

Unit-1

General Introduction to OD:

Organization development (OD) is the study and implementation of practices, systems, and techniques that affect organizational change. The goal of which is to modify a group's/organization's performance and/or culture. The organizational changes are typically initiated by the group's stakeholders. OD emerged from human relations studies in the 1930s, during which psychologists realized that organizational structures and processes influence worker behavior and motivation.

Organization Development allows businesses to construct and maintain a brand new preferred state for the whole agency. Key concepts of OD theory include: organizational climate (the mood or unique "personality" of an organization, which includes attitudes and beliefs that influence members' collective behavior), organizational culture (the deeply-seated norms, values, and behaviors that members share) and organizational strategies (how an organization identifies problems, plans action, negotiates change and evaluates progress).^[1] A key aspect of OD is to review organizational identity.

Objectives

The objectives of OD are:

1. to increase the level of inter-personal trust among employees
2. to increase employees' level of satisfaction and commitment
3. to confront problems instead of neglecting them
4. to effectively manage conflict
5. to increase cooperation and collaboration among employees
6. to increase organizational problem-solving
7. to put in place processes that will help improve the ongoing operation of an organization on a continuous basis

Overview of the Field of Organization Development

OD is an effort that focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. It is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, adult education, human resource management, change management, organization behavior, and research analysis and design, among others.

Organization development involves an ongoing, systematic, long-range process of driving organizational effectiveness, solving problems, and improving organizational performance. It is also one of the capabilities identified in the Talent Development Capability Model.

OD Strategy: Five Phases

TD professionals should integrate OD skills with the growing number of L&D, performance improvement, and talent management solutions focused upon increasing organizational effectiveness. The process used by OD practitioners to design and implement organizational development strategies is structured in five phases:

1. Entry represents the initial contact between consultant and client in which they present, explore, and identify the problem, opportunities, or situation. The output of this phase is an engagement contract or project plan that establishes mutual expectations and preliminary agreements about project scope (such as time, money, and resources).
2. Diagnosis (assessment) represents the fact-finding phase. It is a collaborative data gathering process between organizational stakeholders and the consultant in which relevant information about the presenting problem is gathered, analyzed, and reviewed.
3. Feedback represents the return of analyzed information to the client or client system; exploration of the information for understanding, clarity, and accuracy; review of preliminary agreements about scope and resource requirements; and the beginning of ownership of data by the client. The output of this phase is typically an action plan that outlines the change solutions to be developed, along with defined success indicators based on the information and data analysis.
4. Solution represents the design, development, and implementation of the solution or set of solutions meant to correct the problems, close gaps, improve or enhance organizational performance and effectiveness, or seize opportunities. Outputs may include a communication plan, a role-and-responsibility matrix, a training plan, a training curriculum, an implementation plan, a risk management plan, an evaluation plan, or a change management plan.
5. Evaluation represents the continuous process of collecting formative and summative evaluation data to determine whether the initiative is meeting the intended goals and achieving defined success indicators. Outputs generally include an evaluation report with recommendations for continuous improvement.

Definitions of OD:

According to Cummings & Worley Organization development is a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.

According to Vail Organization development is an organizational process for understanding and improving any and all substantives processes and an organization may develop for performing any tasks and pursuing any objectives

History of OD and its Evolution:

Kurt Lewin (1898–1947) is the founding father of OD, although he died before the concept became mainstream in the mid-1950s.^[4] From Lewin came the ideas of group dynamics and action research which underpin the basic OD process as well as providing its collaborative consultant/client ethos. Institutionally, Lewin founded the "Research Center for Group Dynamics" (RCGD) at MIT, which moved to Michigan after his death. RCGD colleagues were among those who founded the National Training Laboratories (NTL), from which the T-groups and group-based OD emerged.

In the late 1960s organizational development was implemented in organizations via consultants, but was relatively unknown as a theory of practice and had no common definition among its practitioners. Richard Beckhard, an authority on organizational development and change management, defined organizational development as "an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge" (Beckhard 1969).

The Evolution of Organizational Development: Past, Present, and Future

Let's start with the beginning of change management and organizational development.

Past

In the early part of the last century, Kurt Lewin developed a body of ideas that became the foundation of change management.

These include:

- **Action research.** Action research is a form of participatory problem-solving. By working together, a group is able to more effectively analyze, address, and fix problems.
- **Group dynamics.** Group dynamics refers to how groups behave and interact. This psychological approach helps change managers understand how employees react to change. In turn, this helps managers address employee resistance and other barriers to change.

- **Force field theory and analysis.** This framework looks at factors that influence a situation – an individual, goals, and forces that either hinder or enable an individual's movement toward that goal.
- **The 3-stage change process.** Kurt Lewin's change model has informed many other subsequent change frameworks. This framework identifies three main stages in any change process – unfreezing previous processes, transitioning to a new state, and refreezing the new status quo.

Throughout the latter half of the 20th century, a number of scholars further developed these ideas. Those developments led to change management theories as they exist today.

Present

What does organizational development look like today?

- **Change management.** Change management is the business discipline devoted to managing change, mitigating risk, executing change projects, maximizing project ROI, and so on. Today's change practitioners use methods developed from the ideas covered above, such as John Kotter's 8-step change model or Prosci's ADKAR model.
- **Organization development.** Organization development (OD), is another field devoted to executing and managing change projects. Many of the foundational ideas are the same and it shares many of the same aims. However, its specific methods and objectives can be distinct from those of change management.
- **Digital change.** Today, all businesses are becoming digital. And change management is also digitizing, through the use of data, analytics, automation, and other digital tools and processes. To stay relevant and effective, change managers should begin digitizing their own approaches to organizational development.

Future

What does the future hold for the evolution of organizational development?

Here are a few things to look for:

- **More AI, data, and analytics.** Today's most cutting-edge change managers implement data, analytics, and AI. These can be used to predict project outcomes, improve team synergy, analyze project performance, and much more.

- **Continual change.** The digital revolution is far from over. To keep up with an economy in transition, businesses should prepare themselves for continual, ongoing change. In the coming years, expect more technology-driven changes – not less.
- **Lifelong learning.** Today's businesses are already facing a digital skills shortage. And in the coming years, the digital skills gap will widen and become a permanent feature of business. To keep employees relevant, effective training will be more important than ever.

Characteristics of Organization Development

Planned change:

OD is an educational strategy for bringing about planned change. Planned change concept makes it different from other approaches for change in the organizations.

Longrange change:

OD is a sort of long range process. It may take days or months or years to implement it. The Organizational Development is never intended to be a stopgap arrangement or measure.

c. Systems Orientation:

Organization Development is concerned with various groups in the organization and their interactions with each other. It is concerned with formal or informal as well as social relationships. It is concerned with group structure, processes and attitudes. The Organizational Development emphasizes on the relationship among the groups and not on the groups themselves.

d. Change agent:

The services of external experts are obtained, generally, to implement OD process. In OD, "do it yourself" programs are discouraged, when the primary change agent is consultant from outside the organization. He can operate independently without ties to the Organizational hierarchy and politics of the organizations. Change agents do not just introspect the employees and introduce changes, rather, they conduct surveys, collect data, evaluate and then take decision.

e. Problem solving:

Organization emphasize on problem solving rather than just theoretical discussion of the problems. The focus on real, ongoing problems rather than the theoretical or artificial ones is called action research.

f. Collaborative Management:

In contrast to the traditional management structure where orders are issued at upper levels and simply carried out by the lower levels, OD stresses collaboration among different levels.

In OD, collaborative management is viewed in a systems perspective.

g. Group Processes:

In Organizational development, an effort is made to improve interpersonal relationship, open communicational channels, build trust, and encourage responsiveness to others. For this, Organizational Development relies on group processes like group discussions; inter group conflicts, confrontations and procedures for cooperative efforts.

h. Situational and Contingency:

Organizational Development is flexible and pragmatic, adapting to the actions to fit particular requirements. Although some occasional organization development change agents may have to impose a single best way on the group, there is, usually, open discussion of several superior alternatives rather than a single best way.

i. Reciprocal Relationship:

The organizational development recognizes the reciprocal relationship between individuals engaged in tasks and the organizations. It acknowledges that for organization to change for better, the individual in the organization must change.

j. Goal Orientation:

The organization Development is mostly goal oriented. It is generally a process which seeks to constantly improve both the individual and organizational well-being and effectiveness.

ASSUMPTIONS AND VALUES OF OD

OD is based upon the following assumptions and values:

- Most individuals are driven by the need for personal growth and development as long as their environment is both supportive and challenging.
- The work team, especially at the informal level, has great significance for feelings of satisfaction, and the dynamics of such teams have a powerful effect on the behavior of their members.
- OD programmers aim to improve the quality of working life of all members of the organization.
- Organizations can be more effective if they learn to diagnose their own strengths and weaknesses. • But managers often do not know what is wrong and need special help in diagnosing problems, although the outside „process consultant“ ensures that decision making remains in the hands of the client

Growth and relevance of OD:

1. **Optimization of Operations:** Organizational Development (OD) aids in pinpointing operations requiring modifications, leading to a comprehensive management plan that assesses needs and potential changes. This optimization enhances productivity and efficiency, promoting innovation and increasing profitability.
2. **Improved Efficiency:** Through OD, businesses streamline their processes, optimizing the use of resources. This enhancement results in an increased output from the same or even fewer inputs, reducing waste and operational costs and improving efficiency.
3. **Improved Effectiveness:** OD promotes increased communication and collaboration, resulting in multi-dimensional solutions to business needs. The chosen solutions will likely meet their objectives through careful consideration and thorough research.
4. **Positioning for Future Expansion:** OD assists in communicating a vision for future operations, aligning talents with this vision, and identifying skills gaps to bridge. This readies the organization for future growth.
5. **Exploration of Market Opportunities:** OD enables an organizational structure assessment for flexibility and the identification of resource needs. It also strengthens processes to accommodate new market opportunities.
6. **Capacity Building:** OD provides employees the skills to meet new market requirements. Balancing an organization's strengths and weaknesses ensures the effective use of resources.
7. **Improved Operational Quality:** OD promotes a culture of continuous improvement and innovation, reducing operational errors and ensuring high-quality outputs. This enhances product quality and boosts employee morale by fostering a sense of accomplishment.
8. **Increased Value for Stakeholders:** OD creates a win-win scenario for all stakeholders by elevating productivity. Suppliers benefit from heightened demand, investors enjoy higher returns, and employees gain from skill enhancements and professional growth opportunities.
9. **Cost Reduction:** Organizational Development significantly influences cost reduction within a company. It does this by fostering an enjoyable work environment, thus improving employee retention and reducing the cost of constant recruitment. Additionally, by promoting a culture that values continuous improvement, OD helps to increase productivity and efficiency, thereby reducing operational costs and wastage.
10. **Increased Competitiveness:** With OD, organizations can identify, hone, and leverage their unique resources and competencies. This is vital for standing out in the saturated marketplace. By fostering innovation and aiding in strategic decision-making, OD empowers businesses to build competitive advantages that lead to market leadership and business success.
11. **Improved Process Integration:** Organizational Development enables organizations to scrutinize and reassess their operational processes. It highlights any inefficiencies or duplications and provides insights into potential process combinations that can streamline operations and enhance efficiency. This aspect of OD optimizes the workflow, leading to improved performance and productivity.

12. **Ease of Embracing Changes:** Change is constant and often unavoidable in the business landscape. OD helps organizations to adopt a proactive approach toward change. By encouraging the active engagement of stakeholders and preparing them for future alterations, OD ensures that transitions are smooth and less disruptive. This helps to maintain organizational stability and continuity during periods of change.
13. **Enhanced Process Sustainability:** Organizational Development allows for data-driven planning and management of growth. Businesses can make informed decisions about the future by analyzing sales projections and market demand. This ability aids in resource allocation and operational adjustments, ensuring sustainable growth and relevance in the evolving marketplace.
14. **Enhanced Communication:** One crucial benefit of OD is improving communication within organizations. OD provides leaders with the necessary tools to express their future vision clearly. This transparent communication rallies support from stakeholders, motivating teams and fostering a unified effort towards achieving common organizational goals. This leads to a more engaged, motivated, and effective team.
15. **Fostering Organizational Learning:** The culture shifts towards continuous improvement and nurtures a learning mindset that includes rewarding success, sharing knowledge, and ongoing training and Development.

Ethical Issues in OD:

An ethical issue is a problem or situation that requires a person to choose between two options, where both options are morally wrong. Ethical issues can be divided into three categories: personal, professional, and social. Examples of personal ethical issues include whether or not to take your spouse's last name after marriage and how much money you want to inherit from your parents when they die. Professional ethics refer to the right thing for a particular profession such as teaching, accounting, law enforcement, etc. For example, what constitutes a conflict of interest in medicine? Social ethics have to do with the values and beliefs within society.

Different types of ethical issues in OD:

Unethical Leadership

Having a personal issue with your boss is one thing, but reporting to a person who is behaving unethically is another. This may come in an obvious form, like manipulating numbers in a report or spending company money on inappropriate activities; however, it can also occur more subtly, in the form of bullying, accepting inappropriate gifts from suppliers, or asking you to skip a standard procedure *just once*. With studies indicating that managers are responsible for **60% of workplace misconduct**, the abuse of leadership authority is an unfortunate reality.

Toxic Workplace Culture

Organizations helmed by unethical leadership are more often than not plagued by a toxic workplace culture. Leaders who think nothing of taking bribes, manipulating sales figures and data or pressuring employees or business associates for "favors" (whether they be personal or financial), will think nothing of disrespecting and bullying their employees. With the current

emphasis in many organizations to hire for “cultural fit,” a toxic culture can be exacerbated by continually repopulating the company with like-minded personalities and toxic mentalities.

Discrimination and Harassment

Laws require organizations to be equal employment opportunity employers. Organizations must recruit a diverse workforce, enforce policies and training that support an **equal opportunity program**, and foster an environment that is respectful of all types of people. Unfortunately, there are still many whose practices break with EEOC guidelines

Unrealistic and Conflicting Goals

Your organization sets a goal—it could be a monthly sales figure or product production number—that seems unrealistic, even unattainable. While not unethical in and of itself (after all, having driven leadership with aggressive company goals is crucial to innovation and growth), it’s how employees, and even some leaders, go about reaching the goal that could raise an ethical red flag.

Questionable Use of Company Technology

While this may feel like a minor blip in the grand scheme of workplace ethics, the improper use of the internet and company technology is a huge cost for organizations in lost time, worker productivity and company dollars.

Unit-2

Foundations of Organization Development:

Leaders and OD practitioners use the knowledge of organization development theory and practice to plan and implement effective change programs in their organizations. The knowledge base of OD is extensive and is constantly growing.

Following are the most important underpinnings for the field of OD.

1. Models and theories of planned change
2. Systems theory
3. Participation and empowerment
4. Teams and teamwork
5. Parallel learning structures
6. A normative-re-educative strategy of changing
7. Applied behavioural science
8. Action research

Theories of Planned Change

1. Kurt Lewin's Organizational change theories
 - Resultant Theory
 - Three stage Model
2. Burke Litwin's model of Organization change
 - First Order Change and Second Order Change
3. Porras and Robertson's model of Organizational Change
 - Based on work setting

What Is Lewin's Change Model Theory?

Kurt Lewin's Force Field Theory states that restraining forces influence the behavior of both the group and individuals, ultimately deciding the fate of change. The driving forces motivate & steer employees toward the new state. The restraining forces highlight potential resistance to change, acting as the prime barriers to change initiatives.

Lewin suggests that it is crucial to balance these forces through effective change communication and employee involvement by providing training to bridge the skill gap. Change agents must implement stress management techniques, ensure compliance is met, and use convincing change reasoning

The 3 Stages of Change in Lewin's Model

To substantiate his Force Field Theory, Lewin suggested a straightforward three-step change model which aids employees' ability to adapt to change.

Here are the three stages in Lewin's change model:

Stage 1 - Unfreeze

The first stage in Lewin's model deals with perception management and aims to prepare the affected stakeholders for the upcoming organizational change. Change leaders must look at ways to improve the company's preparedness for change and create a sense of urgency similar to Kotter's change model.

During this stage, effective change communication plays a vital role in getting the desired team member buy-in and support of the people in the change management.

Stage 2 - Change

Once the status quo is disrupted, this stage deals with the implementation of change. In this stage, you must consider an agile and iterative approach that incorporates employee feedback to smoothen the transition.

Stage 3 - Refreeze

Employees move away from the transition phase towards stabilization or acceptance in the final 'refreezing' stage.

However, if change leaders fail to reinforce the change in org culture, employees might revert to previous behaviors.

Burke Litwin's model of Organization change

There are many reasons that change occurs in organisations. Building on the Burke-Litwin model of organisational change and performance, this article will help you identify different drivers of change and consider the implications for you as a change manager. The Model The Burke-Litwin model shows the various drivers of change and ranks them in terms of importance.

Identifying and Dealing with Drivers for Change

1. **External Environment** This includes such factors as markets, legislation, competition and the economy. All of these will have consequences for organisations, and, as a change manager, it is vital that you continually scan the environment for issues that will affect you and your team.
2. **Mission and Strategy** An organisation's mission articulates its reason for existing. It is the foundation upon which all activity should be built. The strategy then sets out, in broad terms, how the organisation will go about achieving its mission.
3. **Leadership** This considers the attitudes and behaviour of senior colleagues and how these behaviours are perceived by the organisation as a whole. The way in which change is implemented and accepted through the organisation will be largely influenced by the top team.
4. **Organisation Culture** Organisation culture can be described as "the way we do things around here". It considers the beliefs, behaviours, values and conventions that prevail in an organisation. Culture change does not happen overnight. It evolves over time as a result of many other changes in the organisation..
5. **Structure** Very often, changes in strategy can lead to changes in the way the organisation is structured. This can impact on relationships, responsibilities and ways of working. Your job is to assess the impact of the structural change and ensure your team understands why it is required, and what it means for them.
6. **Work Unit Climate** This considers employees' perception of their immediate colleagues and working environment. Our immediate working environment is often what shapes our view of the organisation as a whole, and influences the extent to which we feel satisfied in our jobs.
7. **Task Requirements and Individual Skills/Abilities** Change at a higher level in the organisation will often require changes in the work carried out and the skills available in the team. As the change manager you need to assess whether: all the right skills are in place; if they can be developed; or, if you need to bring them in from outside the team.
8. **Individual Needs and Values** Changes to team membership can mean a change in the team dynamic. In a perfect world, we would be able to recruit the exact fit for our teams, in terms of personal style, abilities and skills mix.

9. Employee Motivation Considers the significance of individual and organisational goals. Motivation is key to effective change. The real challenge is to maintain motivation throughout a change project, particularly when change is often not well-received by those affected.

Porras and Robertson's model of planned Organizational Change

Organizational development interventions alter features of the organization's work setting causing changes in individual behavior which results to individual and organizational improvements. The intervention implemented at the Barbados Fire service affected the work setting factor technology. This was the implementation of the high risers thermal imaging cameras. Technology involves machines required to do the job. In terms of individual behavior, the high riser thermal imaging cameras have affected the behavior of the fire officers. The implementation of this new technology was met with resistance especially from the older fire officers resulting in low morale and a poor team spirit. According to the Hierarchy of needs theory, proposed by Maslow (1943), human beings have wants and desires which influence their behavior, only unsatisfied needs can influence behavior while satisfied needs cannot. This resistance in turn affected the organizational culture which can be linked to another work setting factor known as social factors. Social factors affect the organizational culture, norms, roles and management styles. The resistance also results in negatively impacting performance and satisfaction. This then eventually affects the organization's performance and the individual development. With the individual development, there was a lack of essential training in the fire service as only few fire officers were trained.

Systems Theory:

Systems theory is a theoretical framework for understanding how organizations work. A system can be defined in different ways, but it's best characterized as an entity that has all the elements necessary to carry out its functions. It started as a way to understand organizations from an outside perspective but has since become a means of gaining insight into daily operations within an organization.

Importance Of Systems Theory

Here are some areas where systems theory can be of help in a modern workplace:

1. Strategic Planning

Understanding how an organization functions is important for managers who are involved in strategic planning. They need to know how various departments work together and affect each other. This is where the systems theory of organization is very helpful. It allows managers and other decision-makers to look at things like organizational change and organizational development from a broader perspective.

2. Managing Change

Looking at the big picture instead of looking just at the individual functions and aspects of an organization can be a valuable tool for those who need to make changes in an organization or who want to implement new initiatives within their businesses.

3. Project Management

With large, multi-stakeholder projects, a systems approach allows for clear planning and delegation from the outset. It helps managers account for the interdependence between different verticals in an organization and assign ownership to achieve collective goals.

Participation and empowerment

Empowerment in Participation TheoryPart of 2004 Report "Designing Social Capital Sensitive Participation Methodologies"

Empowerment is a term frequently associated with participation that is often poorly used and conceptualized (Lyons, Smuts et al. 2001). Holcombe (1995:17)¹ identified that

‘participation and empowerment are inseparably linked, they are different but they depend on each other to give meaning and purpose. Participation represents action, or being part of an action such as a decision-making process. Empowerment represents sharing control, the entitlement and the ability to participate, to influence decisions, as on the allocation of resources’.

White (1981)¹³¹ identified that empowerment grows out of involvement in thinking, planning, deciding, acting and evaluating. Because empowerment refers to control, words commonly found in definitions include access, control, entitlement, deciding, enabling, acting, awareness, and participation

‘the idea that some can act on others to give them power or enable them to realize their own potential’ (Nelson and Wright 1995)

‘in simple definitional terms, the verb to empower means to enable, to allow, or to permit and can be conceived as both self-initiated and initiated by others. For social agents, empowering is an act of building, developing, increasing power through cooperation, sharing and working together. It is an interactive process based on a synergistic, not a zero-sum, assumption of power; that is, the process of empowerment changes the power in the situation as opposed to merely redistributing it.

TEAMS AND TEAMWORK

A team is a collection of individuals organized to accomplish a common purpose, who are interdependent, and who can be identified by themselves and observers as a team. Teams exist within a larger organization and interact with other teams and with the organization. Teams are one way for organizations to gather input from members, and to provide organization members with a sense of involvement in the pursuit of organizational goals. Further, teams allow organizations flexibility in assigning members to projects and allow for cross-functional groups to be formed.

TYPES OF TEAMS

There are six major types of teams: informal, traditional, problem solving, leadership, self-directed, and virtual. Table 1 describes some of the characteristics of these six types of teams.

INFORMAL TEAMS.

Informal teams are generally formed for social purposes. They can help to facilitate employee pursuits of common concerns, such as improving work conditions. More frequently however, these teams form out of a set of common concerns and interests, which may or may not be the same as the organization's. Leaders of these teams generally emerge from the membership and are not appointed by anyone in the organization.

TRADITIONAL TEAMS.

Traditional teams are the organizational groups commonly thought of as departments or functional areas. Leaders or managers of these teams are appointed by the organization and have legitimate power in the team. The team is expected to produce a product, deliver a service, or perform a function that the organization has assigned.

PROBLEM SOLVING TEAMS.

Problem-solving teams or task forces are formed when a problem arises that cannot be solved within the standard organizational structure. These teams are generally cross-functional; that is, the membership comes from different areas of the organization, and are charged with finding a solution to the problem.

LEADERSHIP TEAMS.

Leadership teams are generally composed of management brought together to span the boundaries between different functions in the organization. In order for a product to be delivered to market, the heads of finance, production, and marketing must interact and come up with a common strategy for the product. At top management levels, teams are used in developing goals and a strategic direction for the firm as a whole.

SELF-DIRECTED TEAMS.

Self-directed teams are given autonomy over deciding how a job will be done. These teams are provided with a goal by the organization, and then determine how to achieve that goal. Frequently there is no assigned manager or leader and very few, if any, status differences among the team members.

These teams are commonly allowed to choose new team members, decide on work assignments, and may be given responsibility for evaluating team members. They must meet quality standards and interact with both buyers and suppliers, but otherwise have great freedom in determining what the team does. Teams form around a particular project and a leader emerges for that project. The team is responsible for carrying out the project, for recruiting team members, and for evaluating them.

VIRTUAL TEAMS.

Technology is impacting how teams meet and function. Collaborative software and conferencing systems have improved the ability for employees to meet, conduct business, share documents, and make decisions without ever being in the same location. While the basic dynamics of other types of teams may still be relevant, the dynamics and management of virtual teams can be very different. Issues can arise with a lack of facial or auditory clues; participants must be taken at their word, even when video-conferencing tools are used.

Accountability is impacted by taking a team virtual. Each member is accountable for their tasks and to the team as a whole usually with minimal supervision. Key factors in the success of a virtual team are effective formation of the team, trust and collaboration between members, and excellent communication.

CHARACTERISTICS OF EFFECTIVE TEAMS

Some characteristics of effective teams are clear direction and responsibilities, knowledgeable members, reasonable operating procedures, good interpersonal relationships, shared success and failures, and good external relationships.

CLEAR DIRECTION.

Clear direction means that the team is given a clear and distinct goal. The team may be empowered to determine how to achieve that goal, but management, when forming the team, generally sets the goal. A clear direction also means that team outcomes are measurable.

CLEAR RESPONSIBILITIES.

Clear responsibilities means that each team member understands what is expected of her or him within the team. The roles must be clear and interesting to the team members. Each team member needs to be able to rely on all the other members to carry out their roles so that the team can function effectively. Otherwise, one or two team members come to feel that they are doing all the work. This is one of the reasons so many individuals are initially reluctant to join teams.

KNOWLEDGEABLE MEMBERS.

An effective team will be comprised of individuals who have the skills and knowledge necessary to complete the team's task. Cooperation is essential at an early stage in inventorying the skills and knowledge each member brings to the team, and working to determine how to utilize those skills to accomplish the team task.

REASONABLE OPERATING PROCEDURES.

All teams need a set of rules by which they operate. Sports teams for example, operate according to a clearly laid-out set of rules about how the game is played. Similarly, work teams need a set of procedures to guide meetings, decision making, planning, division of tasks, and progress evaluation. Setting, and sticking to, procedures helps team members become comfortable relying on one another.

INTERPERSONAL RELATIONSHIPS.

Teams are composed of diverse individuals, each of whom comes to the team with his or her own set of values. Understanding and celebrating this diversity helps to make a stronger, more effective team.

SHARING SUCCESS AND FAILURES.

Everyone wants to feel appreciated. Within a team, members should be willing to express their appreciation, as well their criticisms, of others' efforts. Similarly, the organization must be

willing to reward the team for successful completion of a task and hold all members responsible for failure.

EXTERNAL RELATIONSHIPS.

In the process of building a strong team, groups external to the team are frequently ignored. In order for the team to successfully complete its task, it cannot operate in isolation from the rest of the organization. Teams need help from people within the organization who control important resources.

Parallel learning structures-A Normative- reductive strategy of changing.

Parallel Learning Structures may be a form of Knowledge Management. Knowledge Management involves capturing the organisation's collective expertise wherever it resides (in databases, on paper, or in people's heads) and distributing it to the people who need it in time. They promote innovation and change in large bureaucratic organisations while retaining the advantages of bureaucratic design. It is also referred to as communities of practice.

The concept of Parallel Learning Structures was first introduced by Dale and Zand in 1974 under the label Collateral Organisations. They described it as a supplemental organisations existing with usual formal organisations, which are mainly useful to deal with structural problems that the formal organisation is unable to deal with. These structures are modes of learning how to change the structure and leading the whole change process.

Features of Parallel Learning Structures

Though parallel learning structures may vary from organisation to organisation, they do possess certain common features.

These features are discussed as follows:

- i) **Sharing of Knowledge:** One of the main features of parallel learning structures is sharing of knowledge and information amongst the members of its groups. The knowledge is shared through discussions, interactions and participation. This kind of sharing helps the members become more aware of the issues in an organisation and also help them come up with effective solutions.
- ii) **Spontaneous:** Most parallel learning structures emerge spontaneously without any efforts on behalf of the organisation, as the members get together voluntarily. It is however beneficial for organisations to promote growth of such structures for successful sharing of knowledge and effective resolution of certain issues.
- iii) **Common Objective:** Most commonly parallel learning structures emerge as a result of a group of people with common objective or interest or shared vision coming together. These people in an informal set up start sharing knowledge with regard to their common concern

Applied Behavioral Science:

The American Psychological Association defines behavioral science as a discipline that uses systematic observation and experimentation in the scientific study of human and nonhuman animal actions and reactions. Applied behavioral science is a constantly evolving field with numerous applications in such areas as education, sociology, and public health.

One method of practicing behavioral science is through the discipline of applied behavior analysis, or ABA, which involves applying behavioral principles in practical settings. For example, ABA can be used in a clinical setting for behavior modification or behavior therapy, or as a treatment for abnormal or problematic behaviors. Effective ABA methods focus closely on behaviors related to learning and motivation.

Action Research:

Action research is a research method that aims to simultaneously investigate and solve an issue. In other words, as its name suggests, action research conducts research and takes action at the same time. It was first coined as a term in 1944 by MIT professor Kurt Lewin. A highly interactive method, action research is often used in the social sciences, particularly in educational settings. Particularly popular with educators as a form of systematic inquiry, it prioritizes reflection and bridges the gap between theory and practice. Due to the nature of the research, it is also sometimes called a **cycle of action** or a **cycle of inquiry**.

Types of action research

There are 2 common types of action research: participatory action research and practical action research.

- **Participatory action research** emphasizes that participants should be members of the community being studied, empowering those directly affected by outcomes of said research. In this method, participants are effectively co-researchers, with their lived experiences considered formative to the research process.
- **Practical action research** focuses more on how research is conducted and is designed to address and solve specific issues.

Both types of action research are more focused on increasing the capacity and ability of future practitioners than contributing to a theoretical body of knowledge.

Action research models

Action research is often reflected in 3 action research models: operational (sometimes called technical), collaboration, and critical reflection.

- **Operational (or technical) action research** is usually visualized like a spiral following a series of steps, such as “planning → acting → observing → reflecting.”
- **Collaboration action research** is more community-based, focused on building a network of similar individuals (e.g., college professors in a given geographic area) and compiling learnings from iterated feedback cycles.

- **Critical reflection action research** serves to contextualize systemic processes that are already ongoing (e.g., working retroactively to analyze existing school systems by questioning why certain practices were put into place and developed the way they did).

Unit-3

Managing OD Process

The process is as follows:

1. Identify the needs of the organisation

Step one is about identifying the organisations current processes and skills and then comparing these to where it wants/needs to be. This should be done in a structured way and be given some serious thought. For example, it could be forecasting a significant number of retirements within 5-10 years. This would leave a huge gap within the organisation. Alternatively, it could be acknowledging requirements for a different skillset to keep up with technologies and remain competitive. So, it is about identifying risk and deciding how to deal with it. The use of diagnostic tools such as PESTLE Analysis for strategic planning or conducting a SWOT Analysis can help to make the process robust and objective.

2. Decide on how to address those needs

Step two looks at addressing the needs that have been identified. The key is to be as objective as possible and to think carefully about the various solutions before selecting any. Looking at the various options before selecting one is key, as we are often criticised for jumping in at the first solution. There are a number of framework standards that are quite useful to help benchmark against, for example, the ISO framework or Investors in People, that provide another set of questions to evaluate your organisation against.

In addition, you may wish to look at McKinsey's 7-S Model or Burke Litwin's O.D. process model where you can analyse how everything interrelates within your organisation in order to decide what the outputs are you're trying to achieve and align the interventions against them.

3. Select your intervention

The CIPD identifies four types of interventions and you may do one or more of these:

Human: Coaching people, carrying out training programmes, getting people to work in groups or facilitating teams of people to do things differently.

Business: Including Business Process Engineering and Lean Six Sigma.

HR: Looking at performance management processes, using psychometrics to identify personality types and evaluate your workforce.

Strategic Processes Interventions: These could include transformation programmes or cultural change.

4. Implement the intervention

We would recommend that at this stage you take a structured approach to delivering the change because that is where all too often we don't do the change well because it isn't thought through properly. It isn't just about starting the change, it is about making sure that it is well-managed. This isn't easy to do, and is a topic we have covered in other blogs and is talked about on The HR Uprising Podcast series: The 5 Secret Powers Of A Change Superhero

5. Evaluating the impact

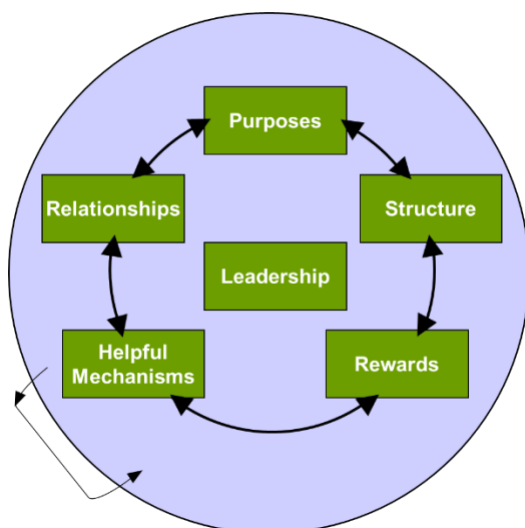
The final important stage is to evaluate the change. So, if we're managing it effectively from the start, where we are identifying the needs and gaps, then we should have clear goals on what we are trying to achieve as a result of the initiative or change.

Three basic components of OD programs:

- Diagnosis = continuous collection of data about total system, its subunits, its processes, and its culture.
- Action = all activities and interventions designed to improve the organizations functioning
- Program management = all activities designed to ensure success of the program.

DIAGNOSIS – THE SIX-BOX MODEL

Marvin Weisbord identifies six critical areas where things must go right if organization is to be successful. According to him, the consultant must attend to both formal and informal aspects of each box. This model is still widely used by OD practitioners



ACTION COMPONENT

Act Interventions are the actions taken to produce desired

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

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

NATURE OF OD INTERVENTIONS

- All the OD interventions have a dual purpose i.e. educational and accomplishing-a-task
- They focus on real problems central to each organization’s needs rather than hypothetical.
- They use several learning models e.g. “learning how to do” may precedes the “doing” part and it also be the other way round.

ANALYZING DISCREPANCIES

- It is examining the discrepancies or gaps between what is happening and what should be happening, and the discrepancies between where one is and where one wants to be.
- Problem=gap
- Problem solving=discovering the cause of the gap
- Decision making= discovering a solution-a set of actions- to close the gap.

OD Interventions:

OD interventions are actions and events that help a company perform better and work more efficiently.”

–Rober Zawacki

“An OD intervention refers to a variety of planned activities that clients and consultants undertake throughout the program.”

– French & Bell

Classifications of OD Interventions

The OD interventions are also lengthy and complex. Cummings and Worley (2009) contend that it is impossible to know the precise number of different types of interventions. But broadly speaking, there are four types of OD interventions:

1. Human Resource Management Interventions

Even though an HR department and organizational development are not the same things, they do coordinate. Within a business, difficulties with “talent development,” performance management, child care, and even diversity may be identified that demand the HR department to create an intervention strategy.

2. Strategic change interventions

Through mergers, restructurings, and transformational changes, strategic change interventions combine two or more organizations.

3. Human process interventions

These interventions focus on the dynamics of group performance and interpersonal relationships.

They can be implemented to modify how an individual, such as a manager, communicates with staff members or even how staff members communicate with one another. They can be used to eliminate unproductive habits, develop productive actions, and boost general self-esteem.

4. Techno-structural interventions

These interventions were developed in response to the organization systems’ successful implementation of innovations. To do that, it is necessary to assess which technologies should be used as well as to ensure that staff members are qualified to use them.

Organizational Development: Steps in OD Interventions

The following *eight steps in any OD intervention program* are in accordance with those in action research.

Step 1 Entry: The requirement for change within a company becomes apparent. An issue is identified. Somebody, or a group of individuals within the organisation, search for a person who is skilled enough to examine the problem or facilitate change.

Step 2 Start-up: The change agent gets into the scene. He works to describe issues surrounding the problem and tried to secure commitment to a change attempt.

Step 3 Assessment and Feedback: The change agent collects details about the situation and provides decision makers as well as those having a stake in the change process feedback with regards to the information.

Step 4 Action Planning: The change agent works jointly with management and other stake holders to formulate a corrective-action plan.

Step 5 Intervention: The change agent helps in implementing the action plan and the change process is carried out.

Step 6 Evaluation: The change agent assists the management and other stakeholders to evaluate the change effort’s progress.

Step 7 Adoption: Members of the company acknowledge ownership of the change, and the change is implemented throughout the organisation.

Step 8 Separation: The change agent prepares to leave the organization. As part of the process, the change agent works to disengage while making certain that development will proceed after his or her departure. This step is achievable due to the fact that the knowledge and skills of the change agent have been transferred to the organisation.

Program Management Component:

A program is a group of interrelated projects, subsidiary programs, and program activities that are managed in a coordinated way to obtain benefits not available from managing them individually.

Programs are defined by benefits and components:

- Programs attempt to achieve benefits
- Benefits are achieved through the execution of program components (projects or sub-programs).
-

As defined by the Project Management Institute (PMI), programs attempt to achieve benefits through the application of five performance domains:

1. Strategy alignment
2. Benefits management
3. Stakeholder engagement
4. Governance
5. Life cycle management

Conditions for optimal Success of OD:

•

1. Determination to Change
As a top executive, you need to be more than willing to change — you must be fully committed to the new ways of working, behaving, and thinking. This means not only overseeing changes in the people around you but also working to change the way you lead.
2. Clarity of Vision for Change
The proposed change must be clearly and simply stated so that all employees can see, understand, and embrace the big picture of where things are headed. Stakeholders need to know what will be involved and why it is imperative. Make sure that everyone understands the current situation and paint a clear:
 - Vision for change
 - Urgency for change
 - Business case for change
 - Plan to make it happen
 The more you can actively involve stakeholders most affected by the changes in the design and plan, the better.

3. Consistent Communication
Communicating organizational change requires a consistent and compelling message, frequent reiteration, and an openness to answer questions honestly. Be ready, willing, and able to provide support for those who will be affected by change. A one-time announcement or marketing banners will not work. Listen to and answer objections to change, deal with the “what-ifs,” and go slow but steady. Have active two-way discussions, not one-way communications.
4. Gather Advocates, Team-by-Team
Help your change team leaders work with their small groups to influence them one-by-one and gain their commitment. Help them address their team’s questions with direct answers — what is required of each individual team member and why it matters.
5. Coach for Desired Behaviors
Keep close to your employees and encourage the behaviors that lead successfully to the desired change. Role-model, recognize, and reward them. Trying to break old and build better work habits to operate differently can be frustrating. Acknowledge the pain but appreciate the efforts and success.
6. Stay on Track
Don’t let up your guard. It’s too easy to slip backward into more comfortable work routines. Keep focused on the goal and create a culture of accountability as the “new” behaviors become the “normal” behaviors.

Ethical issues in Consultations:

1. Going digital and transitioning to hybrid work

In the near future, consulting work will be automated to a big extent, especially the administrative part. Work processes will involve more use of remote technologies and digital delivery, which will go beyond video conferencing. Being digital also equals being super fast and delivering offerings within a very short period of time, which is another challenge for consulting firms.

2. Staying safe in the cyberworld

One of the challenges of consulting firms that comes along with digitalization is cybersecurity. According to Andrew Duncan, Partner and UK CEO at Infosys Consulting, ethical considerations must be an inherent part of consulting business, highly impacted by automation technologies. Consulting firms receive and process a huge amount of confidential client information. The failure to comply with cybersecurity rules can cause leakage of personal or commercial information. This in turn can cause a loss of reputation and contracts, and even legal liabilities.

A good way to solve this problem is to use smart artificial intelligence that would be a good.

3. Standing out from your competitors

One of the greatest challenges in consulting is a high level of competition that exists in the post-pandemic world. Clients have an opportunity to pick a consultant among numerous experts in just one click. To win in this struggle, firms have to adopt a new competitive mindset and show unique competence.

4. Creating new ideas and putting them in practice

Crisis is not a synonym to degradation. On the contrary, very often crises help see new opportunities and apply innovative approaches, building a foundation for growth. New ideas can lead to new projects that can attract potential customers. But to be open to new opportunities, consulting firms will need to adopt a new mind set.

5. Understanding your audience and meeting expectations

In the contemporary environment marked by digital innovation, clients have become more demanding. A study “Insight to Action - The Future of the Professional Services Industry”, showed that now they expect immediate results, transparency, accountability, and higher quality of work – preferably at a lower cost.

What is client relationship

Client relationship management refers to a company's interactions with clients, and their approach to building a positive working relationship. Good client relationship management helps to generate ongoing business, client retention and brand reputation.

On the other hand, a poor approach to client relationship management can do immense harm to your growing business. Bad word of mouth spreads fast, and in our digital age it's easier to publish a negative review than ever before.

That's why client relationship management is so important, especially for small businesses. It's also why the popularity of the WorkflowMax Client Manager (which lets you store all sorts of client information - from client birthdays to their favourite type of coffee) is booming.

Unit-4

What is a human process intervention?

Human process intervention is a deliberate effort to improve the effectiveness of an organization's human resources function. This type of OD intervention may be aimed at improving the quality of the workforce, improving the management of human resources, or improving the overall effectiveness of the organization.

Purpose of a human process intervention

Human process interventions are usually carried out to improve the performance of employees or to change their behavior in some way. The purpose of these interventions can vary depending on the organization's specific goals. Still, they typically involve training employees on new methods or practices, providing them with feedback on their performance, or changing the evaluation of performance.

In some cases, organizations may also use human process interventions to address specific problems identified within the organization, such as high turnover or absenteeism.

The objectives of human process interventions are:

1. Training employees on new methods or practices

This type of intervention involves employees being trained on new methods or practices. The goal is to improve performance and help employees become more efficient and effective in their jobs. Organizations can use human process interventions to help employees learn new skills, enhance their knowledge of company policies and procedures, or to change their behavior.

2. Providing them with feedback on their performance

Human process intervention can provide employees with feedback on their performance in several ways. You can do this through video recordings, direct observation by a supervisor, or self-evaluation. Another way is through indirect measures, such as surveys or interviews.

3. Change the way performance is evaluated

Human process intervention may change the way that performance is evaluated. This is because human process intervention can provide new information that managers may use to assess performance. Additionally, human process intervention can change the way people interact with each other, which could impact how performance is evaluated.

Human Process Approaches:

- **Individual interventions.** Individual interventions are aimed at individual employees. Their goal is often to improve communication with team members and other stakeholders.
- **Group interventions.** These interventions focus on the dynamics within a group and how the group functions to achieve the goals they've set. They aim to help the groups work together more effectively. A team building is an example of a group intervention.
- **Team building.** Team building is the most prevalent human process intervention. It refers to activities that help groups perform better. Team-building activities include volunteering, sports, and Pictionary.
- **Third-party intervention.** Conflicts frequently necessitate the intervention of a third party. Destructive disputes should be resolved as soon as possible. Conflict is controlled and resolved by third-party intervention.

- **Organizational confrontation meeting.** A confrontation meeting identifies issues, goals for improvement, and priorities. It assists your organization in addressing issues.
- **Intergroup relations interventions.** Intergroup interventions are used to diagnose and comprehend relationships between groups within the workplace. Priorities and improvement goals are established before tackling problems.
- **Large-group interventions.** These interventions fall somewhere between confrontation and intergroup interaction. The goal is to bring together a large number of members and stakeholders. Large-group interventions can address organizational-wide issues or change the structure or direction of an organization.

What is a T-Group?

A Training-Group, or T-Group, is a type of experience-based learning.

Participants work together in a small group of 8-14 people, over an extended period. Learning comes through analysis of their own experiences, including feelings, reactions, perceptions, and behavior.

Underlying Assumptions

Underlying the T-Group are the following assumptions about the nature of the process which distinguish T-Groups from other more traditional models of learning:

- **LEARNING RESPONSIBILITY.** Each participant is responsible for their own learning. What a person learns depends upon their own style, readiness, and the relationship they develop with other members of the group.
- **STAFF ROLE.** The staff person's role is to facilitate the examination and understanding of the experience in the group. They help participants to focus on the way the group is working, the style of an individual's participation, or the issues that are facing the group.
- **EXPERIENCE and CONCEPTUALIZATION.** Most learning is a combination of experience and conceptualization. A major T-Group aim is to provide a setting in which individuals are encouraged to examine their experiences together in enough detail so that valid generalizations can be drawn.
- **AUTHENTIC RELATIONSHIPS and LEARNING.** A person is most free to learn when they establish authentic relationships with other people and thereby increases their sense of self-esteem and decreases their defensiveness. In authentic relationships

people can be open, honest, and direct with one another so that they are communicating what they are actually feeling rather than masking their feelings.

- **SKILL ACQUISITION and VALUES.** The development of new skills in working with people is maximized as a person examines the basic values underlying the behavior, as they acquire appropriate concepts and theory, and as they can practice new behavior and obtain feedback on the degree to which the behavior produces the intended impact.

Goals and Outcomes

Goals and outcomes of a T-Group can be classified in terms of potential learning concerning individuals, groups, and organizations.

- **THE INDIVIDUAL POINT OF VIEW.** Most T-Group participants gain a picture of the impact that they make on other group members. A participant can assess the degree to which that impact corresponds with or deviates from their conscious intentions. They can also get a picture of the range of perceptions of any given act. It is important to understand that different people may see the same piece of behavior differently - for example, as supportive or antagonistic, relevant or irrelevant, clear or ambiguous - as it is to understand the impact on any given individual or a specific event.
- **THE GROUP POINT OF VIEW.** T-Groups often focus on forces which affect the group, such as the level of commitment and follow-through resulting from different methods of making decisions, the norms controlling the amount of conflict and disagreement that is permitted, and the kinds of data that are gathered. Concepts such as cohesion, power, group maturity, climate, and structure can be examined using the experiences in the group to better understand how much these same forces operate in the back-home situation.
- **THE ORGANIZATION POINT OF VIEW.** Status, influence, division of labor, and styles of managing conflict are among organizational concepts that may be highlighted by analyzing the events in the T-Group. Subgroups that form can be viewed as analogous to units within an organization. It is then possible to look at the relationships between groups, examining such factors as competitiveness, communications, stereotyping, and understanding.

Process Consultation

The process consultation view has been advocated by Schein since late 60's (first edition 1969). It belongs to activities of organization development (OD). OD is one of part of the organization processes which aim improving organizational and individual effectiveness. Process consultation (PC) is one of the OD techniques, enlisted with sensitivity training (self improvement), survey feedback (introspection), team building (socializing), and role negotiation (changing roles and perception). The main argument of Schein for process consulting is to help people in organizations to help themselves.

- Process Consultation is the creation of a relationship with the client that permits the client to perceive, understand, and act on the process events that occur in the client's internal and external environment in order to improve the situation as defined by the client. Edgar Schein, (1969) Process Consultation: Its role in organization development

- Process consultation is the reasoned and intentional interventions by the consultant, into the ongoing events and dynamics of a group with the purpose of helping that group effectively attain its agreed-upon objectives. Reddy, Q. Brendan, (1994) Intervention Skills: Process consultation for small groups and teams

What is Third-Party Intervention?

A **third-party intervention** is a scenario in which an external entity becomes involved in a situation between two other parties. The outside party can help to improve communication, offer impartial support, provide resources or information, and provide outside judgment/arbitration. Generally, the third party is neutral and has no previous relationship with either of the parties involved. Many conflicts within organizations can be solved by those parties directly involved; however, there are times when those involved might find that they are unable to manage their differences by themselves. In these cases, a third party can be brought in to help resolve the conflict.

Importance of Third-Party Interventions in Organizations

The importance of a third-party intervention is that it can help to mediate between two parties and assist them to come to an agreement. It can also provide impartial advice and support, which may be helpful in cases where the parties involved are emotionally attached to the conflict. A third-party intervention can also help to raise awareness of the consequences of the actions of the parties involved and help them to avoid further conflict.

Methods of Third-Party Interventions

There are several methods of third-party intervention that can be used to help resolve a conflict. Two commonly-used types of third-party intervention are mediation and arbitration. Mediation tends to focus on helping the parties involved in the conflict to come to an agreement, while arbitration focuses on making a decision about who is right and who is wrong. Depending on the circumstances of the conflict, one method may be more appropriate than the other.

Team building techniques and exercise Interventions

Team building interventions help to enhance relationships and performance among participants who come include skill development training, team activities and exercises.

The Four broad Different type of Team Building intervention methods are :

- Personality Based Team Building
- Activity-Based Team Building
- Skills Based Team Building
- Problem Solving Based Team Building

Personality Based Team Building Intervention method

Personality-Based Team Building uses a personality or psychometric questionnaire such as the Myers-Briggs Personality Type, Insights Team Dynamics, Belbin Team Roles, Enneagram or DISC assessments. Personality-based interventions focus on improving interpersonal skills among the team members.

Activity Based Team Building Intervention method

Activity-Based Team Building involves fulfilling challenging tasks in an outdoor environment, such as group outdoor and adventure activities. The team members participate in physical challenges, such as group obstacles, physical challenges, canoeing or hiking.

Skills Based Team Building Intervention method

Skills-Based Team Building Skills engages team members in a workshop style intervention that combines training content and activities focusing on developing skills they need to work together as a team, such as communication, leadership skills, dealing with conflict, effective team meetings and more.

Problem Solving Based Team Building Intervention method

Problem Solving-Based Team Building is frequently executed at an offsite event but can also be done indoors. This type of team building is aimed at helping the team unravel and solve specific problems.

Role Analysis Technique:

The role analysis technique also Known as RAT clarifies the role expectations and obligations of team members to improve team effectiveness. The individuals have to fulfill different specialized roles in organisations, in each role they have to manifest different behaviours. This specialization resulting from division of labour helps in improving organisational performance. But sometimes the individual members do not have the role clarity.

Role Negotiation Technique:

Another technique for effective team building developed by Roger Harrison is called the Role Negotiation Technique. Sometimes people in a team are unwilling to change because it would mean a loss of power or influence to the individual. This resistance to change causes team ineffectiveness. Role negotiation techniques are often used to great advantage in such situations.

Responsibility change

Change Management Process Owner

Has the overall responsibility for ensuring the suitability of the Change Management process to the organization.

Responsibilities

- Sponsor the process by ensuring the Change Manager has adequate resources to design the Change Management process conforming to best practices and meeting the needs of the organization.
- Resolve disputes over the allocation of responsibilities and to sponsor the communication campaign to promote awareness and acceptance of the Change Management process.
- Provide the description, mission statement, roadmap, strategy, process objectives and metrics to measure success and obtain formal approval for the process and its associated procedures.
- Monitor and review the execution of the process at a high-level, ensure it remains consistent with the organization's current culture and ITSM strategy and ensure coordination with all other ITSM and IT Infrastructure Management processes.
- Must understand and manage integrations between the ITSM processes
- Participate in the IT Governance activities.

Force field analysis:

Force Field Analysis was created by Kurt Lewin in the 1940s. Lewin originally used it in his work as a social psychologist. Today, however, it is also used in business, for making and communicating go/no-go decisions.

Step 1: Describe Your Plan or Proposal for Change

Define your goal or vision for change, and write it down in a box in the middle of the page.

Step 2: Identify Forces For Change

Think about the kinds of forces that are driving change. These can be internal and external.

Internal drivers could include:

- Outdated machinery or product lines.
- Declining team morale.
- A need to increase profitability.

Step 3: Identify Forces Against Change

Now brainstorm the forces that resist or are unfavorable to change.

Internal resistors and restrainers could include:

- Fears of the unknown.
- Existing organizational structures.
- "That's not how we do it here" attitudes.

Step 4: Assign Scores

Next, score each force, from, say, one (weak) to five (strong), according to the degree of influence each one has on the plan, and then add up the scores for each side (for and against).

Step 5: Analyze and Apply

Now that you've done your Force Field Analysis, you can use it in two ways:

1. To decide whether or not to move forward with the decision or change.
2. To think about which supportive forces you can strengthen and which opposing or resisting forces you can weaken, and how to make the change more successful.

Confrontation Meeting

What is confrontation meeting?

Confrontation meeting is an activity which allows entire management group, composed of individual from all levels of the organization to take a quick reading on its own health and within matter of hours to set action plan for improving it.

This activity is based on

- a) Experience with an action oriented method of planned change.
- b) It involves the entire in a joint action-planning programme.
- c) The meeting can be conducted several times with one morning and one evening session involving only two or more hours out of usual working days.

Where it is effective?

- a) Where there is a genuine commitment to solving the problems on the part of top management.
- b) Top management intends to improve the conditions rapidly.
- c) There is adequate cohesiveness in the top management team to ensure follow-up.

Benefits of confrontation meeting.

- a) Direct communication is improved
- b) Morale of employees increased.
- c) Better work culture.
- d) Improve inter department human relationship
- e) Get solutions on day-to-day problems.

Elements of confrontation meeting

- a) Climate setting
- b) Information collection
- c) Information sharing
- d) Priority setting & grouping planning.
- e) Organization action plan
- f) Immediate follow-up by top team
- g) Progress review.

Inter Group Relations Interventions:

Intergroup development is an organizational development intervention aimed at improving working relationships between groups.

Improved working relationships mean knowing group members better, as well as what they do and how they work. This leads to a better understanding, higher quality communication and interactions, and better rapport with one another.

Intergroup development is similar to team building, with one key difference. Team building focuses on members *within* a group, while intergroup development focuses on team

building *between* groups

Intergroup Development



How do intergroup interventions benefit the organization?

Intergroup interventions benefit the organization through better communication between teams or departments. This results in the following benefits:

- **Enhanced teamwork.** Cross-functional collaboration between different teams will increase.
- **Reduced conflicts.** Intergroup interventions focus on building relationships between members of different groups. This reduces between-group conflicts.
- **Promoting integration.** By connecting members between groups, silos diminish, and integration increases. This leads to more collaboration and innovation.

GRID OD

Training is an outgrowth of the managerial grid approach to leadership (Blacke and Mouton, 1978). It is an instrumental approach to laboratory training. Sensitivity training is supplemented with selfadministered instruments (Benny, Bradford and Lippitt, 1964). The analysis of these instruments helps in group development and in

the learning of group members. This technique is widely used and has proved effective.

Grid training for OD is completed in six phases.

They are:

- Laboratory-seminar training, which aims at acquainting participants with concepts and material used in grid training;
- A team development phase, involving the coming together of members from the same department to chart out as to how they will attain a 9 x 9 position on the grid;
- Inter-group development aims at overall OD. During this phase, conflict situations between groups are identified and analyzed;
- Organization goal setting is based on participative management, where participants contribute to and agree upon important goals for the organization;
- Goal attainment aims at achieving goals which were set during the phase of organizational goal setting; and
- Stabilization involves the evaluation of the overall programme and making suggestions for changes if appropriate.

Training experiences:

The “training” aspect of organizational development is the process of training employees and leaders to understand how to achieve and go about the development, overall.

Organizational Development Training takes a holistic approach to improving workforce effectiveness and achieving the organizations’ bottom-line goals.

Organizational Development training program focuses on the enhancement of a company’s abilities to coincide with the strategy, structure, individuals, rewards, metrics, and management methods.

11 benefits of training employees

Employers derive many benefits from organizing training programs for their employees, especially when they dedicatedly and consistently carry out these programs. Here are some likely advantages:

1. Increased productivity and performance

When employees undergo training, it improves their skills and knowledge of the job and builds their confidence in their abilities. This will improve their performance and make them work more efficiently and effectively.

2. Uniformity of work processes

When employees in a workplace are exposed to training, it helps to standardize the work process among the staff. Workers will apply and follow similar procedures as a result of their exposure to similar training.

3. Reduced wastage

When employees are trained, they will learn to make good, safe and economical use of the company's materials, tools and equipment. Accidents and equipment damage will be minimized, and this will keep waste low.

4. Reduced supervision

Though training employees should not totally eliminate the need for supervision, it can significantly reduce the need for excessive supervision in the workplace.

5. Promoting from within

When an organization needs professionals with new or specific skills, they don't have to go into the labor market to employ new professionals from outside sources. They can look inward and select promising staff members who can be promoted after they are trained in this set of new skills needed by the organization.

6. Improved organizational structure

When a company has an organized system of training for employees, it helps them learn in a consistent and systematic way. It also prevents the employees from learning by trial and error.

7. Boosted morale

Employees of organizations who go through training programs will feel like they are a part of a supportive work environment where they are appreciated, which will boost their morale and make them approach their job duties with more self-confidence.

8. Improved knowledge of policies and goals

A good training program will always help employees get acquainted with their organization's ethics, values, policies, visions and missions.

9. Improved customer valuation

When employees of an organization are exposed to consistent training, it improves their skills on the job and makes them work more professionally and productively. Customers will feel the impact of this elevated service, and it will improve their opinion of the organization.

10. Better workplace environment

Consistent training will help employees work more effectively in the workplace environment. This brings about an atmosphere in the organization that encourages every employee to feel valued and welcomed.

11. Improved and updated technology

With the ever-increasing change in technology across all industries, exposing employees to new techniques in advanced technology will help to increase efficiency and productivity in the organization.

Unit-5

Technostructural intervention

A change program focusing on the technology and structure of organizations.

- Techno-structural intervention deal with techno-structural issues including how the overall work of the organization is divided into units, who reports to whom, methods of control, arrangements of equipment and people, workflow arrangements, and changes in communications and the authority.
- Techno-structural interventions concerned with restructuring organizations

Techno-structural Interventions:

These interventions focus on an organization's technology (for example, task methods and job design) and structure (for example, division of labor and hierarchy). These change methods are receiving increasing attention in OD, especially in light of current concerns about productivity and organizational effectiveness.

They include approaches to employee involvement, as well as methods for designing organizations, groups, and jobs. Techno-structural intervention are rooted in the disciplines of engineering, sociology, and psychology and in the applied fields of socio-technical systems and organization design, practitioners generally stress both productivity and human fulfillment and expect that organization effectiveness will result from appropriate work designs and organization structures

. **Structural design.** This change process concerns the organization's division of labor--how to

specialize task performances. Interventions aimed at structural design include moving from more

traditional ways of dividing the organizations overall work (such as functional, self-contained-unit,

and matrix structures) to more integrative and flexible forms (such as process-based and network-

based structures). Diagnostic guidelines exist to determine which structure is appropriate for particular organizational environments, technologies, and conditions.

2. **Downsizing.** This intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layouts, organization redesign and outsourcing. Each of these

downsizing methods must be planned with a clear understanding of the organizations strategy.

3. Reengineering. This recent intervention radically redesigns the organization's core work processes to create tighter linkage and coordination among the different tasks. This work-flow

integration results in faster, more responsive task performance. Reengineering is often accomplished with new information technology that permits employees to control and coordinate

work processes more effectively

Employee involvement:

Employee involvement is the process of allowing employees to give their opinion on decisions that affect their work. This could be done through company meetings, committees, and so on. Employees have more control over their work and workplace when they participate in decision-making.

This means that employees aren't just going through the motions of their daily tasks. They're also actively involved in the management and decision-making processes of the company.

Quality circles

Quality circles are groups of employees who regularly meet with the aim to solve problems, improve the quality control of products and facilitate high standards in the workplace. The programme develops teamwork and its voluntary nature aims to increase confidence and job satisfaction among members. Quality circles are a popular business concept throughout the world. In this article, we explain what quality circles are, consider their features and look at the benefits that quality circles can bring

Benefits of Quality circles:

- increases organisation's productivity and competitiveness
- improves customer satisfaction
- raises awareness of quality control among employees
- improves the status of the company brand and gains consumers' confidence
- creates a culture of learning and creativity
- motivates employees and values their contributions
- promotes teamwork and communication
- gives employees valuable insights into work-related problem solving
- gets the best from employees and creates a purposeful working environment
- improves staff attendance

Aims and objectives of a quality circle

- **Team spirit:** Collaboration is key. Employees encountering challenges to extend their productivity and initiative within a group often generate more energy and enthusiasm.
- **Self-development:** Participants develop additional skills such as critical thinking, problem-solving and leadership. They teach and learn from each other and take part in meaningful discussions.

- **Attitude:** By encouraging interaction, a quality circle encourages employees to value themselves and their colleagues and often promotes a positive, more productive mindset.
- **Quality improvement of goods and services:** The collective knowledge and skills of employees enhance quality control and might reduce production costs in the long term.
- **Develop positive relationships between employees and management:** A productive quality circle where members share aims to benefit the company often promotes harmonious working relations between employees and management.
- **Effective structure:** It's important to understand and define the roles and responsibilities of staff involved in a quality circle and introduce basic guidelines for meetings.

Total Quality Management (TQM):

Total Quality Management (TQM) is a management framework based on the belief that an organization can build long-term success by having all its members -- from low-level workers to its highest-ranking executives -- focus on improving quality and, thus, delivering customer satisfaction.

This management approach is used to simplify supply chain management, as well as to detect, reduce or remove errors. TQM requires organizations to focus on continuous improvement, or Kaizen. TQM focuses on continual internal and process improvements over the long term, thereby enhancing the quality of produced products or services.

Principles of TQM

The eight guiding principles that TQM uses to improve quality include the following:

1. **Customer focus.** The customer determines the quality level of the products and services. Customer input is valued, as it provides a better understanding of what the customer needs.
2. **Employee involvement.** All employees must participate in the processes and system. They must be properly trained and given the needed resources to complete their tasks on time.
3. **Focus on process.** Processes must be continually analyzed to identify weaknesses. Every employee who takes part in the process should be properly educated in their contributions, ensuring the right steps are taken at the right time.

4. **Integrated business systems.** All TQM processes should be integrated into a business process. Integrated systems convey potentially useful data across departments, enabling everyone to be on the same page.
5. **Strategic and systematic approach.** Planning and management are required using a strategic plan with quality as a base component.
6. **Continual improvement.** A focus on continually improving quality helps an organization adapt to changing markets and achieve competitive advantages.
7. **Focus on data.** Data should be collected, documented and analyzed to improve decision-making accuracy and to predict trends based on previous history.
8. **Communication.** Communication between teams with information such as strategies, methodologies or timeliness is essential to improving operations. Good communication can also motivate employees and improve morale.

Benefits of TQM

TQM offers the following benefits:

- **Less product defects.** An objective of TQM is to create products and services correctly the first time. This means that products ship with fewer defects, reducing product recalls, future customer support overhead and product fixes.
- **Satisfied customers.** High-quality products that meet customers' needs result in higher customer satisfaction. High customer satisfaction, in turn, can lead to increased market share, revenue growth via upselling and word-of-mouth marketing initiated by customers.
- **Lower costs.** As a result of less product defects, companies save money on customer support, product replacements, field service and creating product fixes. The cost savings flow to the bottom line, creating higher profit margins.
- **Well-defined cultural values.** Organizations that practice TQM develop and nurture core values around quality management and continuous improvement. The TQM mindset pervades across all aspects of an organization, from hiring to internal processes to product development.

Work design:

Work design refers to the “content and organisation of one’s work tasks, activities, relationships and responsibilities”. Work design applies to the physical, biomechanical, cognitive, and psychosocial characteristics of the job. The way our work is designed affects how we feel about our job and can influence whether we feel motivated, engaged, bored, or stressed at work. Work design can also impact an organisation’s outcomes, with well-designed work contributing to increased productivity, financial growth, and lower rates of accidents and incidents

Re-Engineering approach:

Organisations must develop a framework for placing reengineering activity in the context of other change activities they may undertake. Integrating will help keep the different change initiatives, expectations, methods and results distinct from each other, thereby minimising the confusion and cynicism that usually result from undertaking an assortment of management initiatives.

Four approaches to integrating process improvement and reengineering activities in organisations are:

(i) Sequencing change initiatives:

This approach suggests cycling through process stabilisation, process reengineering and continuous improvement. The drawback of this approach is that it may take at least five years to go through one cycle of change which would be longer than many organisational learning cycles or product life cycles.

(ii) Creating a portfolio of process change programs:

This method involves the categorisation of all processes and sub-processes in an organisation on the basis of the type of change necessary. The criteria for selecting processes for reengineering could include relevance to strategy, current performance levels, capability of sponsors, available investment and history of change.

(iii) Limiting the scope of work design:

In this approach, high level processes are designed by the responsible reengineering teams. But employees who perform the jobs design the detail work processes involved within the specifications decided by the reengineering team. This attempts to combine the participative nature of continuous improvement with the top down approach common to process reengineering.

(iv) Undertaking improvement through innovation:

This approach combines short term improvement methods and long-term reengineering in the same process change effort. Improvement methods such as value analysis can be used to obtain quick benefits, which are then invested in the long-term reengineering effort. The improvement projects may also be a means to move the current process forward to a stage where radical process change is possible.

Systems Approach:

The "Systems Approach" refers to the field of design and implementation of computer systems. The term is used commonly by computer science researchers and practitioners who study the issues that arise when building complex computing systems such as operating systems, networks, distributed applications, etc

Strategic interventions

Strategic change interventions are processes a company takes to move away from its present organizational structure and way of operating towards another one to increase its competitive advantage. The organizational development department plays an essential part in executing these changes. There are many strategic change interventions but let's discuss the three broad classifications.

What is Organizational Transformation?

Organizational transformation is a gradual and systematic change which companies undertake in their corporate culture and organization structure to adopt to changing competitive landscape and customer needs. Organizational transformation takes place when there is a change in the way the business is done or in the event of a reengineering or restructuring activity. Some key elements which undergo a change are the company values, mission, vision and the overall culture of the organization.

Types of Organizational Transformation

The three main areas which need to be addressed while planning a strategic transformation are people, process and technology.

People

The culture and value change in an organization are critical when we look at organizational change. Employee feedback, good work benefits, regular feedback, well defined organizational structure etc. are ways ensuring that employees have a high motivation.

Process

Improving existing processes and adopting agile processes is another important aspect of organizational transformation. Better processes can increase efficiency, productivity and overall performance of a company.

Technology

Innovation, technical expertise and automation are essential elements which can boost a business. A business having less technological advancements can stagnate and end up losing any competitive advantage they might

Characteristics of Organizational Transformation

1. Having a clear vision and goals

It's essential to understand the reasons for the transformation, what you want it to lead to and how it will impact the business outcomes, and when you will consider it successful. According to BCG, *"the rate of transformation success rises by more than 80% if a clear purpose is defined."*

Formulating and sharing a comprehensible purpose, vision, and goals helps the employees and leaders understand the "why" of the transformation. It also makes it easier to get them to support the transformation.

For example, ConsumerCo, an international brand, assigned new leadership to develop and communicate a new vision and goals for the company, leading to successful stock growth.

2. Holistic management of change

Transformation doesn't happen in a silo. Instead, to be successful, it must be a holistic approach that addresses multiple areas of the business.

For example, if your goal is to transform your processes and make them more agile and collaborative, you need to consider how it will impact your organizational structure, the technology you're using, and if there is a potential talent gap arising.

Genuity used this method when going through organizational change; honoring the work done, the reason why the work is done, and its meaning for every individual.

3. Creating a strategy and a plan

Prepare the steps you need to take to transform the organization. Start with the end-results in mind, and work back through all areas of the organization. A plan with a timeline makes the transformation process more tangible and helps keep the focus.

Let's say you want to stop using outdated workplace tools and switch to more modern, efficient platforms to improve your employee experience, performance, and productivity by X%. Your timed plan would include preliminary research of tools, submitting RFPs, having demos with vendors, selecting and buying the right tool, implementing it, and onboarding your employees to use it.

4. Prioritization

It's impossible to change everything at once. Instead, prioritize the matters that you want to tackle first, for example, implementing three new workplace tools one after another, not all of them at once.

It is also possible that the transformation plan will change in the process. In that case, reevaluate things, modify the plan, and don't be afraid to reprioritize.

5. Involving leadership and stakeholders

Engaging the key stakeholders in the process is essential for success. Identify who these are at the very beginning of the process and reiterate why the transformation is taking place and what their role in it is. After all, “(e)ffectively defining roles and responsibilities can result in a 70% increase in transformation success.”

6. Communicating the benefits of the transformation

Be transparent with the change process. Not only to the key stakeholders but across the organization. It will be easier to overcome any resistance that comes with the change.

Develop a written communication plan and make sure it addresses all concerns, including what the new business will look like. Make sure that the communication is two-way, a dialogue, and provide employees with opportunities to ask questions and share their concerns. For example, you can organize a town hall meeting or even short 1-on-1s.

7. Consistent leadership alignment

Full agreement with all executives on the purpose and scope of change to happen is crucial. If disagreement happens, get it out on the table, work it through, and modify the plan as needed. Just don't wait until after the change has happened.

8. Being employee-centric in the transformation process

Employees are at the center of your organization. Throughout the transformation process, focus on their needs and keep them informed on the progress. This can also mean stripping away old ineffective hierarchies that get in the way of progress and reorganizing teams, much like Accenture did with one of their clients.

Being employee-centric throughout organizational transformation and beyond will help you get employee buy-in and increase the probability of success.

9. Measuring progress

It will help you understand how much work you've already done, what is still ahead of you, and if you need to pivot.

Use data, gather feedback from employees and customers, and keep an eye on how this lasting change is working. The metrics you use to measure your progress depend on your goals.

If you're working on changing your workplace tools from our example above, you can measure software adoption in a specific timeframe, as well as changes in employee experience, performance, and productivity.

10. Creating a high-performance culture

In the case of apparel company VF, their primary goal was to transform the market by developing a high-performance management team. More than 200 managers participated in training, which increased the performance of every brand and region. This is part of their high-performance culture now.

Cultural Change

Cultural change is the process in which an organization encourages employees to adopt behaviors and mindsets that are consistent with the organization's values and goals. Cultural change may be necessary to better align the behaviors of employees with current and future business objectives (such as, for example, after a merger of two organizations with distinct cultures).

Successful cultural change initiatives are often gradual and must be done at a sustainable pace so that employees can acclimate and adjust to the change without becoming disengaged.

Self designing organisations:

Organizational design and development is the process of organizing people within a structure that will support the mission, goals and activities of an organization in order to operate more efficiently and effectively. More than just moving boxes on an

organizational chart, the objective of the Organizational Design and Development service is to advise Georgia Tech units on the options for efficiently and effectively aligning organizational resources in the direction of the organization's goals, and prepare the organization's people to perform effectively within the new structure.

What is organizational learning?

Organizational learning is the process by which an organization improves itself over time through gaining experience and using that experience to create knowledge. The knowledge created is then transferred within the organization.

Organizational learning is important for all companies, as the creation, retention and transfer of knowledge within the organization will strengthen the organization as a whole.

When looking at the definition of organizational learning, there are three main actions to consider:

- Conceive
- Act
- Reflect

Why is organizational learning important?

The importance of organizational learning is shown by the various benefits that occur in organizations that develop a learning culture:

1. Increased employee job satisfaction
2. Lower turnover rates
3. Increased productivity, profits and efficiency
4. [Developing leaders](#) at all levels
5. Enhanced adaptability throughout the organization

When organizations dedicate time and resources to developi

