

# **BALAJI INSTITUTE OF I.T AND MANAGEMENT KADAPA**

**ORGANIZATION DEVELOPMENT  
(21E00401c)**

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**ICET CODE: BIMK**

**1<sup>st</sup> & 2<sup>nd</sup> Internal Exam Syllabus**

ALSO DOWLOAD AT <http://www.bimkadapa.in/materials.html>



Name of the Faculty: **P.NAGENDRA KUMAR**

Units covered : **1 to 5 Units**

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**

(Established by Govt. of A.P., ACT No.30 of 2008)  
ANANTHAPURAMU – 515 002 (A.P) INDIA

**MASTER OF BUSINESS ADMINISTRATION**  
**MBA; MBA (General Management); MBA (Business Management)**  
**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – V Organization Development	L	T	P	C
21E00401c		4	0	0	4
Semester		IV			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"><li>To introduce concept of Organization Development (OD), beliefs in OD and ethical issues in OD.</li><li>To Explain foundations of OD.</li><li>To make them clear on Action Research - OD.</li><li>To impart knowledge on interventions, classification of interventions .</li><li>To discuss power politics in OD and future of OD.</li></ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"><li>Understand concepts of Organization Development (OD).</li><li>Know foundations of OD.</li><li>Acquire knowledge on Action Research and OD.</li><li>Classify interventions at intergroup, third party level, and also structural interventions and comprehensive interventions.</li><li>Understand power politics in OD and the future of OD.</li></ul>					
<b>UNIT – I</b>					Lecture Hrs: 8
<b>Organization Development</b> –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD.					
<b>UNIT – II</b>					Lecture Hrs: 12
<b>Foundations of OD-</b> Systems Outlook- Third Wave Management and Organization Transformati					
<b>UNIT - III</b>					Lecture Hrs:12
<b>Diagnostic Process and Areas of Diagnosis</b> –Action Research- As a Process and Approach- OD					
<b>UNIT – IV</b>					Lecture Hrs:12
<b>Interventions classification</b> – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.					
<b>UNIT – V</b>					Lecture Hrs:12
<b>Consultant Issues</b> – System Ramifications – Power politics in OD – Future of OD.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"><li>Organisation Development and Transformation, French, Bell &amp; Zawacki, TMH.</li><li>Organization Development,French &amp; Bell,Pearson</li></ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"><li>Organisation Change and Development, Kavita Singh: Excel.</li><li>Organization Development, Daniel Robey &amp; Steven Actman,Macmillan.</li><li>Organisation Development Change, Cummins &amp; Worley, Thomson/Cengage.</li><li>Organisation Development Interventions&amp; Strategics, S. Ramnarayan, T.v Rao &amp; kuldeep singh, Response.</li></ul>					
<b>Online Learning Resources:</b>					



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**COMMON COURSE STRUCTURE & SYLLABI**

<https://mooc.es/course/organization-development>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg56/preview](https://onlinecourses.nptel.ac.in/noc20_mg56/preview)  
<https://swayam.in/OrganizationalDevelopment>

## **UNIT –I**

### **ORGANIZATION DEVELOPMENT**

#### **1.DEFINITION:-**

Organizational development can be defined as an objective-based methodology used to initiate a change of systems in an entity. Organizational development is achieved through a shift in communication processes or their supporting architecture. The behavior of employees allows professionals to examine and observe the work environment and anticipate change, which is then effected to accomplish sound organizational development.

#### **1.1OVERVIEW OF ORGANIZATION DEVELOPMENT/ EVOLUTION OF OD:**

Kurt Lewin (1898–1947) is widely recognized as the founding father of OD. OD is an organizational improvement strategy. In the late 1950 & early 1960s. It emerged out of insights from dynamites & from the theory & practice of planned change. Organization Development is about how people & organizations function & how to get them to function better. OD is a response to change, a complete educational strategy intended to change the beliefs, attitudes, values & structures of organizations, so that they can better adapt to new technology, markets, and challenges. OD is strengthen of these human processes in organizations, which improve the functioning of the organic systems, so as to achieve its objectives. It is particular kind of change process designed to bring about a particular kind of end result. OD is aimed not only at improving the organization effectiveness but also at enhancing the development of organizational members. Organization development is an ongoing, systematic process of implementing effective organizational change.

**OD is a prescription for process of planned change in an organization in which the key perspective elements relates to.**

- The nature of the effort or programme.
- The nature of the change activities.
- The target of the change activities.
- The desired outcomes of the changed activities.

#### **TWO MAJOR GOALS OF OD PROGRAM ARE:-**

- To improve the functioning of individuals, team and the total organization and
- To each organizational member how to continuously improve their functioning.

## **1.2 IMPORTANCE**

1. OD is very important in order to expand the productivity of the firm.
2. It facilitates a change (for the better) in the organization by helping to analyze various problematic situations and finding efficient solutions.
3. It is targeted at product innovation and improved overall efficiency, and though this requires a generous investment of time and capital.
4. It helps foster ie in the point of equality, trust, and cooperation amongst the members, reducing internal strife (**violent or angry disagreement** ) and conflicts, thus aiming at creating a remarkably confident and united staff division.
5. It is an important tool that drives corporate growth. This is achieved through the different phases of OD that help increase consumer demand, product quality, operation expansion, efficient use of company resources, etc.
6. OD incorporates several new techniques for improvement, some of them which include development of technology, establishment of quality control, implementation of detailed plans, competitive analysis, extensive research of the target market, etc.
7. The implementation of organizational development periodically, is very vital for the organization.
8. It can be stated that OD plays a pivotal role in bringing about the necessary change in the organization.

## **2. CHARACTERISTICS OF OD:-**

### **OD is planned strategy:**

- OD programmes are planned, not accidental. These programmes are planned. they represent a deliberate entry of an od consultant.

**A.Collaborative Approach To Change:-**In OD, the consultant maintains a collaborative Relationship With The Organization Members Collaboration.

**B.An Emphasis On Ways To Improve & Enhance Performance:-**These programmes are designed to improve organizational effectiveness & also for smooth running of system (or ) business and to reach / achieve objectives. OD consultant develop new & creative solutions for development of organization. – Various kinds of teams and groups play important roles for accomplishment of organization development activities. Thus targets can also be achieved.

**The basis aims of OD are.**

- Enhancing congruence between organizational structure, processes, strategy, people & culture.
- Developing new & creative organization's solutions.
- Developing the organization's self-renewing capacities.

**C.Set Of Humanistic Values – People & Organization:-**Development for the OD fractioned means the movement of individuals & organizations in certain directions consistent with democratic & humanistic values & ideals like autonomies, self-actualization & democracy. This involves treating everyone with fairness, eliminating favoritism and biased behavior, focusing on everyone's needs, believing in a positive outcome and encouraging the others towards the same as well, etc.

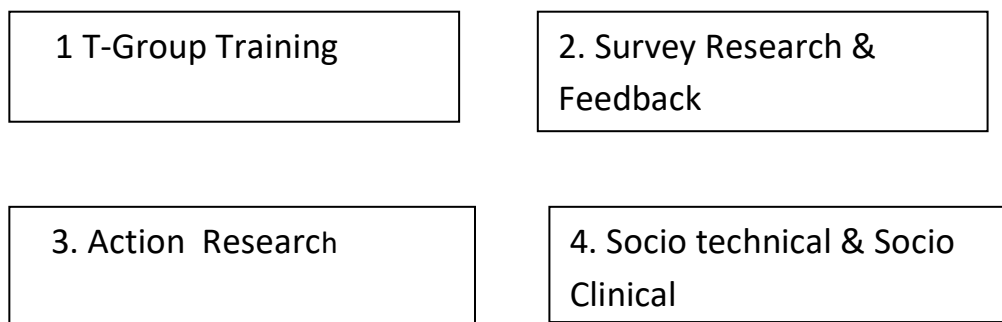
**D.A System Approach:-**An organization consists of different subsystem like task, structural, technological & human, inter-linked by various processes. The organization as a whole also interacts with the external environment including large soviets & its smaller contentious. Any change in one part or process has implication for other parts on processes relevant to the system.

**E.Developmental View:** Organization development takes a developmental view for the betterment of both process and organization. Another practice in organization development programs is to create win-win solutions.

**F.Change Management:-**A total system change is a requisite of OD. Without change, the process will not function. The change must be positive and this is an inevitable step towards the firm's success.

**G. Problem-Solving :-**It helps find effective solutions to the problems that hamper the steadfast growth of the organization. Prolonging this process results in stagnation. This characteristic of OD is very important as it is essential to brainstorm techniques to resolve technical as well as other hurdles.



**3. CONTRIBUTORY STEMS:-**

**1. T- GROUP TRAINING (OR) LABORATORY TRAINING:-** It is small group with un structured. It was developed in 1946 by Kurt lewis & his staff. They did practical research /work shop on group dynamics with the help of some group of people at the MIT. It helps to group leaders in the maintaining the groups. Through T-Group training We can learn in understanding of interpersonal relationships in groups & developing the skills for diagnosing the behavior of individual & groups. They use feedback, problem solving & role play to gain insights into themselves, other & groups. The goal of T-group is to initiate social interaction, individuality & confidence in expression.

**2.SURVEY RESEARCH & FEEDBACK:-**Survey research & feedback is a second major stem in the history of organization Development .it revolves around the techniques & approach developed over a period of years by staff members at the experimental study lend. They followed techniques for the measurement of attitudes. Resins likert he concluded research on leadership, motivation, morale & productivity.

**3. ACTION RESEARCH:-**Action – research is a collaborative, client-consultant inquiry. Action research is described as an ongoing series of events and actions. Action research is aimed both at helping a specific organization increase its effectiveness & at developing new knowledge.

**4.SOCIO –TECHNICAL & SOCIO-CLINICAL STEM** :-A fourth stem is the evolution socio clinical & socio technical approaches of helping groups & organization. Purpose of the organization social system consisting of the network of interpersonal relationships & a technological system consisting of the tasks activates & tools used to accomplish the basic

**4.VALUES** :- Values have always been an integral part of OD. Values are set of manners that individuals learn while growing up. Organization reputation/ goodwill depends on values only. OD practioners are able putting more concentration on value issues which is related the Employees (or) Employer and also they find the immediate solution which gives positive reflection to organization development. Values strongly influence the emotional state of mind. Therefore it acts as a motivator. Values tell us what we want to do or achieve in our life.

#### **4.1. TYPES OF VALUES:-**



**A. Humanistic values** : Providing opportunities for people to function as human beings rather than as resource in the productive process. Humanistic values proclaim the importance of the individual, respect 7 dignities, assume that everyone has intrinsic worth, and view all people as having the potential for growth & development.

**B.OPTIMISTIC VALUES:-**These values posit that people are basically good, that progress is possible & desirable in human affairs & that rationality, reason & good will are the tools for making progress.

**C. DEMOCRATIC VALUES:-** Democratic values assert the sanctity of the individual, the right of people to be free from arbitrary misuse of power. The importance of fair & equitable treatment for all & the need for justice through the rule of law & due process.



#### **4.2The following are the values in OD efforts:**

- 1. Respect People:** People are the *raison d'être* (**reason or justification for existence**)\_of organisation and they are responsible for creating opportunities for growth. They must, therefore, be treated with respect and dignified manners.
- 2. Confidence and Support:** Organisations are made up of people and they are to be believed and supported in order to have effective organisation. The healthy environment prevails when people are trusted and taken into confidence and a necessary support is extended to them as and when needed.
- 3. Confrontation:** Any conflict on any issue should not be suppressed. It should be dealt with openness. Suppression leads to dampening of morale. Identifying the problem and its causes, discussing it openly and finding out feasible solution leads to boosting up morale of the employees and creating good environment.
- 4. Employee Participation:** The participation of employees who will be affected by the OD should be sought in decision-making.
- 5. Expression:** Human beings differ in experience, maturity, ideas, opinions, and outlook. The organisation is at the receiving end. It gains from the differences in quality, ideas, opinions and experiences of its people. Human beings are social animals; they have feelings, emotions, anger and sentiments etc. They should be allowed to express their feelings and sentiments. This will result in building up high morale and the people will be motivated towards hard work ultimately resulting in increased efficiency.
- 6. Seeking Co -operation:** Managers should learn to seek cooperation from each of the employees working under him in his department. This will develop in creating the atmosphere of cooperation leading to organizational effectiveness and willingness to accept change in the event of organization development process.

**5. ASSUMPTION OF OD:-** There are set of assumptions basis to mast organization development activities which relate to people as individuals, to people as group members and as leaders & to people as members of the total organizational systems.

**These are:**

1. Organizations, sub units of organization, individual continuously manage their affairs against goals.
2. One goal of a healthy organization is to develop generally open communication, Mutual trust, and confidence between & across levels.
3. The basic building blocks of an organization are groups (terms). Therefore, the basic Units of change are groups, not individual.
4. For a group to optimize its effectiveness, the formal leader cannot perform all the Leadership and maintains functions in all circumstances at all times and therefore Assistance in leadership is required.
5. Co-operation is more effective than competition in healthy organizations, “Efforts are made at all levels to treat conflict as a problem subject to problem Solving methods.”

**OTHER ASSUMPTIONS OF OD:-**

**I – IMPLICATION FOR DEALING WITH INDIVIDUALS:-**

Two basic assumptions about individuals in organizations pervade organization department.

- ✓ The first assumption is that most individuals have drives towards personal growth and development if provided an environment that is both supportive and challenging most people wants to develop their potential.
- ✓ The second assumption is that most people desire to make, and are capable are making, a greater contribution to attaining organization goals than most organization environment permit. The implication these two assumptions are straight forward –Ask, listen, support, challenge, encourage risk taking reward success etc.

**II – IMPLICATION FOR DEALING WITH GROUPS:-** First, one of most psychologically relevant reference group for most people is the work group, including peers & boss. Second, most people wish to be accepted & to interact co-operatively with at least one small reference group & usually with more than one group-such as work group. The family, club group etc. Third, most people are capable of making greater contributions to a group's effectiveness and development implications of these assumptions are several. like Team flourish, Leaders should invest in groups, Adopt a team leadership style. Leaders need to give important to teams, not in individuals. Invest the time required for group development, invest training time, money to increase group member's skills, invest energy & intelligence in creating a positive climate. Finally the assumptions are that many attitudinal & motivational problems in organization requires interactive & transactional solutions.

**III – IMPLICATION FOR DESIGNING & RUNNING ORGANIZATIONS:-**A key assumption in an organization development is that the needs & aspirations of human beings are the reasons for organized effort in society. By implication, an optimistic, development set of assumptions about people is likely to reap(receive) rewards beneficial to both the organization & its members. Finally it is possible to create organizations that on the one hand human, development & empowering & on the other hand are high performing in terms of productivity, quality of output and profitability. The implication is that people are on organization's most important resources: they are the source of productivity & profits and should be treated with care.

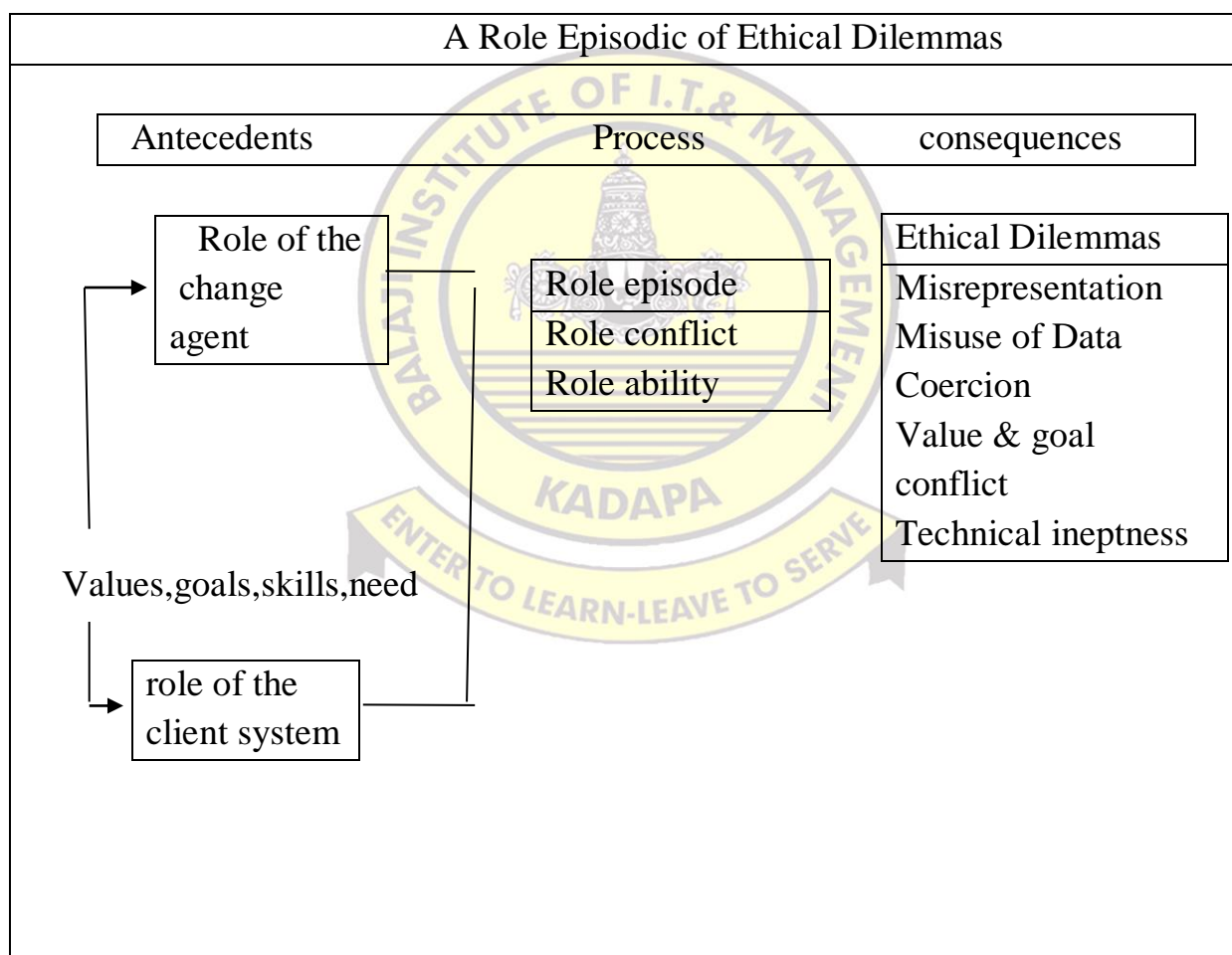
**6.BELIEFS OF OD:** A belief is a proposition about how the world works that the individuals accept as true, it is cognitive fact for the person. Beliefs are necessarily the foundation for action whatever actions you take in the world around you, they are based on your mental representation of the world. Beliefs are the assumptions we make about ourselves, about others in the world & about how we expect things to be. Beliefs are about how we think things really are, what we think is really true & what therefore expect as likely consequences that will follow from our behavior.

**6.1IMPORTANCE OF BELIEFS:-**Beliefs are important because behavior is important & behavior depends on our beliefs. It is also important for you to know the sources of your beliefs, & why hold your beliefs. Some beliefs are true & some beliefs are false. it is important to examine beliefs to assess the validity (or) invalidity of the ideas represented in our beliefs.

## **7. ETHICAL ISSUES IN O.D.:**

**7.1INTRODUCTION TO ETHICS:-** Ethics are the principles & values used by an individual to govern his (or) her actions & decision. Ethics is concerned with what is good for individuals & society is also described as moral philosophy. Ethics of OD are responsibility to us, responsibility for professional Development & competence & social responsibility. Organization ethics includes various guidelines & principles which decide the way individuals should behave at the work place.

## **7.2ETHICAL DILEMMAS IN OD:-**



**A.MISREPRESENTATION** :-Misrepresentation occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program (or) the situation. Misrepresentation is likely to occur in the entering & contracting phases of planned change when the consulting relationship is being established. To prevent misrepresentation, OD practitioners need to gain clarity about the goals of the change effort & to explore openly with the clients its expected effects.

**B.MISUSE OF DATA** :-Misuse of Data occurs when information gathered during the OD process is used punitively. Misuse of data leads to unethical behavior in the functioning of the organization misuse of data leads to unethical behavior in the functioning of the organization. Misuse of Data means misuse of confidential information from one Department to another which may either be a part of client (or) consultant etc. Data is usually misuse without the consent of another person which would prove harmful to the organization's success. Openness is one thing, but leaking inappropriate information can be harmful to individuals and to the organization. Minimize misuse of data, practitioners should reach agreement with organization members about how data collected during the change process will be used

**C. COERCION** :-Coercion occurs when organization members are forced to participate in an OD intervention. People should have the freedom to choose whether to participate in a change program if they are to gain self-reliance to solve their own problem. To resolve dependency issues, consultants can openly and explicitly discuss with the client how to handle the dependency problem, especially what the client and consultant expect of one another. The consultant can redirect the energy to improved joint diagnosis so that both are working on problem identification and problem solving.

**D.VALUE CONFLICT** :-This ethical conflict occurs when the purpose of the change effort is not clear (or) when the client & fractioned disagree over how to achieve the goals. The important practical issue for OD consultants is whether it is justifiable to withhold services unilaterally from an organization that does not agree with their values or methods.

**E. TECHNICAL INEPTNESS** :-Technical Ineptness refers to lack of technical skills which hinders the growth of OD program .Careful diagnosis can reveal the extent to which the organization is ready to make a change & possesses the skills & knowledge to implement an ethical dilemma that arises frequently in OD. Technical ineptness dilemmas also can occur when interventions do not align with the ability of the organization to implement them.



**CASE STUDY:****Disobeying an informal order**

DevAnand is working as a clerk in Collector's office. Due to staff shortage, Dev also performs the task of raising flag over the office building every morning and taking it down every evening, although it is not part of his official job description. One day a criminal turned politician Madan Puri dies. Years ago, Devanand's best friend was murdered during a riot allegedly orchestrated by Madan Puri. Nonetheless, State secretariat passes an order to all District collectors, to keep National flag at "half-mast" over their offices, to mourn the death of the Mr. Madan Puri. DevAnand sees this news on TV, gets angry with such mockery of our national flag. He decides not to go to office next morning and keeps the door key of rooftop with himself. He is confident, "no formal punishment can be given to me, because this was not part of my official duty. At most Collector sahib will reprimand me informally but I don't care because Madan Puri killed my best friend."

Do you think DevAnand has made the right decision? Yes/No/Why?

**Answer keypoints**

DevAnand made a wrong decision because:

1. It prevents other staff members from carrying out the 'official' order from StateHQ.
2. It puts his boss in an embarrassing position in front of the StateHQ.
3. If Dev's conscience doesn't permit him carrying out a task, he should inform his boss. But running away with keys, without informing anyone = irresponsible.
4. Such behavior is not expected from a good team player / a public servant

**External Questions: (Old Question papers)****UNIT-I**

1. Explain the benefits of organization development (OD) to organizations?
2. Trace out the evolution of organization development as a discipline and profession?
3. Discuss the implications of OD values and assumptions?

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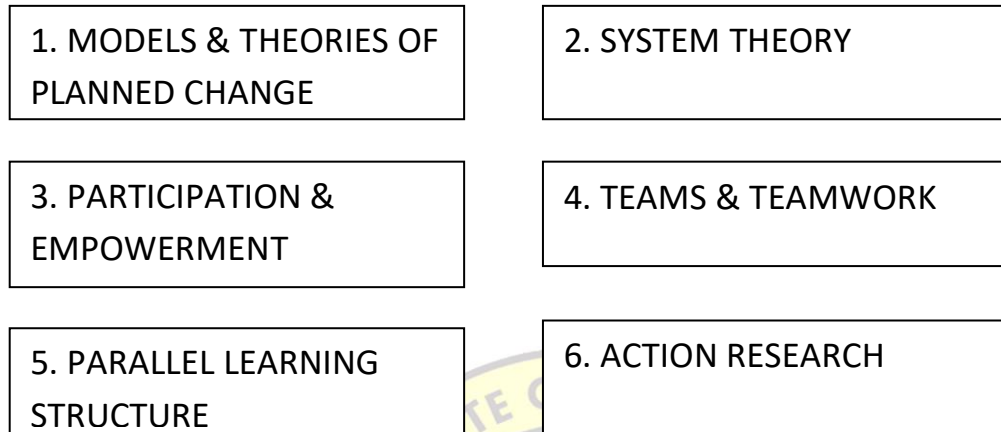
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## UNIT-II

### FOUNDATIONS OF OD

#### 1. Foundations of OD



**1 Models & theories of planned change:-**OD is planned change in an organizational context. The development of models of planned change in an organizational context.

Lewis's three-state model is a powerful cognitive tool for understanding change situations.

**STAGE - I – UNFREEZING:**In this, disconfirmation creates pain & discomfort, which cause gull of an anxiety and motives the person to change. But unless the person feels comfortable with dropping the old behaviour & acquiring new ones, change will not occur.

**STAGE – II – MOVING:** The person undergoes cognitive restricting, he needs information & evidence to show that the changes is desirable & possible

**STAGE – III – REFREEZING:** The refreezing stage is to integrate the new behaviors into the person's personality and attitudes.

**2 Systems Theory:** This theory views organizations as open systems in active exchange with their surrounding environments.

“A system is an arrangement of interrelated parts,” organizations are open system. Systems take inputs from environment in the form of energy, information, money, people, raw materials etc.They do something to the inputs via throughout conversion (or) transformation processes that change the inputs and they export products to the environment in the form of outputs.

### 3. Participation & Empowerment:

**PARTICIPATION:** Participation in OD is not restricted to high level (or) top people. It is extended broadly throughout the organization. Participation is a powerful of OD. It is good for people & it improves individual and organization performance. Increased participation and empowerment have always been central goals & fundamental values of the field. These pillars of OD practice are validated by both research & practice.

**3.1 EMPOWERMENT:** Empowerment is an important ingredient in high-performance organizations. To empower is to give someone power, which is done by giving individuals the authority to make decisions, to contribute their ideas, to exert influence and to be responsible.

**4. Teams & Team Work:-** Teams and Teamwork are part of the foundation of organization development.

Teams are important for a number of reasons

**First** – much individual behavior is rooted in the socio – cultural norms & value of the work team.

If the team, as a team, changes those norms & values, the effects on individuals behavior are immediate & lasting.

**Second:** - Many tasks are so complex they cannot be performed by individuals people must work together to accomplish them.

**Third:** - Teams create synergy that is the sum of the efforts of team members is far greater than the sum of The individual efforts of people working alone.

**5. Parallel Learning Structures:-** Parallel learning structures, specially created organizational structures for planning & guiding change program, constitute another important foundation of organizational development. Parallel Structures help people break free of the normal constraints imposed by the organization, engage in genuine inquiry & experimentation, and initiate need changes. We believe these are a foundation of OD because they are prevalent.

**6. Action Research:-** Action research is a reflective process of progressive problem solving led by individuals working with others in teams (or) as a part of a “community of Practice” to improve the way they address issues & solve problems. Action research can also be undertaken by larger organizations (or) institutions, guided by professional researchers.

**2. SYSTEM OUT LOOK / SYSTEM THEORY:** Systems theory was first introduced by **VAN BERRALANFY** (1950) & The open-systems approach was first applied by **Katz and Kahn**, who adapted General Systems Theory to organizational behavior. Katz and Kahn (1966); Bertalanffy (1951), pp. 303–This approach identifies organizational behavior by mapping the repeated cycles of input, throughput, output, and feedback between an organization and its external environment. Systems receive input from the environment either as information or in the form of resources. The systems then process the input internally, which is called throughput, and release outputs into the environment in an attempt to restore equilibrium to the environment. The system then seeks feedback to determine if the output was effective in restoring equilibrium. System theory is one of the most powerful conceptual tools available for understanding the dynamics of organizations & organizational change. System theory is an approach to organizations which like the enterprise to an organism with interdependent parts, each with its own specific function & interrelated responsibilities. Organizations are open systems.

### **2.1 DEFINITIONS:-**

Fagan defines system as “ a set of objects together with relationships b/w the objects & between their attributes.

**2.2 NATURE OF SYSTEMS:-** The nature, dynamics & characteristics of open system are well known organizations are open systems. They do something to the inputs via conversion (or) transformation processes that change the inputs & they export products to the environment in the form of output. Information is important to systems in several ways. Feedback is information from the environment about system performance. Open systems planning are one of the principle applications of systems theory in organizational development. Most effective organizations, according to systems theory, adapt to their environments. **Pfeffer and Salancik** described the environment as the events occurring in the world that have any effect on the activities and outcomes of an organization. Environments range from “static” on one extreme to “dynamic” on the other. Static environments are relatively stable or predictable and do not have great variation, whereas dynamic environments are in a constant state of flux. Because environments cannot be completely static or constantly changing, organizations have varying levels of dynamic or static environments.

**Open system planning involves the following activities:**

- Examine the environment for finding out the expectations of external organization & stakeholders.
- Develops both realistic & ideal Scenarios of possible futures.
- Formulates action plans to make sure that an attractive & pleasant future occurs.

**Key Points**

1. The organization is an open system, which interacts with the environment and is continually adapting and improving.
2. The organization influences and is influenced by the environment in which it operates
3. If an organization is to be effective it must pay attention to the external environment, and take steps to adjust itself to accommodate the changes in order to remain relevant
4. All part of the organization are interconnected and interdependent; If one part of the system is affected, all parts are.
5. It is not possible to know everything about the system, but if you look hard enough there are plenty of clues.

**Applying Systems Theory in an OD Intervention**

- A. Use mixed groups to achieve a rich understanding how the change is seen from different perspectives.
- B. Expose people to the outside world in which the organization operates ensure the organization stays externally sensitive and not insulated in their perspective.
- C. Help the leadership team understand that they don't have all the data required to manage change the organization desires.
- D. Generate a holistic view of what must be done to give the organisation a secure future
- E. Use diagnostic events to enhance people's understanding of important independencies and to support them in devising a way forward
- F. Help different sub-systems to work well together in independent areas
- G. Use processess that will increase collaboration across units
- H. Honour the primacy of relationship between different groups
- I. Where possible bring in outside bodies/data to stimulate the organisation to think about the issues



**3. THIRD WAVE MANAGEMENT:-**The concept of third wave organization was introduced by business tourist ALEVIN TOFFLER. The first wave organizations was established in the agriculture age. second wave organizations was developed in the industrial age & focused mainly on mass production & growth.

### 3.1 Meaning of Third Wave Management

- The Third Wave helps explain why so many industrial-era institutions, from giant corporations to governments, are dinosaurs gasping for their last breath.

### Definition to third wave management

- **According to Alvin Toffler:**” the first wave companies were built in the agricultural age. Second wave companies evolved in the industrial age & emphasized mass production & growth. Third wave companies are evolving in the information age to meet changing times to be able to transform their products & organization.

### 3.3 Introduction to third wave management:

#### I. THE FIRST WAVE:



**The Agricultural Revolution:** The first wave started as people realized that they could raise crops in the ground. People stayed in one place. The old, the sick, and the weak stayed with the family, and we developed treatments for them. Families were extended; generations lived on the same land. Consider how a farm uses every bit of a butchered hog for food, clothing, candles, etc. Transitions are generally painful things. Change does not go smoothly. The farmers had conflicts with the remaining hunter-gatherers. Sometimes raiding parties would attack the food stores, and the farmers needed armies to protect themselves.

## II.THE SECOND WAVE:



The Industrial Revolution: Our tools progressed, and we harnessed powerful forces of nature to amplify the power of our earlier tools. We applied wind, water, coal, steam, and oil to the basic tools and produced railroads, clipper ships and steam ships, and automobiles. These new focuses brought us new groups. Only the Capitalists could afford the investments. The factories consumed and processed raw materials, often exploiting natural resources in a non-sustainable manner. They found that bigger factories worked cheaper, and they competed on economies of scale. We later found out that economies of scale were restrained by the law of diminishing returns; the efficiency of the factory had limits. Organizations progressed as the factories and corporations developed. The vertical org-charts represented the chain of command. The structure of General Motors wasn't that different from the US Army. Efficient use of the factories introduced time analysis.

## III.THE THIRD WAVE:



The Information Revolution: Just as manufacturing came out of the peak of the agricultural era, the information age came out of the peak of the manufacturing era. The huge companies and military organizations needed to track what they had, what they were doing, and what they were spending. The new tools amplified our senses and memories, rather than our strengths. Radar systems warn us of incoming missiles, robot calipers detect tiny variations in ball bearings, and CD-Roms store our accumulated knowledge. One early, widely developed info system was the telephone network. Several of our other technologies (fax systems, the internet) ride over the phone network. It's not evident, but the phone network is the technological marvel of our age.



## Details of the Third Wave

- Work is done everywhere: at home, on the road, even in the office! (A return to the cottage).
- Continual education is the pre-requisite for success.
- Size doesn't matter: Small companies can compete with giant, bureaucratic, companies.
- Time matters dearly, and we call the new timeframe Internet time.

### 3.4 Business Implications of The Third Wave

- Time moves faster
- Compete on information
- Seek digital processes
- Place and Distance don't matter
- Build information and relationships
- Use the web for two-way communications
- The information gained in a transaction may be more profitable than the transaction

### 3.5 Characteristics of Third Wave Management

**FLEXIBILITY:-**The organizational culture of these organizations give huge flexibility for recognizing. The organizational structures of these organizations are not permanent.

**CREATIVITY:-**The employees of third wave organizations are motivated & are declared towards their vision. They are personally involved in the projects which can change the world & seeks opportunity for personal growth.

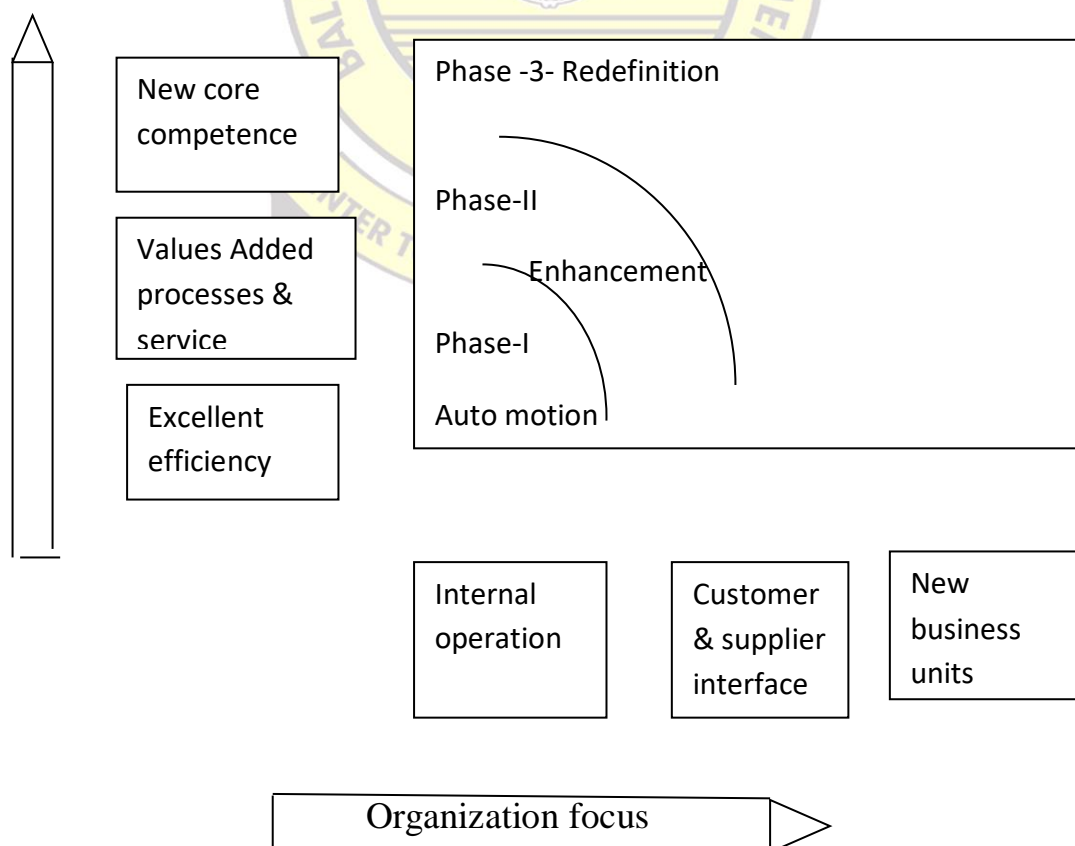
**INNOVATION:-**The third wave organization promotes risk taking & innovation. Third wave organization has a participative work culture which helps them to overcome competition. A part from this, the managers & superior of third wave organizations acts as true leaders helps the employees to make use of this untapped potential.

**4. ORGANIZATION TRANSFORMATION:-**Today organizations are faced increasingly with fierce competition, demanding customer economic pressure & financial crises. The transformation involves complex and simultaneous interactions in this process a variety of possible forms can emerge. Organizational transformation is a term referring collectively to such activities as re-engineering, re-designing & re-defining business systems. Organizational Transformation is a strategic method of getting your organization from where you are now to where you will need to be in the future.

Organization continually need to

- Flexible, effective & efficient organization.
- A customer – centric approach to organizational activities.
- Promotion of an integrated approach to IT- business.
- Recognition of current strengths to create a more productive environment.

#### 4.1 PHASES OF TRANSFORMATION :-



**PHASE –I:-**It begins with the automatic of existing activities to reduce cost & raise capacities & expands to encompass a broader range of applications to optimize operations.

**PHASE – II:-**It focuses on adding features, functions, and value –added processes new service to the Core Values.

**PHASE –III:-**It may become principle vehicles for growth, the existing business can be redefine.

## 4.2 TRANSFORMATION STRATEGIES

There are various strategies to transform organization like.

### A.TRANSFORMATION THROUGH VALUES

In the changing business environment, values are guiding force for the companies values are nothing but something we hold dear something that reflects an ideal (or) an ethic.

### B.TRANSFORMATION THROUGH ORGANIZATION DEVELOPMENT:-

Most people & organizations are not prepared for the vastly accelerated pace of change.

**Organization development rests on 3 basis propositions like**

- ✓ Organizations change forms through the age. The changes taking place in that age make it necessary to revitalize & rebuild organizations.
- ✓ The only way to change organizations lies in changing the climate of the organization.
- ✓ A new social awareness is required by people in organizations.

**C. TRANSFORMATION THROUGH SIX SIGMA:-**It is the statistical parameter used to describe variation.It focuses on achieving tangible results as well as speaks the language of business.

**D. TRANSFORMATION THROUGH BENCH MAKING:-**Bench making is the continuous process of measuring products, services & practices against the toughest competitions.

### 4.3 Process of Organization Transformation

**A. Leadership:** The leadership process is the way in which leaders (senior, middle, and first line) manage the business to accomplish their vision and achieve results. Leadership, more than any other factor, determines the success of a business. It follows then, that organizational change initiatives must be integrated with the leadership process if they are to be successful. The leadership process includes the vision of leaders, their attitudes, roles, and practices, the organization structure that links them to each other and the rest of the organization, their unity, the communication systems they use, and the resources they have to carry out their responsibilities. Effective change will, by design, include and improve the leadership process.

**B. Communications and Stakeholder Engagement:** Identify key stakeholders (those who will be impacted), determine how best to communicate with them, and keep them involved. Effective communications allow for two-way dialogue, so issues can be understood, and changes can be made appropriately. Assess access to stakeholder information. Access to stakeholder information is critical to the training team, which must determine which groups need to be trained and how.

**C. Knowledge Management:** Assess directly and indirectly affected users to determine if they are prepared to adopt the transformation. While training is delivered just prior to "going live," education needs to occur much sooner. End users must understand what is changing and why, before they are trained on "how." This assessment is tightly linked with leadership and communication assessments.

**D. The design process:** It is the methodology by which the internal elements of the organization (core processes, structure, systems, and culture) are streamlined and aligned to business strategy and core ideology. It is a structured process with specified events in which people from all levels of the organization participate. They first do a complete assessment of both technical and social aspects of the business. Often in-depth process analysis is required to fully understand how work processes fit together throughout the business.

## **4.4 Characteristics of Transformational Change**

### **1.Change is triggered by environmental and internal disruption:**

Transformational change occurs in response to atleast kinds of disruption:-

- Industry discontinuities
- Product lifecycle shifts
- Internal company dynamics

### **2. Change is systemic and revolutionary.**

- A. Transformational change involves reshaping the organization's culture and design element.
- B. These changes can be characterized as systemic and revolutionary cause nature of the organization is altered fundamentally.

### **3. Change demands a new organizing paradigm.**

- a) Organization undertaking transformational change are, by definition, involved in 2nd-order or gamma types of change.
- b) Gamma change involves discontinuous shifts in mental or organizational frameworks.

### **4.Change is driven by senior executives and line management.**

- A. They are responsible for the strategic direction and operation of the organization and actively lead the transformation.
- B. The critical role of executives leadership in transformational change is clearly emerging.

### **5.Continuous learning and change.**

- 1. Transformational change requires considerable innovation and learning.
- 2. Organizational members must learn how to enact the new behaviors required to implement new strategy direction.



## **CASE STUDY :**

### **LEADERSHIP TRAINING FOR RETAIL EMPLOYEES**

#### **High Challenge**

Turnover in any employment structure comes with a high cost. Studies estimate that when an employee leaves a job, it costs six to nine months of that employee's salary to replace them. One of our clients, a leading convenience store chain in the Eastern United States, confronted this reality during some recent changes to its business model. These changes made it necessary to have more leadership in each store at any given time, and the rapid transition was starting to cause recently promoted supervisors and managers to leave while still in the management onboarding process. They needed to bridge the skill gap for those moving into leadership positions to keep them confident, engaged, and employed. They also needed an innovative and compelling program that could be completed in a short timeline.

#### **Solution**

The company partnered with AllenComm to create training for new supervisors and managers who lacked previous management experience and didn't have strong leadership skills. The customized training mixed narrative videos with motion graphics and simulations, creating an accessible competency path that not only built procedural and technical skills, but helped the learners believe that they could be leaders. Small, easily digestible training modules kept learners from feeling overwhelmed, and fun simulation exercises focused on real-life activities employees would find on the job. Celebrating milestone achievements along the way gave the learners confidence and increased motivation to continue with the training process.

#### **Results**

AllenComm's training solution engages the learner quickly and early on, providing them with the skills they need to become confident managers or supervisors. As more employees have completed the onboarding process, the direct result was higher employee retention and satisfaction, which saved this expanding convenience store chain the high cost associated with employee turnover.



External Questions: (Old Question papers)

1. Examine the benefits of third wave management as part of organizational transformation?
2. Discuss the foundations of OD and detail the various fields having contribution in OD?

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### **UNIT –III**

### **DIAGNOSTIC PROCESS & AREAS OF DIAGNOSIS**

#### **1.Introduction:**

**Diagnostic Process & Areas Of Diagnosis** :Organization diagnostic is often mentioned as the most critical element in the OD process. It is aimed at providing rigors analysis data on the structure, administration etc & other essential elements of the client system. If organization change is to be effective; it must be based on a specified diagnosis of the problem. Diagnosis is a systematic approach to understanding and discussing the present state of the organization. In recent years of organization diagnosis has evolved from a technique used as a part of the organizational development process to a major technique in this own right. Diagnosis is a systematic approaches to understanding & discussions the present state of the organization. The area of diagnosis is based on organizational processes. Those include communication networks, group problemsolving, goal setting & planning methods. The diagnosis is made of the various sub-elements that made up the organization.

#### **The Diagnostic Phase**

It is the diagnostic phase which provides the platform from which the organisation is able to highlight what cultural, economic and capability shifts the organisational is able to make and how those shifts can be made and embedded for sustainable organisational performance.

The diagnostic phase is a series of interventions which are intended to engage and connect orgnaisional stakeholders in the change process and begin the process of examining mental models and provide a forum for open communication and sense making.

It must be remembered the the diagnostic phase is part of the OD cycle and as such is intended to be more than just a data gathering stage, it is a disturbance process, and should be designed to get stakeholders to begin to question the current reality, and begin thinking about what could be.

**Key questions that the Diagnostic phase seeks to answer include;**

1. What data do we need for the OD programme?
2. What methods and processes should we use for data collection?
3. What politics and power controls will impact the way the diagnosis is carried out?
4. What resources are required to collect the data?
5. What time and resources are the organisation willing to commit?
6. What data is needed to support the organisation in its decision making and action planning?
7. Who owns the data?
8. Who will analyse and make sense of the data once it is collected?
9. Who needs to have feedback from the diagnostic interventions?
10. Having collected the data what revisions are required to the proposed OD programme?

It is important for the OD Practitioner to obtain current relevant data about the organization and to develop a diagnosis of the organization's functioning and major issues. However, the scope and process for the data gathering and diagnosis may have to vary considerably for different projects. Fundamentally, a diagnosis is a description of how the organization is currently functioning, particularly what is not functioning well, that provides the information necessary to design change interventions.

**A diagnosis should:**

- A. Be based on current, relevant data
- B. Result from joint involvement of both consultant and client(s)
- C. Make use of appropriate models of organizational functioning and dysfunctioning (although all are simplified approximations of reality)
- D. Deal with feelings in the client system (e.g., anxiety, defensiveness, fear, hope...)
- E. Focus on key, underlying problems
- F. Energize the client to act in ways to improve the organization

There are many methods of data collection, each with different advantages and disadvantages. For modest-sized teams, the most common methods are individual interviews and direct observations of meetings and other interactions. For larger organizations, questionnaires and surveys may be necessary and useful. All of these differ in richness, efficiency, flexibility, validity, opportunity to establish rapport, etc.

**In analyzing data, it is important to look for:**

- ✚ Similarities and differences in the understandings and perceptions of various individuals, especially about goals and roles.
- ✚ Variance (differences) between public and private talk about important issues – issues that are “off-limits” or “undiscussible”
- ✚ Distinguish between symptoms and causes
- ✚ Be selective in identifying the most important (critical) issues for attention

**It is vital to provide appropriate feedback of data to those who participate in providing it to:**

- Ensure that the recipients/clients see the data as meaningful and relevant.
- Help the client understand the data.
- Transfer ownership of the data from the consultant to the client.
- Energize the client to use the data for actions to improve the organization.

**1.2DIAGNOSIS MODEL:**

**WEISBORDS SIX BOX DIAGNOSIS MODELS:-**Another diagnostic tool is **MARVIN WEISBORD’S** six-bore model, a diagnostic frame work published in 1976 & skill widely used by OD practioners. According to **WEISBORD**, the consultant must attend to both the formal & informal aspects of each box. He states that as an open system which exists in an environmental context, an organization needs to be examined with regard.

**Fit between organization & environment:-**The extent to which purposes & structures support high performance & ability to change with conditions.

**Fit between individual & organization:**The extent to which people support (or) subvert formal mechanism intended to carry out an organization's purposes. In WEISBORD'S model the organization is represented by six boxes like purpose, structure, rewards, helpful mechanism, relationships & leadership.

#### **A.PURPOSES :-**

Two issues are important

- Goal clarity (how well articulated are the goals)
- Goal agreement (do people understand & support the organization's purpose)

**B.STRUCTURE:-**The structure should fit the goal, it is important to see how work is actually done.

**C.RELATIONSHIP:-**Three types of work relationships are important

- ❖ Between people-peers & boss – subordinate.
- ❖ Between units doing different tasks.
- ❖ Between people & their technologies.

**D.REWARDS :-**Rewards should be diagnosed in terms of similarities & differences between what the organization formally rewards – the compensation package, incentives.

**E.LEADERSHIP :-**Leadership may make the difference between an organization that 'works' & one that does not management literature.

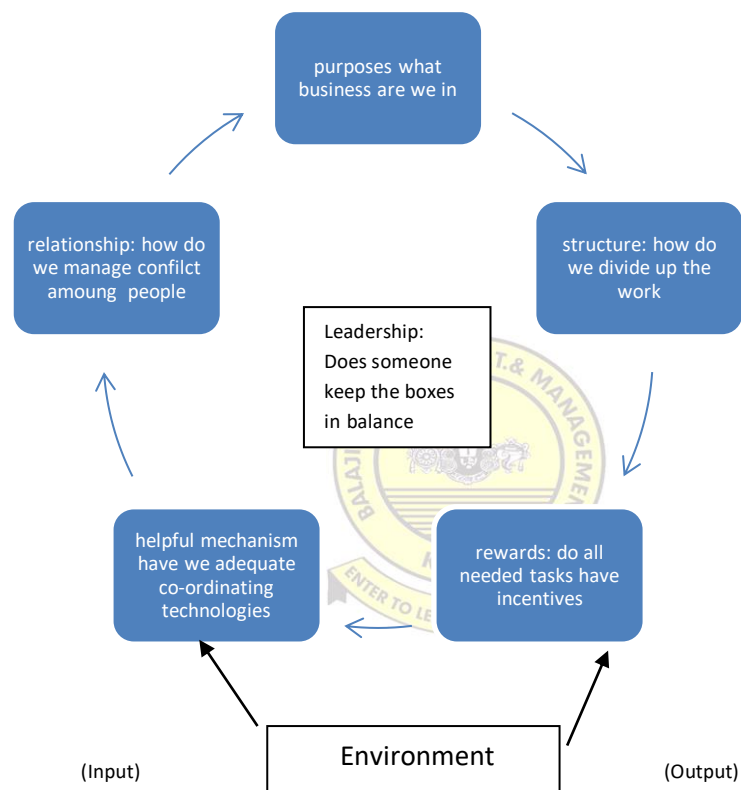
4 important leadership tasks like

- ✚ Defining purposes
- ✚ Embodying purposes in programmes
- ✚ Defining institutional integrity
- ✚ Ordering internal conflict.
- ✚ A successful leader has to develop a precise understanding of his/her role.

**F.HELPFUL MECHANISM:-**

There are 4 processes that require helpful mechanisms, which every organization.

- Planning
- Budgeting
- Control
- Measurement





## **UNIT –III**

### **DIAGNOSTIC PROCESS & AREAS OF DIAGNOSIS**

#### **2.ACTION RESEARCH MODEL:-**

**2.1ACTION RESEARCH:-**Action research is a cornerstone of organization development, underlying both the theory & practice of the field. It is the application of the scientific method of fact-finding & experimentation to practice, problems requiring action solutions to immediate problems & a contribution to scientific knowledge & theory. It provides both the theoretical underpinnings & the practical application of organizational change.

**1.PROBLEM IDENTIFICATION :-**This stage usually begins when a key executive in the organization or someone with power and influence senses that the organization has one or more problems that might be solved with the help of an OD practitioner.

**During this process, the consultant assesses:**

- The probability of relating with the client .
- The motivation and values of the client.
- The client's readiness for change.
- The extent of resources available.
- Potential leverage points of change.

**2.CONTRACTING (consultation with a behavioral science expert) :-**During the initial contact, the OD practitioner and the client carefully assess each other. The practitioner has his or her own normative, developmental theory or frame of reference and must be conscious of those assumptions and values.

**The OD contract states three critical areas:**

- a. What each expects to get from the relationship.
- b. How much time each will invest, when, and at what cost.
- c. The ground rules under which the parties will operate.

**3. DIAGNOSIS (Data gathering & preliminary diagnosis):-**This step is usually completed by the OD practitioner, often in conjunction with organization members. It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems. The most effective diagnosis begins with observation, proceeds to a semi structured interview and concludes with a questionnaire to measure precisely the problems identified by the earlier steps.

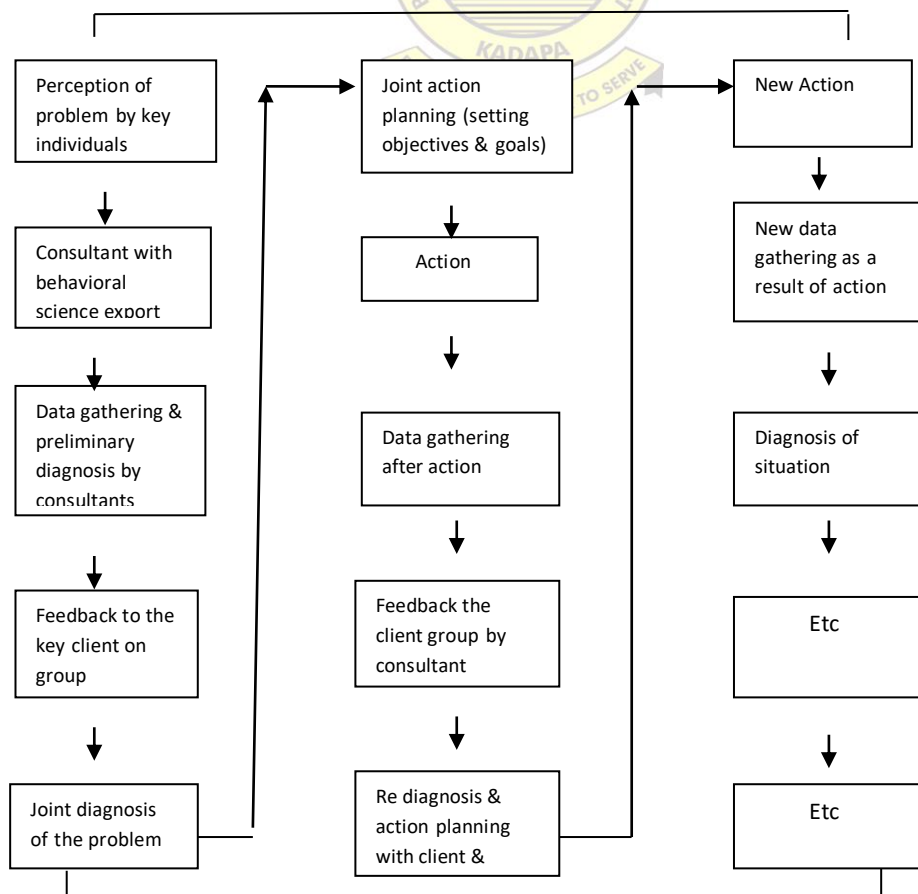
**4FEEDBACK (feedback to the key client (or) group):-**The feedback step, in which the group is given that information gathered by the consultant helps the group determine the strengths & weakness of the organization (or) the department under study. The consultant provides the client with all relevant and useful data.

**5.PLANNING CHANGE (joint diagnosis of problem) :-**At this stage, the specific action to be taken depends on the culture, technology, and environment of the organization; the diagnosis of the problem; and the time and expense of the intervention. At this point, the group discusses the feedback, and the focus returns to research as the change agent and the members of a group discuss whether this is a problem on which the group intends to work.A close relationship exists among data gathering feedback.

**6. INTERVENTION (action):**-This stage involves the actual change from one organizational state to another. It may include installing new methods and procedures, re-organizing structures and work designs, and reinforcing new behaviors. Such actions typically cannot be implemented immediately but require a transition period as the organization moves from the present to a desired future state. The consultant & management jointly agree on further action to be taken. At this stage, one cannot be specific about the action to be taken, since this depends on the culture, values & norms of the organization, the diagnosis of the problem & the time & expenses of the intervention.

**7.EVALUATION (Data gathering after action):** Because action research is a cyclical process, data must also be gathered after the action has been taken to measure and determine the effects of the action and to feed the results back to the organization. This, in turn, may lead to re-diagnosis and new action.

## 2.2 ACTION RESEARCH MODEL DIAGRAM:-



**3.ACTION RESEARCH AS A PROCESS& APPROACH:-**Action Research is a process which serves as a model for most OD interventions. Action research is described as a process, ie, as an ongoing series of events & actions, action research can be defined as a process of systematically collecting research data about an ongoing system relative to some objective, goal (or) need of the system. First a static picture is taken of an organization, on the basis of what exists, hunches & hypotheses suggest actions.

**Def: French and Bell (1995) describe Action Research as a** "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 variables within the system based both on the data and on hypotheses; and evaluating the results of actions by collecting more data.

**The steps in Action Research process are:**

**1.Entry:** This phase consists of finding needs for change within an organization. It is also the time to quickly grasp the nature of the organization, identify the appropriate decision maker, and build a trusting relationship.

**2.Start-up and contracting:** In this step, critical success factors and the real issues are identified. link into the organization's culture and processes, and clarify roles for the consultant(s) and employees. A formal or informal contract will define the change process.

**3.Assessment and diagnosis:** Here data was collected to find the opportunities and problems in the organization. This is the time for the consultant to make a diagnosis, in order to recommend appropriate interventions.

**4.Feedback:**It should start with the executive, client and his/her team. Usually it is cascaded (to fall quickly and in large amounts) down through the organization to reach all who have participated. This provides an opportunity for the organization's people to be involved in the change process, to learn about how different parts of the organization affect each other, and to participate in selecting appropriate change interventions.

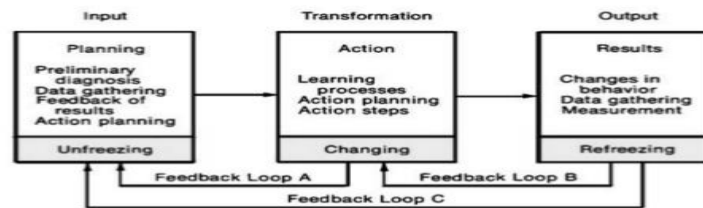
**5.Planning Change:** In this step recommendations are distilled from the assessment and feedback. Alternative actions are considered as focus of the intervention(s). An implementation plan is developed that is based on the assessment data, is logically organized, results- oriented, measurable and rewarded.

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

**7. Evaluation:** Successful OD must have made meaningful changes in the performance and efficiency of the people and their organization. An evaluation procedure to verify this success, identify needs for new or continuing OD activities, and improve the OD process itself to help make future interventions more successful is needed.

**8.Separation:**It must recognize when it is more productive for the client and consultant to Undertake other activities, and when continued consultation is counterproductive. The change should be monitored for its success possibly to plan for future change activities.

### Action Research Process



#### **4.ORGANIZATION DEVELOPMENT(OD):**

OD is an organizational improvement strategy. Organization Development is about how people & organizations function. OD programs are long-term planned, sustained efforts, such efforts being when a leader identifies an un-desirable situation & seek to change it. Kurt Lewin (1898–1947) is widely recognized as the founding father of OD .it is a response to change, a complete educational strategy intended to change the beliefs, attitudes, values & structures of organizations so that they can better adapt to new technology, markets, and challenges. It strengthens of human process in organizations, which improve the functioning of the organic systems so as to achieve its objectives. It is the prescription for process of planned change in an organization in which the key perspective elements relates to.

- The nature of the effort or programmer
- The nature of the change activities
- The target of the change activities

It is particular kind of change process designed to bring about a particular kind of end result. OD is aimed not only at improving the organization effectiveness but also at enhancing the development of organizational members. Organization development is an ongoing, systematic process of implementing effective organizational change. It refers to a long-range effort to improve an organization's problem-solving capabilities and its ability to cope up with changes in its external environment with the help of external or internal behavioral-scientist consultants. The term organizational development was coined by Richard Beck hard in the mid-1950s. Organizational development is an acronym of two words i.e., organization and development.

## CASE STUDY – AUTOMATION COMPANY

### What was the situation?

This technology automation company came to us because they were stuck to the same top line for over 8 years and wanted to create a breakthrough – in the market to increase their share, as well as improve efficiencies internally. They also wanted to morph from a Single business owner driven business to a professional setup.

### What we did

After a detailed diagnosis of the current situation, we recommended a project wise consulting support, starting with revisiting their Business Strategy and Product and service portfolio. For the first time ever the Sales planning was introduced to bring in focused efforts acquire business and track Sales performance.

To strengthen the execution team and the support team, HR interventions were introduced.

This brought the clarity in the role and responsibilities of the staff. Performance management was implemented to bring in objectivity and neutrality in evaluating yearly performance and recommend increments and promotion. New talent from the market was hired and trained. All these interventions were introduced in a phase wise manner over 12 months, to ensure the management was available for implementing and changes were spaced out for employees to accept and follow them.

### What it is now...

- ✚ Their top line has increased by over 80% in the immediate next financial year.
- ✚ The company attracted good talent from the market , which was earlier considered Impossible.
- ✚ New alliances for business acquisition were created, R&D was focused to generate cost.
- ✚ Effective yet products that has the market demand.
- ✚ The same product and service was offered to other different Industries, which was earlier only thought of.
- ✚ Non performance at work is objectively dealt with in the monthly meetings.
- ✚ The company is in the process of setting up a manufacturing facility and expand its service portfolio.

### External Questions: (Old Question papers)

1. Elucidate action research process and brief how it supplements OD?
2. Enumerate the various diagnostic models of organization development?
3. Explain the interrelationship between action research and organization development?



## **UNIT-IV**

### **INTERVENTION CLASSIFICATION**

#### **Introduction:-**

OD interventions are a set of ***sequenced, planned actions or events*** intended to help an organization to increase its *effectiveness*. It refers to the range of *planned, programmatic activities, clients and consultants* participate in during the course of an organization development program. These intervention activities are designed to improve the organization's functioning and enable managers and leaders to better manage their team and organization cultures. The intervention is the procedure, ie the OD consultant uses, after diagnosing an organizational situation and providing feedback to management, to address an organization problem or positive future.

#### **Definition of OD intervention:-**

AOGYRIS defines "INTERVENTION" as follows: "to intervene is to enter into an ongoing system of relationship to come between (or) among persons, groups, (or) objects for the purpose of helping them.

**1.TEAM INTERVENTIONS:-** A team is a form of group, but has some characteristics in greater degree than ordinary groups, including a higher commitment to common goals & higher degree of interdependency & interaction." A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals." The purpose of this team is to help employees members of the team that are struggling in some way. Bring in high energy & charge up the team to achieve stretched goals.

#### **1.1Purposes:-**

- A. To set goals & priorities.
- B. To analyze (or) allocate the way work is performed.
- C. To examine the way a group is working, its processes.
- D. To examine relationship among the people doing the work.

#### **1.2Characteristics of an effective team:-**

- a) Clear purpose – defined & accepted vision, mission, goal, an action plan.
- b) Participation – much discussion with every one encouraged to participate
- c) Listening – use of effective listening techniques like questioning, summarizing etc.
- d) Shared leadership- in addition to a formal leader, everyone share in effective leadership behaviors.
- e) Self assessment – periodic examination of how well the team is functioning
- f) External relation – the team pays attention to developing outside relations, resources.

**1.1types:-**

**A.Cross – functional team** :-Cross – functional ( or multifunctional) teams are widely in organizations, & OD approaches have great utility in the formation & ongoing function of these teams. Cross – functional teams typically comprised individuals who have a functional home base Eg: manufacturing, design, engineering etc, but worked regularly to solve ongoing challenges requiring inputs from a number of functional areas.

**B.effective teams** :-Effective teams are relaxed, comfortable and informal.

**C.high –performance teams** :-High performance teams have to same characteristics but to a higher degree. Katzenbach & smith say that store personal commitment to each other-commitment to the other's growth & success – distinguishes high performance teams from effective teams. Team & work groups are considered to be fundaments units of organizations as well as key leverage points for improving the functioning of the organization.

**2.INTERGROUP INTERVENTIONS:-**Inter-group interventions are integrated into Organizational Development programs to facilitate cooperation and efficiency between different groups within an organization. Intergroup OD interventions attempt to bring to the surface underlying problems to joint problem solving, to correct misperceptions between groups & to re-open channels of communication. Organization development method provides ways of increasing intergroup co-operative & communication. One set of activities developed by **Blake, Sheppard & mouton** is widely applicable to situation where relations between groups are strained (or) overtly hostile.

The steps are

**Step-i:**The leaders of the two groups meet with the consultant & are asked, if they think the relations between the 2 groups can be better & are asked if they are willing to search for mechanism (or) procedures that may improve intergroup relations.

**Step-ii:** The 2 groups meet in separate rooms & build 2 lists. In one list they give their thoughts, attitudes, feelings etc. In the second list the group tries to predict what the other group is saying about them.

**step-iii:** The two groups come together to share with each other & the information in the lists. Group A & B exchange their lists the consultant imposes a rule of no distinction of the items on the lists & limits questions to clarifying the meaning of the lists only.

**step-iv:-**The 2 two groups return to their separate meeting places & are given 2 tasks first they react to & discuss what they have learned about themselves & other group. After discussion the group is given 2 tasks to make a list of priority issues that still need to be resolved between the 2 groups. The list is generally much than the original list.

**step-v:-**The 2 groups come back together & share lists with each other. They set priorities on the items in terms of importance & immediacy “**who will do, what, when**” is agreed upon for the most important items.

**3. THIRD PARTY PEACE MAKING INTERVENTIONS:** **Conflict management** can be major component in the professional life of the OD practitioner. Intermediaries (or "third parties") are people, organizations, or nations who enter a conflict to try to help the parties de-escalate or resolve it. **WALTON** has presented a statement of theory and practice for third-party peacemaking interventions that is important in its own right and important for its role in organization development. Confrontation refers to the proceeds in which the parties directly engage with each other & focus on the conflicts between them. WALTON has presented a statement of theory & practice for **third –party peace making interventions** that is important in its own right & important for its role in organization.

**The goals OD such interventions include:**

- ✓ Achieving increased understanding of the issue.
- ✓ Accomplish a common diagnosis.
- ✓ Discovering alternatives for resolving the conflict .Focusing on the common (or) met goals.
- ✓ The third party must know **how, when & where** to utilize confrontation tactics that exposes the conflict for examination.
- ✓ The third party must be able to diagnosis conflict situations & Walton presents a diagnostic model of interpersonal conflict based on basic elements.
- ✓ Mutual positive motivation (both parties are disposed to attempt to resolve the conflict).
- ✓ Balance in the situational power of the two principal (power parties is most conducive to success).
- ✓ Synchronization of their confrontation efforts ( initiatives & readiness to confront should occur in conflict between the 2 parties)
- ✓ Reliable communication signs ( making certain each can understand the other)
- ✓ Developing openness in communication
- ✓ The third party can help to established norms of openness provide reassurance & support & decreased the risks associate with openness.
- ✓ WALTON has presented a statement of theory & practice for third –party peace making interventions that is both important in its own right & important for its role in organization.

**walton’s outline for productive confrontation (process of addressing conflict**

- ✚ Mutual positive motivation.
- ✚ Balance of power. Synchronization of confrontation efforts.
- ✚ Conditions that promote openness should be created.
- ✚ Reliable communicative signals.
- ✚ Optimum tension in the situation

**4. STRUCTURAL INTERVENTATION:** This class of intervention includes changes in how the overwork of the organization is divided into units. Work flow arrangement. The interventions are aimed at improving organization effectiveness through changes in the task structural & technological subsystem. It is called as **techno structural interventions**. This class of interventions includes changes in how the overall work of an organization is divided into **units, who reports to whom, methods of control, the arrangement of equipment and people, work flow arrangements** and changes in communications and authority. As a result, change in any one subsystem of the organization, can have effect throughout the organization, because all subsystem are related

**SOCIO TECHNICAL SYSTEM:** Organization development may be referred to as a system approach to change. An organization is views as an open socio technical system of co-ordinate human & Technical activities. As a result, change in any one subsystem of the organization, can have effect throughout the organization, because all subsystem are related

### **The organization consist of five primary components**

**The structural subsystem:** this includes formal designs, policies, producers etc. it is usually set forth by the organization chart & includes division of work & pattern of authorities.

**The technical subsystem:** this includes the primary function, activities & operations, including the techniques, equipment etc. used to produce the output of the system.

**The psycho-social subsystem:** this includes the network of social relationship behavioral pattern of members like norms, roles & communication.

**The goal subsystem:** this includes the basic mission of the organization such goals might include profits, growth (or) survival & are often taken from the larger environmental.

**The managerial subsystem:** this subsystem spans the entire organization by directing, organizing & co-coordinating all activities towards the basis missions. The managerial function is important in integrating the activities of the other subsystem.

#### **4.1Types of structural intervention:**

**1.structural design :**It is largely associated with experiments attempted to create better fit among the technology, structure and social interactions of a particular production unit. Effective work system must jointly optimize the relationship between their social and technical parts.

**2.self-managed teams:**A self-managed team has total responsibility for its defined remit. That remit might be a specific project. A self-managed team thrives on interacting skill sets, on shared motivation and shared leadership.

#### **3.quality of work life (qwl)**

- Voluntary involvement on the part of employees .
- Union agreement with process and participation.
- Assurance of no loss of job& Job rotations.
- Training for team problem solving & Encouragement for skill development.
- Use of quality circles .participation in forecasting, work planning .
- Regular plant and team meetings.

**5. COMPREHENSIVE INTERVENTIONS:-** These are the interventions that are comprehensive in terms of the extent to which total organization is involved and /or the depth of cultural change addressed. Comprehensive interventions are those in which the **total organization** is involved and depth of the cultural change is addressed. Comprehensive interventions are used to directly create change throughout an entire organization, rather than focusing on organizational change through subgroup interventions.

**5.1 GETTING THE WHOLE SYSTEM IN THE ROOM :** Getting all the key actors of a complex organization or system together in a team building for future planning kind of session. Managers of all of the functional areas in a business. Representatives of top management, a cross section of employees from all levels, and supplier and customer representatives. Directors of all of the social service agencies in a community. This concept has a long venerable history, including the art & science of conference planning & running large meeting. Future search conference comprises one version of “**getting whole system in the room**”. The system is conceptualized as a total organization (or) as several organizations in interaction.

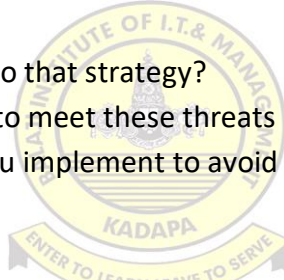
**Strategic planning activities with organization is based on 4 questions.**

What is your present strategy?

What are the opportunity & threats to that strategy?

What are your strength & weakness to meet these threats & opportunities?

What kind of future policies must you implement to avoid the threats & maximize your strengths?



**5.2 BECKHARDS CONFRONTATION MEETING :** The confrontation meeting is developed by **Richard Beckhard**, is one day meeting of the entire management of an organization, in which they take a reading of their own organizational health. In a series of activities, the mgt group generates information about its major problems, analyzes the underlying causes, develops action plans to correct the problems, and sets a schedule for completed remedial work. This intervention is an important one in OD. It is quick, simple, and reliable way in which to generate data about an organization and to set the action plans. Involving **top management**, in the case of smaller organizations, the entire management group like **survey feedback** is an important and widely used intervention for OD.

**The steps involved in confrontation meeting are as follows:**

**a. Climate setting (45-60 min):** The top manager introduces the session by stating his or her goals for the meeting, citing the necessity for free and open discussion of issues and problems, and making it clear that individuals will not be punished for what they say.



**b.Information collecting (1 hour):** Small groups of 7-8 members are formed on the basis of heterogeneity of composition that is maximum mixture of people from different functional areas and working situations compose each team. The total list of items is listed, into few major categories that may be based on type of problems (*e.g.. Communication problems*), type of relationships (*e.g.. Troubles with top management*), or type of area (**e.g. problems with the accounting dept.**) The only rule is that bosses and subordinates cannot be put together on the same team.

**c.Information sharing (1 hour):** Reporters from each small group reports the group's complete findings to the total group, which are placed on newsprint on the walls. The total list of items is characterized usually by the meeting leader, into few major categories that may be based on type of problems (*e.g.. Communication problems*), type of relationships (*e.g.. Troubles with top management*), or type of area (*e.g. problems with the accounting dept.*)

**d.Priority setting & Goal Action Planning (1 hour and 15 min.):** This step typically follows a break during which time the items from the lists are duplicated for distribution to everyone. In a 15 min general session, the meeting leader goes to the list of items. The groups are asked to do three tasks. **First** they are to **identify the problems** they think should be the priority issues for top mgt. **Second** to find the **solutions** to the problems. **Third**, they are to **determine how they will communicate** the results of the confrontation meeting to their subordinates. This activity completes the confrontation meeting for all the managers except for the top mgt. group.

### **5.3 Usefulness Of BCM( Beckhards confrontation meeting)**

- a) There is a need for the total management group to examine its own workings
- b) Very limited time is available for the activity
- c) Top management wishes to improve the conditions quickly
- d) There is enough cohesion in the top team to ensure follow-up
- e) There is enough real commitment to resolving the issue on the part of top management
- f) The organization is experiencing or has recently experienced some major changes

## **6.TRAINING EXPERIENCE, OTHER INTERVENTIONS**

**6.1 T-GROUP:-** T-group training group is a form of group training where participants learn about themselves through interventions with each other. The group typically meets for **3 days up to 2 weeks**. The t-group is a powerful learning laboratory where individuals gain insights into the meaning and consequence of their own behavior, the meaning & consequence of other behavior and the dynamics & process of group behavior. The t-group can give individuals the basic skills necessary for more competent action taking in the organization. Laboratory programmes normally focus on the development of behavioral skills to support better integration of intentions & actions. **In 1947, in national training laboratories institute began in bethel**, the T-group was a great training innovation which provides the base for what we know about team building. **The t-group provides participants with opportunities to learn about themselves.**

While the emphases, styles and specific goals of the multitude of sensitivity training programs vary, there does seem to be some consensus as to general goals. **These include:**

- ✚ Increased understanding, insight, and self awareness about one's own behavior and its impact on others, including the ways in which others interpret one's behavior.
- ✚ Increased understanding and sensitivity about the behavior of others, including better interpretation of both verbal and nonverbal clues, which increases awareness and understanding of what the other person is thinking and feeling.
- ✚ Better understanding and awareness of group and intergroup processes, both those that facilitate and those that inhibit group functioning.  
Increased diagnostic skills in interpersonal and intergroup situations. For the authors, the accomplishments of the first three objectives provide the basic tools for accomplishing the fourth objective.
- ✚ Increased ability to transform learning into action, so that real life interventions will be more successful in increasing member effectiveness, satisfaction, output, or effectiveness.
- ✚ Improvement in individuals' ability to analyze their own interpersonal behavior, as well as to learn how to help themselves and others with whom they come in contact to achieve more satisfying, rewarding, and effective interpersonal relationships.
- ✚ Different sensitivity programs may emphasize one or more of these goals or may neglect some. However, they are goals that are common to most T groups.

## **6.2 Objectives of T-Group Learning:**

1. Increase your understanding of group development and dynamics.
2. Gaining a better understanding of the underlying social processes at work within a group (looking under the tip of the iceberg)
3. Increase your skill in facilitating group effectiveness.
4. Increase interpersonal skills
5. Experiment with changes in your behavior
6. Increase your awareness of your own feelings in the moment; and offer you the opportunity to accept responsibility for your feelings.
7. Increase your understanding of the impact of your behavior on others.
8. Increase your sensitivity to others' feelings.
9. Increase your ability to give and receive feedback.
10. Increase your ability to learn from your own and a group's experience.
11. Increase your ability to manage and utilize conflict.

## **7.BEHAVIOURAL MODELLING:-**

**Behavioral modeling** is a training technologies designed to improve **interpersonal competition**. For improving **interpersonal skills**, **behavior modeling** is an important training option. Behavioral modeling works, it teaches the **skills & behavior** needed to deal with interpersonal problem simple problem solving model indexless nest behavior modeling training porous & sights describe it as follows. The problem – solving approach rather stragies forwards one consisting of 3 phases 1.problem identification,2. problem solving, 3. implementation.

The ability to describe behavior of self or other in specific concrete terms & to avoid generalizations drawn from observed behavior. The ability to clearly explain the importance of an observed behavior on the individual. Then ability to accurately reflect both content and feeling of another's communication. The ability to compliment another in a sincerest & authentic manner. The trainers' discuss the behavior skills & then role-play the situation receiving feedback from the group & the trainer in their performance. **Role-playing** continues until each participant successfully masters all the specific skill. Beginning of the next session, participants report on how their new skills worked on the job. The specific behavior exhibited by the model that caused success are highlighted as "**learning points**", typically these are behavioral skills.

#### **Behavior Modeling involves:**

1. Showing candidates the correct way of doing something
2. Letting them practice
3. Giving them the feedback

#### **The process of Behavior Modeling is:**

1. Modeling: Candidates watch live or video examples that show the correct behavior in a problem situation.
2. Role Playing: Candidates rehearse and practice on some of the problem situation in a simulated environment.
3. Feedback: The supervisor provides constructive feedback to all the candidates.
4. Execution: Candidates are encouraged to apply their newly acquired skills when they are back on their jobs.

#### **7.1 Advantages & Disadvantages**

1. Cost of behavior modeling is low as compared to other training methods.
2. It focuses on real behavior rather than theories.
3. Positive behavior modeling can have positive impact on the workplace and improve individual success and reach organizational desired results.
4. It helps employees to engage in a positive manner in any problem situation.

#### **Disadvantages**

1. Although behavior modeling has been applied in many organizations successfully, there are still weaknesses as it lacks adequate theory.
2. Lack of incorrect behavior examples which often lead to imperfect understanding.

### **8. LIFE & CAREER PLANNING:-**

**Career** is defined as a **person's course or progress** through life. Career Planning is a **continuous life long process of developmental** exercise. It defines **life, career, abilities, and interests of the employees**. It can also give professional directions, as they relate to career goals. It helps individuals develop skills required to fulfill different career roles. Career planning encourages individuals to explore and gather information, which enables them to synthesize, **gain competencies, make decisions, set goals and take action**. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.

### 8.1 Objectives:

- a) Attract and retain talent by offering careers, not jobs.
- b) Use human resources effectively and achieve greater productivity.
- c) Reduce employee turnover. Improve employee morale and motivation.
- d) Meet the immediate and future human resource needs of the organization
- e) To identify positive characteristics of the employees.
- f) To develop awareness about each employee's uniqueness.
- g) To respect feelings of other employees.
- h) To attract talented employees to the organization.
- i) To train employees towards team-building skills.
- j) To create healthy ways of dealing with conflicts, emotions, and stress.

### 9.2 Career Planning Process

#### A. Identifying individual needs and aspirations:-

Most individuals do not have a clear cut idea about their **career aspirations, anchors and goals**. The human resource professionals must help to an employee by providing as much information as possible showing what kind of work would suit the employee most, taking his skills, experience, and aptitude into account. Such assistance is extended through workshops/seminars while the employees are subjected to *psychological testing, simulation exercises, etc.* The basic purpose of such an exercise is to help an employee form a clear view about what he should do to build his career within the company. Workshops and seminars increase employee interest by showing the value of career planning. They help employees set career goals, identify career paths. These individual efforts may be supplemented by printed or taped information. To assist employees in a better way, organizations construct a **data bank** consisting of information on the **career histories, skill evaluations and career preferences** of its employees (known as skill or talent inventory).

#### B. Analyzing career opportunities:

Once career needs and aspirations of employees are known, the organization has to provide career paths for each position. *Career paths show career progression possibilities clearly.* They indicate the various positions that one could hold over a period of time, if one is able to perform well. Career paths change over time, of course, in tune with **employee's needs and organizational requirements**. While outlining career paths, the claims of experienced persons lacking professional degrees and that of young recruits with excellent degrees but without experience need to be balanced properly.

#### C. Aligning needs and opportunities:

After employees have identified their needs and have realized the existence of career opportunities the remaining problem is one of alignment. First, identify the *potential employees* and then undertake career development. Programmers with a view to align *employee needs and organizational opportunities*. Through performance appraisal, the potential employees can be assessed to some extent. Such an appraisal would help reveal employees who need **further**

**training**, employees who can take up **added responsibilities**, etc. After identifying the potential employees certain developmental techniques such as ***special assignments, planned position rotation, supervisory coaching, job enrichment, understudy programs can be undertaken to update employee knowledge and skills.***

#### **D.Action plans and periodic review:**

After initiating the above steps, it is necessary to review the whole thing now and then. This will help the employee know in which direction he is moving, what changes are likely to take place, what kind of skills are needed to face new and emerging organizational challenges. From an organizational standard point also, it is necessary to find out how employees are doing, ***what are their goals and aspirations, whether the career paths are in tune with individual needs and serve the overall corporate objectives, etc.***

#### **CASE STUDY:**

##### **Senior Management Team Intervention**

##### **The problem:**

Linda, the CEO of a global software development company, knew she needed to have a tough conversation with her senior management team about how they were working together – or, more precisely, how they were not working together. Communication on the team had broken down because different team members had varying perspectives on important issues, and were not finding productive ways to address them. Some were angry but silent, while others were fighting openly – and loudly. The team knew they needed to discuss how to communicate across departments, how to make decisions together as a team, and how to manage the hand-off from the Sales department to Engagement Management once a new client had been signed on, a process that had been historically unclear and was getting more and more fraught with confusion over time.

**The underlying problem:** We conducted our initial round of diagnostic interviews with each member of the 6-person senior management team. We discovered that there was a long-running history of miscommunications and turnover on the leadership team that contributed to the current difficult team dynamics. In particular, two members of the team represented opposite views from one another on a series of topics facing the team. These two team members, the Chief Marketing Officer and the Chief Technology Officer, had very different perspectives on how certain decisions had come to be made, and how those should now change.

**The solution:** After the initial interviews, we helped the CMO and the CTO explore the nature of their relationship, their different roles in the company, as well as their different management styles and personalities. We enabled them to listen to one another, and to share their own perspectives, reasoning and interests. While they still disagreed on some topics, they discovered that some of their initial disagreements had been the result of misinterpretations and stylistic communication differences. This helped them give one another the benefit of the doubt more readily than before, and to agree on two major decisions that had previously been deadlocked and were holding up the team. They recommended those decisions to the CEO.



As the relationship between the COO and CTO improved, we facilitated a series of team-wide meetings. We put the thorny issues facing the team on the table for discussion, one by one. The team discussed its communication and decision-making processes and the hand-off from Sales to Engagement Management: how did these happen at the company today? What worked, and what didn't? How did this team want these to work going forward?

**Results:** Through the team-wide meetings, each of the officers made a series of commitments for actions to take in the next 3 quarters to follow up on the solutions the team had generated. The CEO committed to being more proactive when disagreements on the team arose, and to tracking everyone's commitments over time. Over the next few months, the senior management team identified how best to make decisions going forward, how to communicate in good times as well as under stress, and they resolved the Sales/Engagement Management hand-off. As a result, the company's overall bottom line improved by 25% and the working relationships and satisfaction of the senior management team members increased significantly.

**Process results:** Through this experience, each of the team members also learned how to more authentically listen to other people's viewpoints and how to calmly and more effectively express their own. They learned that sometimes what drives other people's behavior is not what it seems on the surface. The CMO and CTO in particular learned that people's viewpoints are impacted as much by the role they play in the organization as by their personality. They used this knowledge to minimize jumping to conclusions before trying to understand the other person's motivations and perspective

**External Questions: (Old Question papers)**

1. Define T-groups. Discuss about inter-group team building and self-managed team development?
2. Discuss intergroup interventions. What are the various steps involved in intergroup interventions?
3. Describe how and when T-group method can be used as an OD intervention. Support with example?
4. What do you understand by team interventions? Explain the various types of team interventions with example?
5. OD is an application of behavioral science – comment?
6. Write briefly about the following:  
(i) Third party peacemaking intervention. (ii) Behavior modeling.

## UNIT –V

### CONSULTANT ISSUES

#### 1.SYSTEM RAMIFICATIONS:

**Ramification means** “A development or a consequence growing out of and sometimes complicating a problem, plan or a statement”. An extensive ripple effect occurs as OD interventions begin occur in an organization. These effects or implications arising from the occurrence of the OD interventions are known as **system ramifications**.

#### 1.1Types Of System Ramifications

**a.HR, leadership & involvement:** *OD efforts & hr policies & practices are interdependent.* These efforts have implications for staffing, rewards, training & development, industrial relations, & other broad hr processes. These efforts and HR policies are inevitably interdependent. Also OD practitioners typically report to senior HR executive. Furthermore, in some organizations, **HR professionals are expected to have or develop expertise in OD**

**b.resistance to change efforts:** whenever employees perceive possibility of loss of position or status, inequitable treatment or loss of use- present competencies or they have experienced duplicity or futile(**incapable of producing any useful result**) extra work in past change efforts, resistance is likely to emerge. The management should reassure people as clearly as possible about those.

**c.leadership & leadership styles:** *both effective leadership & management* are essential if organizations are to be successful for the long term. The leadership behavior is crucial to maintaining the momentum of a continuous improvement effort. Training is essential to develop competencies for the new assignments precipitated by major organizational change. Leadership involves **establishing direction, aligning people, motivating and inspiring** which requires appealing to basic,often untapped human needs, emotions and values.

**d.rewards:** organization improvement process that depend upon the **co-operation, teamwork, creativity** & intensified effort of organizational members; the organization must pay attention to the allocation of rewards, if the process is to be sustained & if dysfunctional consequences are to be minimized. Vice-versa, when OD efforts are supported by recognition of individual and team efforts, and by financial rewards consistent with goal attainment, OD efforts are likely to be sustained.

**e.constructive feedback:** employees should be taught to give & receive feedback, which is constructive, it should be solicited, immediate & specific.

1. Nonjudgmental.
2. Given in private or supportive atmosphere.
3. Given in the spirit of mutual give and take.
4. Given in context of sharing appreciations as well as concerns

**f.career development & progression:** *career development is essential, for the employees. It should also see their own growth along with the growth of the organization. the organization should believe in internal recruitment for all its senior positions involve in selection, both the* **team leader & team members orientation & assimilation, introduce the new employee into the new culture.**

**g.manpower requirements:** The very first step in staffing is to **plan the manpower inventory** required by a concern in order to match them with the job requirements and demands. Therefore, it involves forecasting and determining the future manpower needs of the concern. *Recruitment-* once the requirements are notified, the concern invites and solicits applications according to the invitations made to the desirable candidates. This is the screening step of staffing in which the solicited applications are screened out and suitable candidates are appointed as per the requirements.

**h.orientation and placement:** once screening takes place, the appointed candidates are made familiar to the work units and work environment through the orientation programmes. Placement takes place by putting right man on the right job. **Training is a part of incentives** given to the workers in order to develop and grow them within the concern. Training is generally given according to the nature of activities and scope of expansion in it. Along with it, the workers are developed by providing them extra benefits of in-depth knowledge of their functional areas. Development also includes giving them key and important jobs as a **test or examination** in order to analyze their performances.

## **2.POWER POLITICS IN OD:**

Power & politics indisputable facts of organization life, must be understood if one is to be effective in organization. **Power is “the ability of those who possess power to bring about the outcomes they desire. Power based on the ability of the power holders to reward another i.e. to give something valued by the other.** Power belongs to those persons who control (or) mediate desired commodities. The basis conditions for the exercise of power is coupled with **some sources (or) basis (or) power** coupled with, The expenditure of energy in a politically skillful way. Power is access to those who have power based on our bases. An organization has many potential influences like board of directors, the managers, the top executives, the employees, the unions etc.

### **2.1 Role of power & politics in od:**

The nature of OD in relation to power & politics can be examined from several perspectives, its strategy of change, its interventions its values & the role of OD practitioners. All OD interventions promote problem solving. All OD interventions promote problem solving, not politics, as a preferred way to get things accomplished. OD interventions increase problem solving, collaboration co-operation, fact-finding & effective pursuit of goals while decreasing reliance on the negative faces of power & politics. OD values are consistent with the positive face of power, but not with the negative face of power. Organization development practitioners operate from a potentially strong power base they can use to advantage. If the OD group is strong internally, it will be strong externally. If the OD group is cohesive and free of internal discussion, it will gain power.

#### **Key points**

- 1) Power is a key element of organizational life
- 2) Knowing how power is distributed will help you get things done
- 3) Organizational morale may be impacted by feelings of powerlessness, OD can create a context in which permission is given for the disenfranchised to be empowered
- 4) Authority of knowledge is just as important as the authority of role in organizational decision making
- 5) OD practitioners are perfectly placed to help shift the organization from negative to positive forms of power, building a healthy and effective organizational system

### **3.FUTURE OF OD:**

#### **ORGANIZATIONAL DEVELOPMENT WILL BE:**

1. More Embedded In The Organization's Operations.
2. More Technologically Enabled.
3. Shorter Od Cycle Times.
4. More Interdisciplinary.
5. More Diverse In Client.
6. More Cross –Cultural.
7. More Concerned With Organization.

**The following concerns remain constant for leaders and OD practitioners.**

#### **How do we: –**

- 1) Build a sustainable high-performance organization in which individual workers take an active part in achieving the required output?
- 2) Appropriately build engaged, proactive, empowered staff when there are limited reward levers organization can pull while needing to hold staff accountable?
- 3) Solve the problems of aligning and integrating diverse cultural elements?
- 4) Help organizations to be externally sensitive and internally agile?
- 5) Build organizational climates that will release human potential and creativity at work and foster continuous learning and renewal culture within organizations?

Flexibility of time and local positioning as well as compatibility of profession and private life are predominantly on top. People not only want flexible conditions in their profession but also would like to live and work in a self determined way. Adaptable working hours and locations as well as individual self organization are not only for the highly mobile generation Y of prime relevance but equally so for the elder sector. The awareness grows, that the lack of trust is a main reason for a low level of performance. „New Work“ means amongst others, to address unpleasant issues, to give clear and immediate feedback, to be able to have difficult conversations. Companies should let people know, that they can express their views and get involved in constructive conflicts. Trust is the result from transparency, authenticity and integrity in the sense



that the action suits the word. Fear and trust rule each other out to the greatest extent. Organization development is a responsible profile in which one has to examine or investigate the studies in the context of past, present, and future. On the basis of all contexts, they can provide the better outcome of results.

### **3.1 Job role of an Organizational Developer:**

**A. Consistency of Work:** In organizational development, the reputed organizations will teach you how you can provide *consistent and complex* free situations in the organization. *The consistency of work is very important* in any of the company for the growth and improvement of an organization. Therefore, an organization developer should know the ways how can trend the future of organizational development.

**b.Human Interactions:** An organization developer should also know how to interact with others. Interaction and communication both are the important requirements for an organizational development course.

**D.Organizational Change:** *Organization leader can only help the company to change or modify according to the pros and cons of the industry.* Whatever is suitable for the company, they can schedule a meeting to discuss the same and at last, can come up to a point for a change in the organization.

**e.Organizational Performance:** There are different seminars or meetings scheduled for the same to examine the performance of employees from the past to the present. Accordingly, **he can deal with the performance of the employees in the organization.**

**F.Human Behavior and Motivation:** It depends upon the human behavior during the office premises and working hours. *Employees' job structure, his performance and communication and motivation can help to know the human behavior and motivation in the organization.*

**CASE STUDY :****Challenge**

High turnover in any employment structure comes with a high cost. Studies estimate that when an employee leaves a job, it costs six to nine months of that employee's salary to replace them. One of our clients, a leading convenience store chain in the Eastern United States, confronted this reality during some recent changes to its business model. These changes made it necessary to have more leadership in each store at any given time, and the rapid transition was starting to cause recently promoted supervisors and managers to leave while still in the management on boarding process. They needed to bridge the skill gap for those moving into leadership positions to keep them confident, engaged, and employed. They also needed an innovative and compelling program that could be completed in a short timeline.

**Solution**

The company partnered with Allen Comm to create training for new supervisors and managers who lacked previous management experience and didn't have strong leadership skills. The customized training mixed narrative videos with motion graphics and simulations, creating an accessible competency path that not only built procedural and technical skills, but helped the learners believe that they could be leaders. Small, easily digestible training modules kept learners from feeling overwhelmed, and fun simulation exercises focused on real-life activities employees would find on the job. Celebrating milestone achievements along the way gave the learners confidence and increased motivation to continue with the training process.

**Results**

Allen Comm's training solution engages the learner quickly and early on, providing them with the skills they need to become confident managers or supervisors. As more employees have completed the on boarding process, the direct result was higher employee retention and satisfaction, which saved this expanding convenience store chain the high cost associated with employee turnover.

### **External Questions: (Old Question papers)**

1. Brief the managerial implications of power and politics in organization development?
2. Analyze the future of OD in constantly changing organizational, political and economic environment?
3. Outline the likely changes in OD consultancy in the next five years.
4. Explain the OD challenges in the global context?
5. How can corporate services improve the results of organizational development consulting? Explain?
6. OD by its nature is political – Critically evaluate this statement focusing power and politics in OD?
7. Brief the managerial implications of power and politics in organization development?

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