out of 10 - or 88% - of all data breaches are caused by human error.

As employees are oftentimes the last line of defense in an attempted cyber-attack, it is critical to equip them with the knowledge to recognize when such an attack is taking place and what steps they should take to mitigate the threat.

This can be achieved through implementing a security awareness training program. These programs aim to educate users on threat vectors and attack techniques and even provide real-world scenarios via simulated campaigns.

For employees that are phish prone, additional training can be done to improve their detection skills. This will go a long way in creating a “human firewall” and increasing security for the organization.

Improve Productivity and Efficiency

With the use of technology in workplaces, organizations have been able to increase their productivity and efficiency at a rapid pace. Processes that were once manual and time-consuming can now be achieved in a quick and efficient manner with digital tools, applications, and systems. Because of this digital shift, employees have the ability to focus on more important tasks that generate revenue and drive the company forward.

Additionally, leveraging business programs and management software can actually improve the accuracy and effectiveness of departmental functions, as it decreases the likelihood of human error while providing real time data and analytics through dashboards and reporting.

Achieve Compliance

In addition to making your business more productive and efficient, technology can also help you achieve and maintain compliance. Given the significant role compliance plays in today’s digital landscape, coupled with the growing amount of regulatory requirements that must be satisfied, it is not far-fetched to say businesses cannot effectively achieve and maintain compliance without the help of technology.

Certain software and applications can help your teams review, analyze, and securely store overwhelming amounts of sensitive data across your organization and third-party systems. When using automation as a compliance technology, recurring workflows can be triggered that streamline tasks associated with documentation collection, auditing, and review scheduling.

By taking advantage of technologies that perform these types of functions on a regular basis, your organization is better positioned to realize compliance risks as you work to stay up-to-date with changing regulations. While the adoption of technology is critical to the success of a modern workplace, the upkeep of that technology is just as important to ensure operations remain efficient and day-to-day processes are not interrupted.

Oftentimes, organizations opt to fully outsource their IT operations due to flexible support models, cost savings, and other factors. A managed service provider can act as an extension of your internal IT team to take on more routine tasks, such as infrastructure monitoring, level 1 support tickets, cloud licensing management, and more.

Modernization of IT infrastructure generates innovative solutions that allow small enterprises to tap into their full potential. From Infrastructure as a Service, high-speed internet to cloud technologies, the future is bright for companies willing to adopt the change.

Benefits of technology solutions for business:

1. Improved Business Agility

Technology solutions allow small businesses to remain agile and quick to respond to change within the markets. Integration of various tech leads to increased collaboration among teams leading to better product development. Faster product launches, better quality innovations, and improved product features will drive your business growth.

2. Improved Staff Coordination and Collaboration

Significant advances in communication technologies have allowed corporations to organize their teams better. Software products such as Asana and G suite improve collaboration among your staff members. VOIP systems, conference calls, and telepresence software allow employees to interact remotely from any part of the world. It improves efficiency in the running of the business as well as promotes better work-life balance.

3. Automation and Productivity

The adoption of technology solutions for business allows small and medium-sized enterprises to run as efficiently as the larger corporations. Tapping into the benefits of high-speed internet and automation software allows for better handling of vital tasks. Automation tools can enhance your digital presence and engagement with your customers.

4. Increased Revenue Streams

Technology solutions for business allow executives to generate new sources of revenue for their enterprises. The creation of e-commerce stores enables sales teams to target a broader customer base. In 2019, consumers spent over \$601.75 billion with U.S. online merchants, up 14% when compared to 2018. Businesses are also tapping into the wonders of SEO and PPC marketing to generate more leads and revenue.

5. Better Storage Solutions

IT infrastructure modernization enables businesses to drop outdated legacy systems for cloud storage solutions. Cloud storage systems are reliable, allowing for restricted access to business information from any place in the globe. It enables your teams to work remotely, accessing the necessary information. It also eliminates the need to maintain bulky servers, saving on space and cost.

6. Financial Savings

Business and corporate executives are adopting Infrastructure as a Service, outsourcing most of their IT solutions to consultancy firms. The managed services market was valued at approximately \$170 billion by 2019. Communication solutions such as video conferencing and VOIP enable businesses to save on travel costs and accommodation. Cloud services reduce data storage costs. Automation reduces the need for surplus staff, saving on labor costs.

7. Improved Data Security

Technology solutions for business can help you better protect your corporate information. Network security threats are at an all-time high, costing the average small business approximately \$3.92 million in damages. Tech support for small businesses can help create encryptions and firewalls that enhance your data security.

8. Better Customer Experience

Intuitive web designs can help streamline your operations on the first point of contact with your potential clients. Automated tools can enable customers to book appointments and consultations. IFTTT systems help address customer issues at any given moment. These technological systems can help build consumer trust and brand image.

New technology has a range of advantages and disadvantages for businesses and business stakeholders. It is important for businesses to assess the risk and make informed decisions about whether to use the latest technology.

Advantages of new technology include:

- easier, faster and more effective communication
- better, more efficient manufacturing techniques
- less wastage
- more efficient stock management and ordering systems
- the ability to develop new, innovative approaches
- more effective marketing and promotion
- new sales avenues

Disadvantages of new technology include:

- increased dependency on technology
- often large costs involved with using the latest technology (especially for small businesses)
- increased risk of job cuts
- closure of high street stores in favour of online business
- security risk in relation to data and fraud
- required regular updates
- can go down or have faults, which can stop all business operations instantly

FUTURE OF OD

The application of OD technology is growing rapidly. New models, techniques, and approaches are constantly being developed and old techniques discarded. OD itself is facing future shock. As shapers of change, OD practitioners will play a critical role in helping organizations adjust to the changing forces and trends that affect them.

FUTURE TRENDS

These future trends include organization transformation, empowerment, learning organizations, and organization architecture.

- **Organization Transformation (OT):** This recent advance in change strategies is used in situations of drastic, abrupt change when the organization's survival is at stake. These situations include mergers, takeovers, product changes, and plant closures, which often involve large-scale layoffs and restructuring.
- **Shared Vision:** This approach to organizational change involves getting all levels of management to identify the strategic vision of the future and what it takes to make it work.
- **Innovation:** Organizations are focusing more effort on innovating—creating new products, goods, and services—and on new ways of organizing and relating among organization members.
- **Trust:** The critical factor in changing organizations is the development of trust within and between individuals, teams, and organizational units and levels. Without trust, there can be no sustainable excellence with an organization.
- **Empowerment:** In order to develop high-performing systems, organization members must be empowered—given the autonomy to do things their own way, to achieve recognition, involvement, and a sense of worth in their jobs. This allows for member ownership of ideas and strategies, and for 'buy-in' management.
- **Learning Organization:** A conceptual framework for the organization of the future, the learning organization is the notion that learning is central to success. Management needs to see the big picture, escape linear thinking, and understand subtle interrelationships.

The Future of OD

The course of change anticipated for OD will predominantly surround the issues of a changing workforce, global competence, and transformation within the organization. The changing workforce will encompass a positive change toward productivity and involvement with enhanced training and technological awareness. Global competence will mean shared values and similar organizational structures to compete in a highly competitive arena.

Transformational management leaders will lend credence to the evolution of growth patterns associated with the emergence of self-managing work groups. Advances in media and communication technologies will influence all of these organizational transformations (Gottlieb & Sanzgiri, 1992). *Our Changing World: No Job is Safe—Never Will Be* gives some suggestions for how to remain professionally viable and competitive.

Organization development is an expanding and vital technology. A great deal was accomplished during its past growth, and certainly much more will be done in the future. OD is being applied in a multinational framework and in a variety of organizational settings, including industrial, governmental, and health-care institutions. Most theorists agree that there is a need for more empirical studies on the relationship of intervention processes to other organizational variables.

It is widely acknowledged that techniques to deal effectively with external systems and power coercive problems have yet to emerge. Yet the different views about the myths and rituals of OD are in themselves an indication of a healthy discipline. When OD practitioners become complacent, when the controversies over approaches and techniques subside, and when the discipline becomes stagnant, then perhaps there will be an even deeper need to worry about the future of OD.

Managers need to understand that OD interventions have the potential to make the biggest differences in human development and bottom-line performance.

OTHER EMERGING TRENDS IN OD

Emerging trends and innovations in organizational development and behavior:

Organizational development (OD) and behavior (OB) are interrelated fields that focus on improving the performance, culture, and well-being of individuals, teams, and organizations. In a rapidly changing and competitive environment, OD and OB practitioners need to keep up with the latest trends and innovations that can help them create positive change and achieve strategic goals. In this article, we will explore some of the emerging trends and innovations in OD and OB, and how they can benefit your organization.

Agile and adaptive OD

One of the key trends in OD is the shift from traditional, linear, and planned approaches to more agile, adaptive, and emergent ones. Agile and adaptive OD emphasizes flexibility, experimentation, collaboration, and feedback, and responds to the changing needs and expectations of stakeholders and customers. Agile and adaptive OD can help organizations cope with uncertainty, complexity, and volatility, and foster a culture of learning and innovation.

Diversity, equity, and inclusion (DEI)

Another important trend in OD and OB is the increased focus on diversity, equity, and inclusion (DEI) as a strategic priority and a source of competitive advantage. DEI refers to the extent to which an organization values, respects, and leverages the differences and similarities of its members and stakeholders, and ensures that everyone has equal access to opportunities and resources. DEI can enhance organizational performance, creativity, innovation, and engagement, and reduce turnover, conflict, and bias.

Digital transformation and analytics

A third trend in OD and OB is the integration of digital technologies and analytics into the design, delivery, and evaluation of OD and OB interventions. Digital transformation and analytics can enable organizations to leverage data, insights, and tools to enhance their processes, products, and services, and to measure and improve their impact and outcomes. Digital transformation and analytics can also facilitate communication, collaboration, and learning across boundaries and platforms, and create new possibilities for innovation and value creation.

Employee experience and well-being

A fourth trend in OD and OB is the recognition of the importance of employee experience and well-being as key drivers of organizational success and sustainability. Employee experience and well-being refer to the holistic and subjective perceptions and feelings of employees about their work environment, relationships, and outcomes, and how they affect their physical, mental, and emotional health. Employee experience and well-being can influence employee motivation,

performance, engagement, retention, and loyalty, and can also impact customer satisfaction, reputation, and social responsibility.

Systems thinking and sustainability

A fifth trend in OD and OB is the adoption of systems thinking and sustainability as guiding principles and practices for organizational change and development. Systems thinking and sustainability involve viewing organizations as complex, dynamic, and interdependent systems that interact with and influence their external environment, and that have social, environmental, and economic impacts and responsibilities. Systems thinking and sustainability can help organizations identify and address root causes, leverage synergies, and create long-term value and positive change for themselves and their stakeholders.

Co-creation and participation

A sixth trend in OD and OB is the involvement of multiple and diverse stakeholders in the co-creation and participation of OD and OB interventions. Co-creation and participation refer to the processes and methods that enable stakeholders to share their perspectives, needs, and expectations, and to contribute to the design, implementation, and evaluation of OD and OB interventions. Co-creation and participation can enhance the relevance, quality, and effectiveness of OD and OB interventions, and can also foster trust, ownership, and commitment among stakeholders.

Complex Organizational structures

Organizational structures are becoming increasingly complex and subject to change. There is a growing need for OD professionals skilled in organizational design and change management required to effectively implement enhanced organizational structures. Understanding and responding to the talent requirements of various organizational designs is an important skill for OD practitioners.

HR planning integration with career planning and employee engagement

The output of the workforce planning process is being increasingly integrated with career planning and employee engagement to provide information and support for employees to help them identify and choose from available career paths and job opportunities.