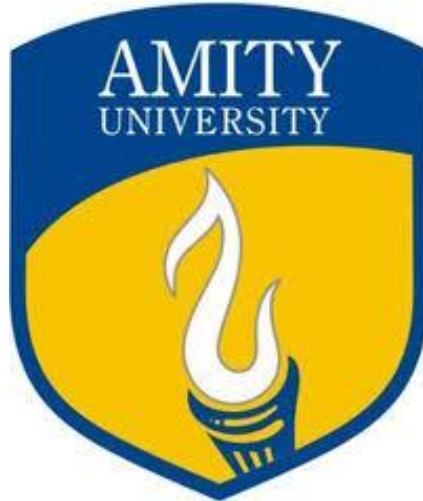


MODULE 1



THE CONCEPT OF ORGANIZATIONAL DEVELOPMENT



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INTRODUCTION

The market in which the organization operates may be growing, making growth in output is relatively easy to achieve. In addition, in a rapidly growing market, if an organization was to maintain a constant output, its market share would be falling. Development may be considered not so much a luxury as a necessity if it is to maintain its position in the market place. This could be particularly important for industries where economies of scale are an important consideration.

1. WHAT IS AN ORGANIZATION?

A social unit of people that is structured and managed to meet a need or to pursue collective goals. They have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment.

2. WHAT DO YOU UNDERSTAND BY ORGANIZATION DEVELOPMENT:

- a) It refers to Theory and practice of planned, systematic change in the attitudes, beliefs, and values of the employees through creation and reinforcement of long-term training programs. OD is action oriented. It starts with a careful organization-wide analysis of the current situation and of the future requirements, and employs techniques of behavioral sciences such as behavior modeling, sensitivity training, and transactional analysis. Its objective is to enable the organization in adopting-better to the fast-changing external environment of new markets, regulations, and technologies.

With the changing of technology, market and environment faster and faster, an organization has to change the members' attitude, knowledge and its own framework in order to adapt the various challenges. **Organization development is a process that promotes the changes. The process of these changes can be considered as organization development. Organization development is a main technology which can change the quality of working relationship among the workers.**

- b) **Organization development (OD)** is a top-management-supported, long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative diagnosis and management of organization culture-with the assistance of a consultant-facilitator and the use of the theory and technology of applied behavioral science, including action research. **Organization development (OD) is a deliberately planned effort to increase an organization's relevance and viability.** Vasudevan has referred to OD as, future readiness to meet change, thus a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos. OD is the framework for a change process designed to lead to desirable positive impact to all stakeholders and the environment.
- c) **Organization development is a process by which behavioral knowledge and practices are used to help organizations achieve greater effectiveness, including improved quality of life, increased productivity, and improved product and service quality.** The focus is on improving the organization's ability to assess and to solve its own problems. Moreover, OD is oriented to improving the total system-the organization and its parts in the context of the larger environment that impacts upon them.
- d) **MAIN OBJECTIVE OF OD IS** to update and maintain organization so that the company can keep development in such a competitive environment. It is a manner of reeducate in order to carry out the changing strategy with an effective planning. It is not only the changes of knowledge and information, but also in changes of attitude, technology, human relationship and culture. Some of OD theories consider that it can lead the organizational members built a new behavior via organization development process and reeducate, consequently, the strategically goal can be carried out. **Organization development has a clear goal and planning. It has top management support.** The activities in OD process are all for making and carrying out the goals and planning. An advantage of a clear and idiographic goal is that it will motive the productivity better. We cannot emphasize the importance of confirming a clear goal too much. It exerts potential of technology and human. According to above ideas, a very important factor for OD must be confirming a long-range learning objective and operates the working skills.

When an individual develops, organization develops automatically. OD refers to development of following elements of the organization:

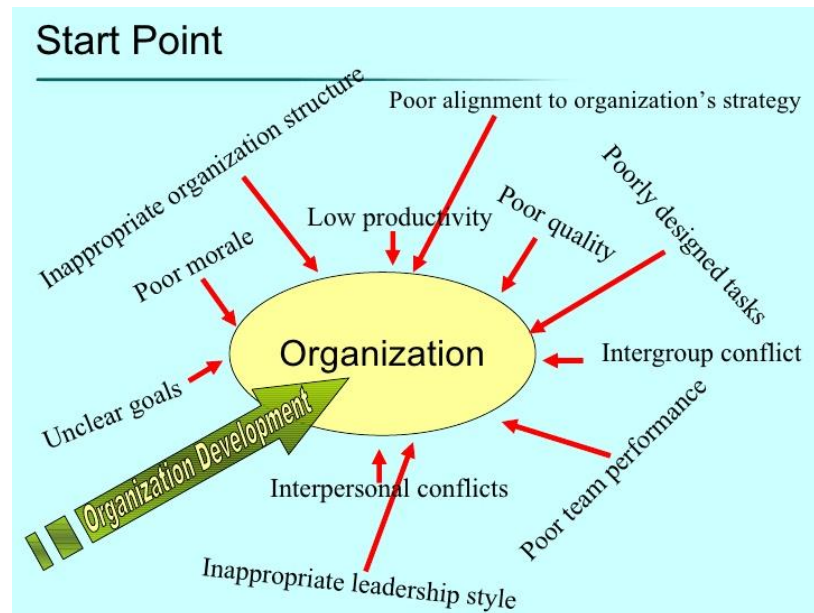
1. Developments of individuals, teams and the organizations.
2. Development can only take place when an appropriate knowledge is achieved and passed on to subordinates. Hence it is necessary to study various fields of studies that contribute heavily to the field of OD. In this context, study of psychology, social and industrial psychology, economics, politics, commerce, medical, and sociology is important. These

fields of study are already rich. OD envisages acquiring skills through already proved models and applying the same for improvement based on situations on hand.

3. OD is a system wide application of behavioral science knowledge to the planned development and re-enforcement of organizational strategies, structures, and processes for improving an organization's effectiveness (Cummings and Worley, 1993). OD is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research and theory (Burke, 1994).

From the above definitions following points emerge:

- (a) OD is a field of applied behavior science technologies.
- (b) It is related to planed change.
- (c) The study of OD is concerned with the total organizational systems and processes.
- (d) OD is related to achieving congruence among organizational components like structure, culture and processes.
- (e) OD is a long-term strategy intended to change beliefs, attitudes, values and organizational structures. It is carried out to achieve organizational effectiveness and meet the challenges of changed environmental factors.
- (f) The study of OD is aimed at developing overall organization with particular reference to development of organizations renewing capacity.
- (g) It involves initiating actions so that organizations are transformed into Learning Organizations.
- (h) **NEED OF OD:**



DIFFERENT DEFINITIONS OF OD

- a) Organization Development is an effort (1) planned, (2) organization-wide, and (3) managed from top, to (4) increase organization effectiveness and health through (5) planned interventions in organization's "processes", using behavioral-science knowledge.
-Beckhard, 1969
- b) Organization Development is a process of planned change – change of an organization's culture from one which avoids an examination of social processes (especially decision making, planning and communication) to one which institutionalizes and legitimizes this examination. Burke & -Hornstein, 1972
- c) Organization Development is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

Cummings & Worley, 1993

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

Burke, 1994

3. FOUNDATION OF ORGANIZATIONAL DEVELOPMENT:

<i>F1</i>	<i>F2</i>	<i>F3</i>	<i>F4</i>	<i>F5</i>	<i>F6</i>	<i>F7</i>	<i>F8</i>
MODELS AND THEORIES OF PLANNED CHANGE	SYSTEM THEORY	PARTICIPATION AND EMPOWERMENT	TEAMS AND TEAMWORK	PARALLEL LEARNING STRUCTURES	Normative Re-educative Strategy of Changing	Applied Behavioral Science	ACTION RESEARCH
<p>3-step model of change- Kurt Lewin (1940)</p> <p>Expanded 7 stage model- Bruce, Lippit, Watson and Wesley (1958)</p> <p>Total system change model- Ralf Kilmann (1989)</p> <p>Bruke-Letwin Model of transaction vs.</p>	<p>General systems theory- Ludwig von Bertalanffy (1950)</p> <p>Sociotechnical systems theory (STS)- Trist & Emery (1950)</p> <p>Open systems planning (OSP)- Krone, Jayaram, McWhinney (1960)</p>	<p>4-step model- James Belasco (1990)</p> <p>Model of empowerment- Kouzes and Posner (1990)</p> <p>Four things of excellent companies- Tom Peters and Nancy Austin (1985)</p>	<p>Grid OD- Robert Blake and Jane Mouton (1975)</p> <p>“Groupware”- Johansen, Sibbet and others (1991)</p> <p>Eight characteristics of successful teams- Larseon and LaFasto (1989)</p> <p>Disciplined team- Katzenback and Smith (1993)</p>	<p>Bushe and Shani (1980)</p>	<p>Three types of strategies for changing- Chin and Benne (1976)</p>	<p>Group dynamics</p> <p>Motivation</p> <p>Organizational climate</p> <p>MBO</p> <p>Behavior Modeling</p> <p>Counseling</p>	<p>Kurt Lewin (1947)</p>

transaction							
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Foundation 1: Models and Theories of Planned Change

Kurt Lewin (1940)- Three step model expanded as seven stage model for the purpose of OD by Lippit, Watson and Westley (1958).

Change is a three-stage process

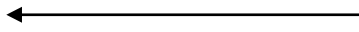
- Stage 1- Unfreezing the old behavior/ situation
- Stage 2- Moving to a new level of behaviors
- Stage 3- Refreezing the behavior at the new level

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

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

Lewin's Three Step Model

Unfreezing



Seven Phases Model

Phase 1: Development of a need for change.

Phase 2: Establishment of change relationship-client system in need of change and change agent from outside establish working relationship with each other.

Phase 3: The clarification or diagnosis of the client system's problem.

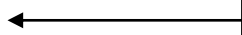
Phase 4: Examination of alternate routes and goals. Establishing goals and intentions of action.

Phase 5: transforming intentions into change efforts.

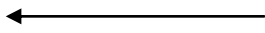
Phase 6: Generalization and stabilization of change.

Phase 7: Achieving a terminal relationship-terminating client-consultant relationship.

Moving / Changing



Refreezing



Five sequential stages:

1. Initiating the program
2. Diagnosing the problems
3. Scheduling the “tracks”
4. Implementing the “tracks”
5. Evaluating the results

Five important tracks

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

Kilmann implemented the model successfully at AT&T, Eastman Kodak, Ford, General Electric, General Foods and Xerox.

- I. Track 1 : Enhances trust, communication, information sharing
- II. Track 2 : Provide new ways of coping with complex problems
- III. Track 3 : Infuses new culture and updated management skills
- IV. Track 4 : Develops revised strategy plan for organization
- V. Track 5 : Establishes performance based reward system

Stream Analysis Model- Jerry Porras (1987)

- Stream analysis is a system of graphically displaying the problems of an organization, examining the interconnections and graphically tracking the corrective actions taken to solve the problems.
- Porras categorized the important features of the organizational work setting in four classes of variables (“streams”).
- The Four Streams:
- Organizing arrangements include goals, strategies, structure, administrative policies and procedures, administrative systems, reward systems and ownership.
- Social factors include culture, management style, interaction processes, informal patterns and networks and individual attitudes.
- Technology includes tools, equipment, machinery, information technology, job design, work flow design, technical expertise, technical procedures, and technical systems.

- Physical setting includes space configuration, physical ambiance, interior design, and architectural design.
- The Process
- Diagnosis of organization's problems through brainstorming sessions, interviews, questionnaires etc.
- Task force (representing all organizational units) reviews, discuss, understand and categorize each problem into one of the streams.
- Four columns are drawn on paper- the column headings are labeled with the four streams. Interconnections between the problems are noted. Problems with many interconnections are considered as core problems.
- Action plans are prepared to correct the core problems. Action plans and their results are tracked on stream charts.

Bruke-Letwin Model of Individual and Organizational Performance (1994)

- Interventions directed toward leadership, mission and strategy and organization culture produce transformational (fundamental) change.
- Interventions directed toward management practices, structure, and systems produce transactional change (change in organizational climate).
- OD practitioner should study the situation and then decide what kind of change is required (therefore, what kind of OD intervention is required).

Foundation 2: Systems Theory

- General Systems Theory- Ludwig von Bertalanffy (1950)
- A system is an arrangement of interrelated parts. Organizations are open systems in active exchange with their environment
- Characteristics of Open System
 - All open systems are input-throughput-output mechanisms.
 - Every system has a boundary that separates it from its environment.
 - Open systems have purposes and goals that must align with persons and needs of the environment.
 - The law of entropy states that all systems "run down" and disintegrate unless they reverse the entropic process by importing more energy than they use. Both positive and negative feedback are necessary for preventing the system from running down.

- Negative feedback measures whether or not output is on course with the purposes and goals (deviation-correcting feedback).
- Positive feedback measures whether or not the purposes and goals are aligned with environmental needs (deviation-amplifying feedback)
 - Systems achieve a steady state or dynamic homeostasis against disruptive forces- internal or external. The basic principle is preservation of the character of the system.
 - Differentiation: Systems tend to get more elaborated, differentiated, specialized, and complex over time (differentiation). With increased differentiation, there is increased need for integration and coordination.
 - Equifinality: There are multiple ways to arrive at a particular outcome or state- in systems, there are multiple paths to goals. There can be subsystems within larger systems. Systems can be arranged into hierarchy of systems moving from less important to more important.
 - Systems Theory can help explain many organizational phenomena:
 - Why organizations resist change?
 - Why does a plan fail, fail again and then succeed? (feedback?)
 - Why do organizations become increasingly bureaucratic and complex (equifinality ignored?)

Sociotechnical Systems Theory (STS)- Eric Trist, Fred Emery (1950)

- All organizations are comprised of two interdependent systems- a social system and a technical system.
- Organizations must be structured to optimize both to achieve high productivity and high employee satisfaction.
- STS prescribes principles of work redesign and organizational restructuring.
 1. Formation of autonomous work groups.
 2. Training members in multiple skills.
 3. Appropriate use of performance feedback.
 4. Identifying core tasks.

Open Systems Planning (OSP)- Krone, Jayaram, McWhinney

- That is, addressing the interface between organization and environment.
- OSP includes
 - Scanning the environment to determine demands and expectations of external organizations and stakeholders.

- Developing scenarios of possible futures of the organization- both realistic and ideal.
- Developing action plans to ensure that a desirable future occurs.
- OSP thinking helps to create learning organizations.
- Most OD practitioners use a combination of STS and OSP in designing high-performance organizations.

Systems Theory Implications to Theory and Practice of OD

1. Issues, events, forces and incidents are not viewed as isolated phenomena, but are seen in relation to other issues, events and forces.
2. A system approach encourages analysis of events in terms of multiple causation rather than single causation.
3. One cannot change one part of a system without influencing other parts in some ways. Therefore, OD practitioners expect multiple effects, not single effects from their activities.
4. The forces in the field at the time of the event are the relevant forces for analysis (rather than 'historical' forces).

Foundation 3: Participation and Empowerment

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

Some examples of OD interventions based on participation and empowerment are:

- Autonomous work groups.
- Quality circles.
- Team building.
- Culture audit.
- Survey feedback.
- Quality of Work Life (QWL) programs.
- Future search conferences.

James Belasco's Four Step Model of Empowerment (1990) is

1. Preparation.
2. Create tomorrow.

3. Vision.
4. Change.

Foundation 4: Teams and Teamwork

Teams are important for 4 reasons.

1. Mutual individual behavior is rooted in the socio-cultural norms and values of the work team. If the team, as a team, changes those norms and values the effects on individual behavior are immediate and lasting.
2. Many tasks are so complex they cannot be performed by individuals; people must work together to accomplish them.
3. Teams create synergy, that is, the sum of the efforts of members of a team is far greater than the sum of the individual efforts of people working alone.
4. The teams satisfy peoples' need for social interaction, status, recognition and respect.
5. Many tasks are so complex that they cannot be performed by individuals; people must work together to accomplish them.
6. Putting those empowered individuals into teams creates extraordinary effects on performance.
7. Teams create synergy i.e. sum of efforts of team is far greater than sum of individual efforts.
8. A number of OD interventions are specifically designed to improve team performance. Examples – team building, quality circles etc.
9. Carl Larson & Frank LaFasto (1989) studied a number of high performing teams and found 8 characteristics
 - A clear, elevating goal.
 - A result-driven structure.
 - Competent team members.
 - Unified commitment.
 - A collaborate climate.
 - Standards of excellence.
 - External support and recognition.
 - Principled leadership.
10. Jon Katzenback & Douglas Smith (1993) – One important characteristic of high performing teams is discipline. Groups become teams through disciplined action.

(1) They <u>shape</u> common purpose	(2) <u>Agree</u> on performance goals	(3) <u>Define</u> a common working approach	(4) <u>Develop</u> high levels of complementary skills	(5) <u>Hold</u> themselves mutually accountable for results	(6) Never stop doing any of these things
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Foundation 5: Parallel Learning Structures

- Dale Zand (1974) introduced the concept of collateral organization. It is a supplemental organization existing with the usual, formal organization. Purpose is to deal with “ill-structured” problems that the formal organization is unable to resolve.
- Bushe and Shani (1980) extended this concept to a more comprehensive concept of parallel learning structures or Parallel structures. This approach includes
- Creating a structure- like a steering committee and work groups (idea groups, action groups). Each group serves a specific function as designated by the steering committee.
- It operates ‘parallel’ with the formal hierarchy and structure.
- Its purpose is to increasing organizational learning.
- The structure should include representatives from all level and functions of the organization. This was used by Ford Motor Company.
- A parallel learning structure consists of a steering committee and a number of working groups* that study what changes are needed, make recommendations of improvements, and monitor the change efforts.
- (Idea groups, action groups, implementation groups etc.)
- One or more top executive should be part of steering committee
- Representatives from all parts of the organization

Foundation 6: A Normative-Re-educative Strategy of Changing

- Chin and Benne (1976) described three types of strategies for changing.
- Empirical-rational strategies are base on the assumptions that people are rational, will follow their rational self interest and will change if and when they come to realize the change is advantageous to them.
- Normative-re-educative strategies are based on the assumption that norms form the basis of behavior and change comes through a re-education process in which old norms are discarded and supplanted by new ones.

- Power-coercive strategies are based on the assumption that change is compliance of those with less power to the desires of those with more power.
- OD falls in the second category. The norms to be changed and form of re-education are decided by the client system members.
- Norms form the basis for behavior, and change comes through reeducation in which old norms are discarded and replaced by new ones.
- Changes in normative orientations involve changes in:
 - Attitudes
 - Values
 - Skills
 - Relationships
- Norms can be best changed by focusing on the group, not the individual.

Foundation 7: Applied Behavioral Science

1. Contribution from behavior science theory:

- The importance of social norms in determining perceptions, motivations and behaviors (Sherif).
- The importance of the existing total field of forces in determining and predicting behavior (Lewin).
- Theories of motivation.
- Effects of reward and punishment.
- Theories of attitude change.

2. Contribution from behavioral science research

- Laboratory training – implications.
- Theories of group development- implications.
- Helping relationship between client and consultant (Carl Rogers).
- MBO (Druker and McGregor).
- Behavior Modeling – for supervisory training.

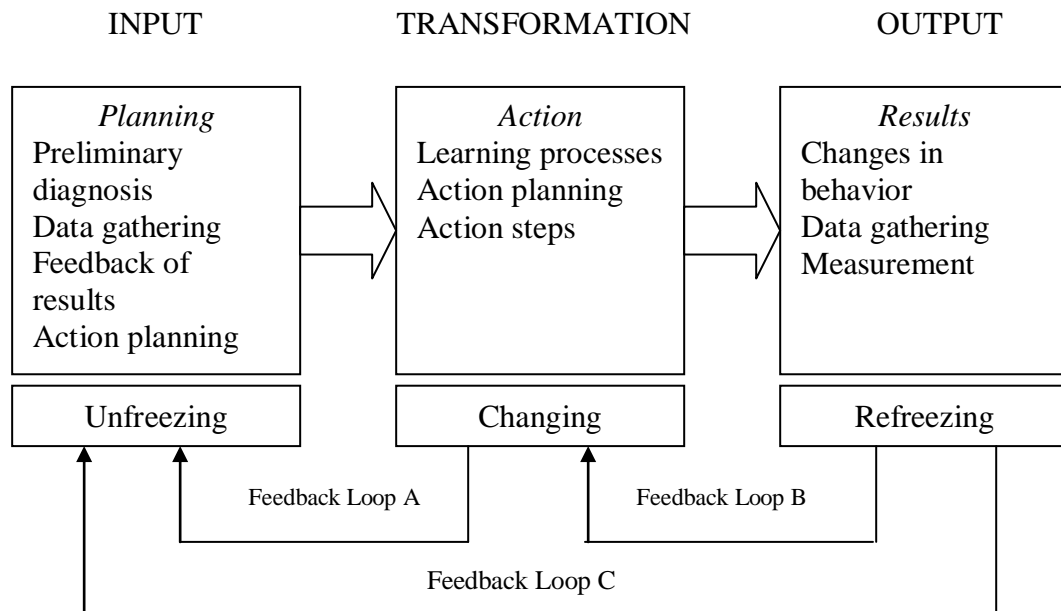
3. Contributions from practice research

- Feedback survey research data and organizational change.
- Informal groups: individual and group performance.
- Results documenting improved organizational performance.

Foundation 8: Action Research

- Conceptualized by Kurt Lewin (1940).
- Originally, Lewin was concerned with social change (effective and permanent social change).
- Lewin believed that motivation to change was strongly related to action. If people are active in decisions affecting them, they are more likely to adopt new ways.

Lewin proposed Systems Model of Action-Research Process.



1. Planning Phase:

- Client system becomes aware of problems (through preliminary diagnosis).
- Needs help; shares diagnosis with the consultant.

2. Action Research Phase:

- Planning and executing behavior changes (learning phase).
- Feedback Loop A – altering previous planning (via Loop A) – to bring actions in alignment with client's change objectives.

3. Results Phase:

- Behavior changes are measured.
- If required minor changes in actions are made via Feedback Loop B.
- Major changes would require having a review of change objectives (planning phase) via Loop C.

4. OBJECTIVES OF ORGANIZATIONAL DEVELOPMENT PROGRAMME:



Individual & Group development

inculcating team spirit

achievement of
competitive
edge

employee
participation, problem
solving at different
levels

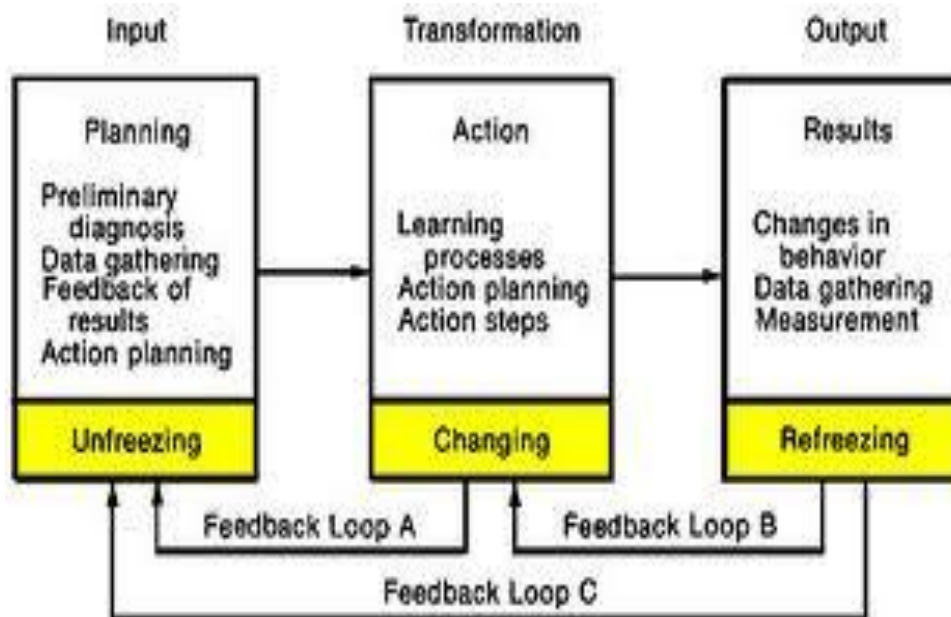
focus on value
development

organization growth via
creativity, innovations
etc.

1. Individual and group development.
2. Development of organization culture and processes by constant interaction between members irrespective of levels of hierarchy.
3. Inculcating team spirit.
4. Empowerment of social side of employees.
5. Focus of value development.

6. Employee participation, problem-solving and decision-making at various levels.
7. Evaluate present systems and introduction of new systems thereby achieving total system change if required.
8. Transformation and achievement of competitive edge of the organization.
9. Achieve organization growth by total human inputs by way of research and development, innovations, creativity and exploiting human talent.
10. Behavior modification and self managed team as the basic unit of an organization.

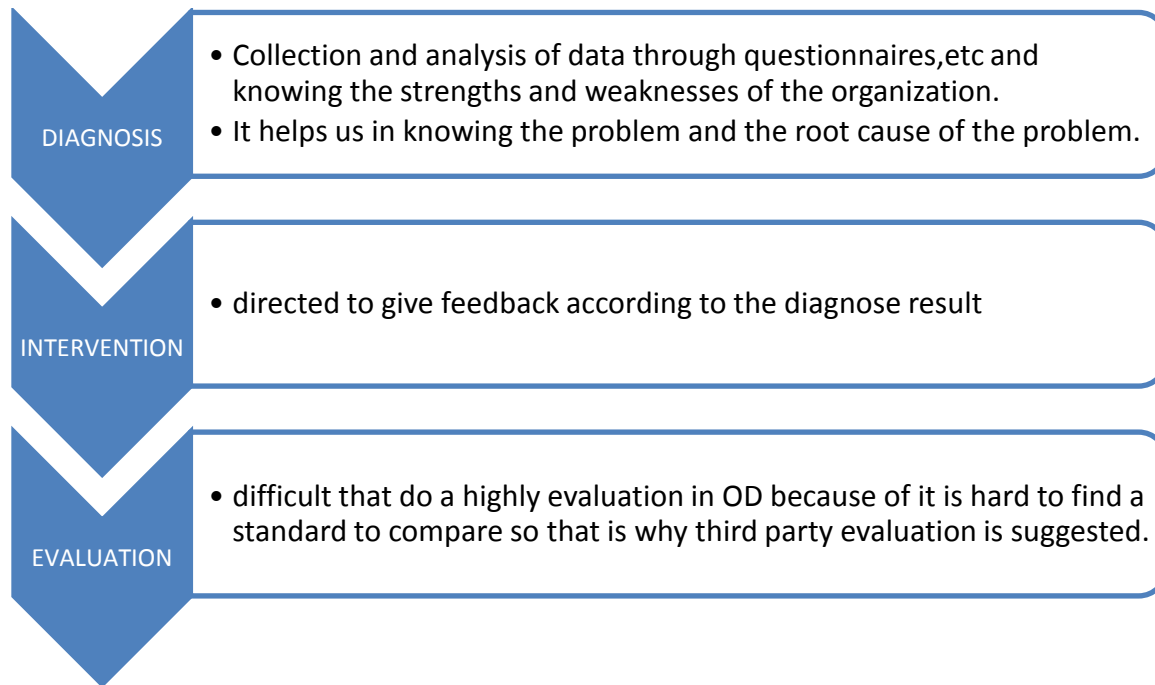
5. THE PROCESS OF OD



OD has three major steps:

- Diagnosis,

- Intervention
- Evaluation



It is not an easy job for administrators to manage the process of OD. A very important reason is OD will change the recent framework. Learning is a effective manner which impetus the change for an organization.

➤ **DIAGNOSIS**

The first step, it contains two steps. They are collect and analyze data. The manner of collecting data many methods, such as interviews, questionnaires. Then analyze the collected data in order to confirm both strengthens and weaknesses of organization.

The significance of diagnosis can be divided into two factors:

- One is identifying the problem
- To make sure the reason that caused the problem.

It is clear that development is necessary when the efficiency is worse than before. However, the problem is that whether the point is clear or not. Managers should wake up to there is a problem that must be solved, if not, it would be caused other problems in the beginning of OD.

➤ **INTERVENTION**

Intervention is the second step. The intervention technology which adapted in this step is directed to give feedback according to the diagnose result. It can be divided private level, group level and clear up the impact inside the group, and any other levels. OD interventions or change strategies, are designed and implemented with the help of the

change agent.
For the reason of planning is very important for keeping performance in an organization effectively, managers must develop the effectively techniques which are required for organization development.

There are many OD change strategies; four techniques of OD are given as below:

Process consultation

It watches the group, identifying any problems in communication partners and decision making. The purpose is to help develop members' skills in identifying and resolving issues of group dynamics.

Managers will know whether the conditions that OD process all right or not via watch the group. it will develop the members' skills so that they will abet the development because there would be no serious for them to fair there would be dismiss in the new word condition or new technology.

Team building

It helps work groups develop effective task accomplishment. Like process consultation, it has OD consultant feedback on communication and conflict resolution. The consultant also helps assess group tasks, member roles, and work-task achievement strategies. It can be explained as a team work. Every members of organization play an important role in a team work.

Working in groups gives each member a chance to express one's own attitudes about the development.

Third-party

It intervenes helps people, groups or departments resolve serious conflicts on specific work issues or caused by poor interpersonal relations. The OD consultant helps parties resolve difficulties by problem solving, bargaining and conciliation. Facing the organization development, some members including manage levels would oppose the changes. Some common reasons are they have not made sure that they will fit the work conditions after the development. Third-party helps organization solves these problems by negotiating with these members.

Techno structural

Techno structural is an application of science to achieve objectives related to the way parts are arranged to form a whole and intervention is the process of coming in between the original state and redirect toward the desired state. Simply stated: "Techno structural interventions focus on improving an organization's technology and structure"

The activities help improve work technology and organizational structure. In this approach, the consultant helps members increase performance by showing them how to evaluate and make changes in task design and organization structure.

➤ **EVALUATION**

Evaluation is the last step. It is better for organization that performs this step by third-party. The reason why it is difficult that do a highly evaluation in OD because of it is hard to find a standard to compare. However, the evaluation step is very important, because during the process of OD, do an effective evaluation will know the result of activities.

Managers can evaluate the results of OD by watching the changes before, such as profits. A manner of comparing with other firms can be used, for example, in 1990s, Motorola have some operation problems, during the development period, they compare with some firms like Texas Instruments, do some deeply research and imitation in order to increase the performance.

With the changes, OD efforts' effectiveness must be checked. The ability to evaluate OD intervention effects depends on how well the diagnosis stage identified areas needing change, and specified results desired. In fact, OD impacts all the components in an organization. It contains the structure, culture, strategy; control system, group and human resource system of organization, others like communication, motivation and leading are all influenced by OD process.

6. ASSUMPTIONS AND VALUES UNDERLYING OD

There are underlying assumptions or values which should be the basis of OD approach. These underlying assumption or values are for the success of the efforts of OD and there are number of such values. They are as follows:-

1. OD movement believes in the assumptions of theory Y of Mc Gregor and emphasizes supportive and creative opportunities for growth. It further emphasizes on **providing personal responsibility and self control to the employees** rather than using controls and punishment. It believes in making an individual more independent and autonomous.

(THEORY Y BEING- In this theory, management assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. According to them work is as natural as play. They possess the ability for creative problem solving, but their talents are underused in most organizations. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed. A Theory Y manager believes that, given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation.)

2. **A new appointed employee needs confirmation and support of other organizational members.** It is important that when the new employee is appointed then he has to be taken into confidence and invited to work place for discussion on his personal and work-related issues in the private meetings.

3. The organizations are benefited by the differences in background, personality and view point of employees. It is **important to accept the contrasts and conflicts of individuals as reality.**

4. **Full range of expression of feelings result in enhancing high motivation, commitment and creative ability among employees** in the organization.

5. Positive factors **like honesty and directness allow people** to put their energies together into the real problems **and improve effectiveness.**

6. The **executives** in the organization should **create and develop cooperation among employees** for effectiveness and should abstain from wasting human and other resources.

7. The **closeness among people can be enhanced** by giving **attention to process activities at the time of assigning activities and also at the later stages.**

8. The **containment or suppressing the conflicts has long run effect on employee morale**. It is important to **identify the root cause of the problem** and then working out it with a **satisfactory solution** rather than suppressing the conflict.

9. The commitment of people can be ensured through their **participation all the way through the progress of OD**.

10. Every **individual objective is his personal growth** and it should be **directly related with the organizational growth**.

7. Dynamics of OD:

1. OD is a continuous process where problem areas are identified, alternative solutions are sought and evaluated and workable solution is identified for implementation.
2. It is a long-term process because development takes time to be of some value. It relates to permanent change of individual and group behavior. It is a continuous improvement phenomenon that is never ending.
3. Organization sets goal for itself. Once the goal is achieved, a new and higher goal is set for achievement.
4. OD is required to be initiated and led by top management. It is a hard and sustained effort. Whenever any program fails, it is generally because of the lack of management commitment. Achieving change in various organizational processes is a serious affair and it should be treated so throughout. It is related to sustained efforts on the part of all members of the organization to put in the best foot forward. It is possible by empowerment process. All the members should have self-confidence and an ability to build a vision, develop a suitable strategy and implement the same so that the organization is transformed.
5. OD takes place by evolving various processes. Individual must develop and so should the teams, with suitable modification to job design, organizational structure and appropriately analyzing the environment, a solution can be sought to resolve current problem.
6. An Organization should be a learning organization where development is unending. Culture plays a vital role in organizational development.



8. EMERGENCE OF ORGANIZATIONAL DEVELOPMENT AS AN APPLIED BEHAVIORAL SCIENCE.

The years 1960-1970 was a period of rapid movement in high technology (space race due to Soviet Sputnik challenge). Human Resource Development (HRD) efforts increased as we moved into project groups and task forces to cope with the challenge of new technologies. Behavioral science was brought into the work place, and a new term appeared — applied behavioral science. This provoked a term that became known as OD, due in part to the reaction HRD programs appeared to be effective, but had little or no impact on the work place. That is, HRD programs were based upon sound learning principles, and people learned, but the learning often failed to be applied to the work place (Nadler, 1984)

OD is a lifelong, built-in mechanism to improve immunity of organization's health to renew itself inclusive principles, often with the assistance of a change agent or catalyst and the use of enabling appropriate theories and techniques from applied behavioral sciences, anthropology, sociology, and phenomenology. Although behavioral science has provided the basic foundation for the study and practice of OD, new and emerging fields of study have made their presence

felt. Experts in systems thinking and organizational learning, mind maps, body mind synchronicity, structure of intuition in decision making, and coaching (to name a few) whose perspective is not steeped in just the behavioral sciences, but a much more multi-disciplinary and inter-disciplinary approach have emerged as OD catalysts. These emergent expert perspectives see the organization as the holistic interplay of a number of systems that impact the process and outputs of the entire organization. More importantly, the term change agent or catalyst is synonymous with the notion of a leader who is engaged in leadership - a transformative or effectiveness process - as opposed to management, a more incremental or efficiency based change methodology.

Organization development is an ongoing, systematic process of implementing effective organizational change. Organization development is known as both a field of applied behavioral science focused on understanding and managing organizational change and as a field of scientific study and inquiry. It is interdisciplinary in nature and draws on sociology, psychology, and theories of motivation, learning, and personality.

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

CONCLUSION:

Organization development offers a prescription for improving the “fit” between the individuals and the organization, between the organization and the environment, and among the organizational components such as strategy, structure and process. The prescription is implemented through inventions and activities that address specific problematic conditions. Organizational development is a continuous process. The programs are implemented on short-term as well as long-term basis. Organization Transformation (OT) may be called as the second generation OD as suggested by Porras and Silvers. Organizational development is a set of behavioral science based theories, values, strategies and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance through the alteration of organizational members on the job behaviors.

In OD, there is a reciprocal influence between culture, strategy, structure and processes; each is important and each influences the other. When we study the profile of organization culture, it is identified as autocratic/feudal culture, bureaucratic, entrepreneurial, and technocratic. Innovations are carried out to solve complex organizational problems through laboratory training, survey research and feedback methodology, action research and socio-technical and socio-clinical approach to organizational development. Second generation OD efforts revolved around organizational transformation, learning organization, total quality management, visioning and virtual organizations.

Summary

OD can make
a difference

Good understanding

Proper response

Adaptability

