QUESTION ANSWER BANK OF OD

Q1. What is Meaning of OD

An OD Program is a long-range, planned, and sustained effort that unfolds according to a strategy.

The key elements here are long range, planned and sustained, and strategy.

Long-range:
The reason for OD practitioners and theorists conceptualizing OD programs in long-range terms are several. First, changing a system’s culture and processes is a difficult, complicated, and long-term matter if lasting change is to be effected. OD programs envision that the system members become better able to manage their culture and processes in problem-solving and self-renewing ways. Such complex new learning takes time. Second, the assumption is made that organizational problems are multifaceted and complex. One-shot interventions probably cannot solve such problems, and they most assuredly cannot teach the client system to solve them in such a short time period.

Q2. Explain the characteristics of OD
a. Planned and Sustained effort:

OD involves deliberately planned change, as contrasted with system “drifts.” Unlike an innovative project or program it is generally not limited to a specific period of time. To implement OD, an organizational subsystem – such as a Department of OD – is created and charged with the specific responsibility for planning, managing, and evaluating the continuous process of organizational self-renewal. Members of such a subsystem act as inside change agents or OD development specialists … and usually link with outside consultants to carry out their mission. The essential concept is that some fraction of an organization’s resources is devoted to continuous organizational maintenance, rebuilding, and expansion.

Strategy:
The OD consultant establishes a unique relationship with client system members: Probably the most fundamental differences between organization development programs and other organization development programs are found in the role and behavior of the consultant vis-à-vis the client system. In OD the consultant seeks and maintains a collaborative relationship of relative equality with the organization members. Collaboration means “to labor together” — essentially it implies that the consultant does not do all the work while the client system passively waits for solutions to its problems; and it means that the client system does not do all the work while the consultant is a disinterested observer. In organization development, consultant and client co-labor. rests on three beliefs.

b. System improvement:

The emphasis of OD is on the system, rather than the individual, as the target of change. In this respect the approach differs from “sensitivity training” and “management development.” “System” may mean either an entire organization or a subsystem such as an department or team of teachers. The emphasis however is always on improving both the ability of a system to cope and the relationships of the system with subsystems and with the environment. Individuals, of course, often gain insights and new attitudes during such improvement processes, but the primary concern of OD is with such matters as adequate organizational communication, the integration of individual and organizational goals, the development of a climate of trust in decision making, and the effect of the reward system on morale.

c. Reflexive, self-analytic methods:

OD involves system members themselves in the assessment, diagnosis, and transformation of their own organization. Rather than simply accepting diagnosis and prescription from an outside “technocratic” expert,
organization members themselves, with the aid of outside consultants, examine current difficulties and their causes and participate actively in the reformulation of goals, the development of new group process skills, the redesign of structures and procedures for achieving the goals, the alteration of the working climate of the system, and the assessment of results.

The targets of OD interventions differentiate OD from other improvement strategies:

The OD prescription calls for certain configurations of people as targets of OD interventions – intact work groups, two or more work-related groups, subsystems of organizations, and total organizations. OD consultants utilize a behavioral science base: This is a characteristic of the practice of OD, but it is shared by many different improvement strategies. The behavioral science knowledge base of the practice of OD contributes to its distinctive gestalt. OD is an applied field in which theories, concepts, and practices from sociology, psychology, social psychology, education, economics, psychiatry, and management are brought to bear on real organizational problems.

The desired outcomes of OD are distinctive in nature: The desired outcomes of OD efforts are both similar to other improvement strategies, and different from other improvement strategies. OD programs and efforts are designed to produce organizational effectiveness and health, better system functioning, greater ability to achieve objectives.

Michael Beer lists the aims of OD as: ‘(1) enhancing congruence between organizational structure, processes, strategy, people, and culture; (2) developing new and creative organizational solutions, and (3) developing the organization’s self-renewing capacity.’ It is these self-renewal outcomes that seem particularly distinctive in the OD process.
Q3. Explain the models of OD

Edgar Schein describes three consulting models:

i. Purchase of Expertise Model

ii. Doctor-patient Model

iii. Process Consultation Model

“purchase of expertise model,”

a leader or group identifies a need for information or expertise that the organization cannot supply. The leader hires a consultant to obtain the information and make a report, often including recommendations for action. Example would be (1) surveying consumers or employees about some matter, (2) finding out how best to organize the company after a merger, or (3) developing a marketing strategy for a new product. This is a typical consulting approach that is widely used. In the

“doctor-patient model,”

a leader or group detects symptoms of ill health in some part of the organization, and calls in a consultant who diagnoses the situation, identifies the causes of problems and then, like a physician, prescribes a cure. Examples would be calling in “the doctor” to examine (1) low morale at a particular plant, (2) being over budget and behind schedule on a major project, or (3) a highperforming manager who suddenly becomes a low-performer. This too is a well-known, traditional approach to consultation. In the

“process consultation model,”

the consultant works with the leader and group to diagnose strengths and weaknesses, identify problems and opportunities, and develop action plans and methods for reaching desired goals. In this model the consultant assists the client organization in becoming more effective at examining and improving its own processes of problem solving, decision-making and action taking. This third model, typical in OD, encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients’ abilities to improve their work processes. Examples would include working on any of the previously mentioned problems, but using a collaborative, participative, you-can-figure-out-the-right-answer-yourselves approach. An organization development consultant typically suggests general processes and procedures for addressing problems and issues. The consultant helps the clients generate valid data and learn from the data. The OD consultant is an expert on
process-how to “go about” effective problem solving and decision making. Thus, OD differs substantially from traditional “expert” models of consulting in its overall approach. Likewise, OD practitioners have different goals and focus on different targets compared with other consulting models. Here is a list of “primary distinguishing characteristics of organization development”

1. Change:
OD is a planned strategy to bring about organizational change. The change effort focuses on the human and social side of the organization and in so doing, also intervenes in the technological and structural sides.

2. Collaborate:
OD typically involves a collaborative approach to change that includes the involvement and participation of the organization members most affected by the changes. Participation and involvement in problem solving and decision making by all levels of the organization are hallmarks of OD.

3. Performance:
OD programs include an emphasis on ways to improve and enhance performance and quality.

4. Humanistic:
OD relies on a set of humanistic values about people and organizations that aims at making organizations more effective by opening up new opportunities for increased use of human potential.

5. Systems:
OD represents a systems approach concerned with the interrelationship of divisions, departments, groups, and individuals as interdependent subsystems of the total organization.

6. Scientific:
OD is based upon scientific approaches to increase organization effectiveness. While the six characteristics, described above, describe organization development, let us add another means of identifying OD.

**Q4. Elaborate the need for OD**

There are two major factors which have caused the use of OD as a technique for planned change.

These are as follows:

1. Training for change does not work properly only through reward structure on the job, unless there is a proper change in the environment of organisation in which people work. The old mores and structures of the organisation do not support training adequately, and trained people even fail to bring the desired change. This requires a change in the organisation environment so that is
supports training. This is basic of objective of OD.

2. In the dynamic environment, the change is extremely rapid. This requires a highly receptive and effective organisation so that changes are implemented and absorbed to keep organisations survive and prosper. OD tries to make organisation receptive and effective. As Keith Davis, has observed, 'It (OD) tries to free up communication, tightness by increasing the amount, trust, and candour of communication. It seeks to build problem solving capacity by improving group dynamics and problem confrontation. In short, it reaches into all aspects of organisation culture in order to make it more humanly responsive.'

Besides the two above factors necessitating the origin of OD, it brings some other benefits in the organisation. More important of these are: emphasis on rationality and objectivity, focus on sheared authority, creation of social organisation, emphasis on long-range planning an strategy taking advantage of organisational conflicts, an more widely dispersed improvement.

**Characteristics:**
According to Bennis, OD has the following characteristics

1. It is an educational strategy for bringing planned changes.
2. It is related to real problems of the organisation.
3. Laboratory training methods based on experienced behaviour are primarily used to bring change.
4. Change agent applying OD technique for change is external to the forms of consultants.
5. There is a close working relationship between change agents and the people who are being changed. The relationships involve mutual trust, joint goals and means, and mutual influence.
6. The change agents share a social philosophy about human values. They are humanists seeking to get a humanistic philosophy in organisations.

Thus, the organisation development strategy goes beyond the personal development strategy because it has organisation change as its explicit, central focus and sees the change as its explicit, central focus and sees the change. This strategy addresses the training needs required for the change. The people are trained accordingly with more emphasis on human relations. This is used for more general and lasting aim of developing the organisation's own training function rather than accomplishing an immediate discrete change. The aim is to achieve in the organisation a pervasive sense of continuous development and heightened receptivity and readiness for change.

**Q5. What is Action Research Model**
The action research model focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action. Then the results of the action are assessed to provide further information to guide further action, and so on. This iterative cycle of research and action involves considerable collaboration among organization members and OD practitioners. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after action is taken. Action research is traditionally aimed both at helping specific organizations to implement planned change and at developing more general knowledge that can be applied to other change and settings. Although action research was originally developed to have this dual focus on knowledge, it has been adapted to OD efforts in which the major emphasis is on planned change. Figure 2.1 (B) shows the cyclical phases of planned change as defined by the original research method. The main steps involved are:

1. Entry (Problem identification):

This stage usually begins when a key executive in the organization or someone with power and influence senses that the organization has one or more problems that might be solved with the help of an OD practitioner. Contact between the consultant and client is what initiates the entry phase. After the contact, the consultant and the client begin the process of exploring with one another the possibilities of a working relationship. During this process, the consultant assesses: a. The probability of relating with the client b. The motivation and values of the client c. The client’s readiness for change d. The extent of resources available e. Potential leverage points of change.

2. Contracting (Consultation with a behavioral science expert):

During the initial contact, the OD practitioner and the client carefully assess each other. The practitioner has his or her own normative, developmental theory or frame of reference and must be conscious of those assumptions and values. Sharing them with the client from the beginning establishes an open and collaborative atmosphere. Unlike other types of contracts, the OD contract states three critical areas:

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

3. Diagnosis (Data gathering and preliminary diagnosis):
This step is usually completed by the OD practitioner, often in conjunction with organization members. It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems. The four basic methods of gathering data are interviews, process observation, questionnaires, and organizational performance data (unfortunately, often overlooked). One approach to diagnosis begins with observation, proceeds to a semi-structured interview, and concludes with a questionnaire to measure precisely the problems identified by the earlier steps. When gathering diagnostic information, OD practitioners may influence members from whom they are collecting data. In OD, "every action on the part of the consultant constitutes an intervention" that will have some effect on the organization.

4. Feedback (Feedback to a key client or group):

Because action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work-team meeting. The feedback step, in which members are given the information gathered by the OD practitioner, helps them determine the strengths and weaknesses of the organization or the department under study. The consultant provides the client with all relevant and useful data. Obviously, the practitioner will protect confidential sources of information and, at times, may even withhold data. Defining what is relevant and useful involves consideration of privacy and ethics as well as judgment about whether the group is ready for the information or if the information would make the client overly defensive accepted by the 'patient'. A feedback session generally has three steps.

First: the consultant provides a summary of the data collected and some preliminary analysis.

Next: there is a general discussion in which questions of clarification are raised and answered.

Finally: some time is devoted to interpretation. At this stage some changes may be made in the consultant’s analysis and interpretation. Thus, the consultant works collaboratively with the client to arrive at a final diagnosis that accurately describes the current state of the system.

5. Planning Change (Joint action planning):

Next, the OD practitioner and the client members jointly agree on further
actions to be taken. This is the beginning of the moving process (described in Lewin's change model), as the organization decides how best to reach a different quasi-stationary equilibrium. At this stage, the specific action to be taken depends on the culture, technology, and environment of the organization; the diagnosis of the problem; and the time and expense of the intervention. Once the diagnosis is understood and deemed accurate, action steps are planned. Good diagnosis determines the intervention. The purposes of this planning phase are to generate alternative steps for responding correctly to the problems identified in the diagnosis, and to decide on the step or order of steps to take.

6. Intervention (Action):
This stage involves the actual change from one organizational state to another. It may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors. Such actions typically cannot be implemented immediately but require a transition period as the organization moves from the present to a desired future state. Examples of interventions at the individual level are: job redesign and enrichment, training and management development, changes in the quality of working life, management by objectives, and career development. Examples of interventions at the group level are: team building, the installation of autonomous work groups or quality control circles.

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

Q6. Note on the Organization Culture
Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different than that of a hospital which is quite different that that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. -- similar to what you can use to get a feeling about someone's personality.

Definition:
“The culture of an organization is its customary and traditional way of thinking and doing things, which is shared to a greater or lesser degree by all its members, and which new members must learn and at least partially accept, in order to be accepted into service in the firm. Culture covers a wide range of behavior: the methods of production; job skills and technical knowledge; attitudes towards discipline and punishment; the custom and habit of managerial behavior; its way of doing business; the methods of payment; the values placed on different types of work; beliefs in democratic living and joint consultation”. Culture shows up in both visible and invisible ways.

Some manifestations of this energy field called "culture" are easy to observe. You can see the dress code, work environment, perks, and titles in a company. This is the surface layer of culture. These are only some of the visible manifestations of a culture. The far more powerful aspects of culture are invisible. The cultural core is composed of the beliefs, values, standards, paradigms, worldviews, moods, internal conversations, and private conversations of the people that are part of the group. This is the foundation for all actions and decisions within a team, department, or organization.

Visible Manifestations of Culture:

• Dress Code • Work Environment • Benefits • Perks • Conversations • Work/Life Balance • Titles & Job Description • Organizational Structure

Invisible Manifestations of Culture:

• Values • Private Conversations (with self or confidants) • Invisible Rules • Attitudes • Beliefs • Worldviews • Moods and Emotions • Unconscious Interpretations • Standards of Behavior • Paradigms • Assumptions Business leaders often assume that their company's vision, values, and strategic priorities are synonymous with their company's culture. Unfortunately, too often, the vision, values, and strategic priorities may only be words hanging on a plaque on the wall. In a thriving profitable company, employees will embody the values, vision, and strategic priorities of their company. What creates this embodiment (or lack of embodiment) is the culture that permeates the employees' psyches, bodies, conversations, and actions. Since a culture is created every time a group of people come together to form a team, a company will have many sub-cultures that exist within its main culture. Within the company, there may be sub-cultures in departments, divisions, regions or operating units. For example, the marketing and technology teams may have different worldviews, jargon, work hours, and ways to do things. A big challenge for today's company is to create a strong, cohesive
corporate culture that pulls all of the sub-cultures together and ensures that they can work as a unified team. Corporate culture starts when the organization begins and develops as it grows.

Norms:
Norms are organized and shared ideas regarding what members should do and feel, how this behavior should be regulated, and what sanctions should be applied when behavior does not coincide with social expectations. The values and behaviors of every organization are unique. Some patterns of behavior may be functional and may facilitate the accomplishment of organizational goals. Other patterns of behavior or cultural norms may actually inhibit or restrict the accomplishment of organization goals. A look at the types of norms that exist in an organization will help in gaining a better understanding of the organization's culture. Norms are generally enforced only for the behaviors viewed as most important by most group members. Norms essential to accomplishing the organization's objectives are called pivotal norms.

- Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are called peripheral norms.

- For example, dress codes that are enforced Monday through Thursday are probably peripheral in light of Friday's being a casual dress day. Pivotal and peripheral norms constantly confront individuals in an organization, and they must decide whether or not to conform. The pressure to conform to norms varies, allowing individuals some degree of freedom in responding to these organizational pressures depending on how they perceive the rewards or punishments. The organization also has latitude in the degree of conformity it requires of its members.

The Socialization Process:
Even if an organization does an effective job of recruiting, new employees must still adjust to the organizational culture. Because they are not aware of the culture, new employees are likely to disagree with or question the customs and values that exist. Socialization may be defined as the process that adapts employees to the organization's culture. The socialization of employees at Procter and Gamble Co. starts at an early age because employees often begin their careers there and grow up together. The culture is one of being resistant to new ideas and even being insular. P&G is, by many measures, a family company and only promotes from within. It is located in a relatively small city, Cincinnati, where employees live near one another, go to the same social functions, and eat at the same restaurants. CEO Alan Lafley admits, "I am worried that I will ask the organization to change ahead of its understanding, capability, and commitment."

New Employee Expectations:
To function effectively, managers and members must be aware of the organization's norms. They must recognize how sharply norms are defined and how strongly they are enforced. Entry into a new situation often results in some degree of anxiety or
stress. The less an individual can relate the new situation to previous situations, the greater the feelings of anxiety and discomfort. The more the individual can meet expectations, the less the feelings of anxiety and discomfort. Some organizations assign current employees to act as mentors to new employees. W. L. Gore & Associates assigns each person hired by the company a sponsor who acts as a mentor. Twenty percent of Gore's associates (employees) are sponsors, and the sponsor is typically the person who has the most at stake in making the new associate successful. The Gore philosophy is that if you sponsor someone, you want them to be successful, and therefore will offer them opportunities, such as sitting in on meetings. If the new associate is successful, the team will be successful, and Gore will be successful.

Encounter Organization's Culture:
The organizational culture provides a way for organization members to meet and get along. Three important aspects of socialization when joining an organization are: 1. Deciding who is a member and who is not. 2. Developing an informal understanding of behavioral norms 3. Separating friends from enemies. To work together effectively, individuals need to understand things like power, status, rewards, and sanctions for specific types of behaviors. For instance, what behavior gets one a good grade, and so on. While the individual employees are experiencing a new situation, the organization may be attempting to influence them. If new members come to an organization expecting to find a certain set of norms, they are looking for their expectations to be affirmed. If their expectations reflect the actual norms of the organization, the integration process for both the new members and the organization is relatively painless.

Adjustment to Cultural Norms:
New members often find that the norms are unclear, confusing, and restrictive. As a result, they may react in different ways when entering an organization. At one extreme, a new member may choose to conform to all the norms of the organization, resulting in uniformity of behavior and complete acceptance of organizational values. This conformity may result in stagnation, non-responsiveness, and a loss of creativity. At the other extreme, a new member may choose to rebel, to reject all the values, or to leave the organization altogether.

Results:
Only the more healthy organizations allow their members to challenge their norms. The aim of OD is to develop an organizational climate that is appropriate to the organization's mission and members. In a sense, OD involves changing the culture of organizations and work groups so that a more effective means of interacting, relating, and problem solving will result. OD seeks to develop the organization to the point that it feels comfortable about allowing its members to openly examine the norms, both pivotal and peripheral, with the ultimate goal of building a more effective organization. These two organizations have very different types of cultures. In both of these organizations, each person tends to do the following:
1. Separate more important from less important goals.

2. Develop ways to measure their accomplishments.

3. Create explanations for why goals may not always be met.

**Q7. Explain the process of Leading and Managing Change**

After diagnosis reveals the cause of problem or opportunities for development, organization members begin planning and subsequently leading and implementing the changes necessary to improve organization effectiveness and performance. A large part of OD is concerned with interventions for improving organization. Changes can vary in complexity from the introduction of relatively simple process into a small work group to transformation the strategies and design features of the whole organization. Although change management differs across situation, here we discuss tasks that must be performed in managing any kind of organization change.

**Motivating Change:**

Organizational change involves moving from the known to the unknown. Because the future is uncertain and may adversely affect people’s competencies, worth and coping abilities, organization members generally do not support change unless compelling reason convince them to do so. Similarly, organizations tend to be heavily invested in the status quo, and they resist changing it in the face of uncertain future benefits. Consequently, a key issue in planning for action is how to motivate commitment to organizational change. As shown in figure 33, this requires attention to two related tasks: creating readiness for change and overcoming resistance to change.

**Creating Readiness for Change:**

One of the more fundamental axioms of OD is that people’s readiness for change depends on creating a felt need for change. This involves making people so dissatisfied with the status quo that they are motivated to try new work process, technology, or ways of behaving. Creating such dissatisfaction can be difficult, as any one knows who has tried to lose weight, stop smoking, or change some other habitual behavior. Generally, people and organizations need to experience deep levels of hurt before they will seriously undertake meaningful change. For example IBM, GM and Sears experienced threats to their very survival before they undertook significant change program. The following three methods can help generate sufficient dissatisfaction to produce change: 1.

Sensitize organizations to pressure for change. Innumerable pressures for change operate both externally and internally to organizations. As mentioned earlier, modern organizations face unprecedented environmental pressures to change themselves, including heavy foreign competition, rapidly changing technology, and the draw of global markets.
Internally pressures to change include new leadership, poor product quality, high production costs and excessive employee absenteeism and turnover

**Reveal discrepancies between current and desired states.**
In this approach to generating a felt need for change, information about the organization’s current functioning is gathered and compared with desired states of operation. (See “Creating a Vision” later for more information about desired future states.) These desired states may include organizational goals and standards, as well as general vision of a more desirable future state. Significant discrepancies between actual and ideal states can motivate organization members to initiate corrective changes, particularly when members are committed to achieving those ideals. A major goal of diagnosis, as described earlier, is to provide members with feedback about current organizational functioning so that the information can be compared with goals or with desired function states. Such feedback can energize action to improve the organization.

Convey credible positive expectation for the change.
Organization members invariably have expectations about the result of organizational changes. The contemporary approach to planned change described earlier suggest that these expectations can play an important role in generating motivation for change. The expectations can serve as a fulfilling prophecy, leading members to invest energy in changes program that they expect will succeed. When members expect success, they are likely to develop greater commitment to the change process and to direct more energy into the constructive behaviors needed to implement it. The key to achieving these positive effects is to communicate realistic, positive expectation about the organizational changes. Organization members also can be taught about the benefit of positive expectations and be encouraged to set credible positive expectations for the change program.

**Q8. What are the methodologies of Overcoming Resistance to Change:**
Change can generate deep resistance in people and in organization, thus making it difficult, if not possible, to implement organizational improvement. At a personal level, change can arouse considerable anxiety about letting go of the known and moving to an uncertain future. People may be unsure whether their existing skills and contribution will be valued in the future, quo, promoting conformity to existing values, norms, and assumptions about how things should operate.
There are at least three major strategies for dealing with resistance to change.

Empathy and support. There are at least three major strategies for dealing with resistance to change.
Empathy and support. A first step in overcoming resistance is to learn how people are experiencing change. This strategy can identify people who are having trouble accepting the changes, the nature of their resistance, and possible ways to overcome it, but it requires a great deal of empathy and support. It demands willingness to suspend judgment and to see the situation from another’s perspective, a process called active listening. When people feel that those people who are responsible for managing change are genuinely interested in their feelings and perception, they are likely to be less defensive and more willing to share their concern and fears. This more open relationship not only provides useful information about resistance but also helps establish the basis for the kind of joint problem solving needed to overcome barriers to change. 2.

Communication. People resist change when they are uncertain about its consequences. Lack of adequate information fuels rumors and gossip and adds to the anxiety generally associated with change. Effective communication about changes and their likely result can reduce this speculation and allay unfounded fears. It can help members realistically prepare for change. However, communication is also one of the most frustrating aspects of managing change. Organization members constantly receive data about people, changes and politics. Managers and OD practitioners must think seriously about how to break through this stream of information. One strategy is to make change information salient by communicating through a new different channel. If most information is delivered through memos and emails, the change information can be sent through meeting and presentations. Another method that can be effective during largescale change is to substitute change information for normal operating information deliberately. This sends a message that changing one’s activities is a critical part of a member’s job. 3.

Participation and involvement. One of the oldest and most effective strategies for overcoming resistance is to involve organization members directly in planning and implementing change. Participation can lead both to designing high quality changes and to overcoming resistance to implementing them. Members can provide a diversity of information and ideas, which can contribute to making the innovations effective and appropriate to the situation. They also can identify pitfalls and barriers to implementation. Involvement in planning the changes increases the likelihood that members’ interest and needs will be accounted for during the intervention. Consequently, participants will be committed to implementing the changes because doing so will suit their interests and meet their needs. Moreover, for people having strong needs for involvement, the act of
participation itself can be motivating, leading to greater effort to make the changes work.

Q9 Explain objectives of OD

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. Behaviour modification and self managed team as the basic unit of an organization.

Q10. What are the benefits of OD?

Benefits of Organization Development (OD):

Margulies and Raia have given following benefits of OD:

• Provides opportunities for people to function as human beings rather than resources in productive process.
• Gives each member of the organization opportunities to develop to his full potential.
• Seeks to make the organization more effective in meeting all its goals.
• Tries to create an environment in which exciting and challenging work can be found.
Gives people in organizations chance to influence how they relate to work, the organization and the work environment.

Treats each human being as a person with a complex set of needs, all of which are important in his work and life.

Q11. Elaborate history of OD along with Second Generation OD

There are 4 stems of OD

(1) T-Group (Laboratory Training) – participants learn from their own actions and the group’s evolving dynamics

(2) Developing reliable questionnaires, collecting data from personnel, analyzing it for trends, and feeding the results back to everyone for action planning

(3) Diagnosing, taking action, re-diagnosing and taking new action

(4) Integrate social requirements of employees with technical requirements needed to do work in provided environment.

Second Generation OD

- Organization Transformation
- Organizational Culture
- Learning Organization
- Total Quality Management
- Visioning and Future Search
- Business Process Reengineering
- Quality of Work Life

Q12. What are values of OD?

Humanistic Values

- They proclaim the importance of the individual.
- Respect the whole person.
- Treat people with respect and dignity.
- Assume that everyone has intrinsic worth.
- View all people as having the potential for growth and development.

Optimistic Values

- They post that people are basically good.
- Progress is possible and desirable.
- Rationality, reason, and goodwill are the tools for making progress.
Democratic Values

• They assert the sanctity of the individual.
• The right of people to be free from misuse of power.
• Use of fair and equitable treatment for all.
• Need for justice through rule of law.

Q13. Explain Ralph Kilmann Model

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

Five critical leverage points (tracks) for organization change
Track 1: Enhances trust, communication, information sharing
Track 2: Provide new ways of coping with complex problems
Track 3: Infuses new culture and updated management skills
Track 4: Develops revised strategy plan for organization
Track 5: Establishes performance based reward system

Q14. What IS Burke Litwin Model of 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 Burke-Litwin model

Burke-Litwin believe environmental factors to be the most important driver for change. Indeed, most change can be traced back to external drivers for change. Important elements of organisational success, such as mission and strategy, leadership and organisational culture, are often impacted by changes that originate outside the organisation. It is your job to understand these external changes and identify the implications for you and your team.

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. For example, in the world of accountancy, International Accounting Standards and International Financial Reporting Standards will have a significant impact on the way companies manage their accounts and report their results. In the public sector, legislative changes across health, local government and other services have a direct impact on the work organisations are required to carry out.
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. Very often, the strategy will be developed in light of environmental change, and will have a significant impact on the work you do. As a change manager, you need to understand change in strategy and be able to communicate the implications to your staff.

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. Does your team believe that senior colleagues are committed to change, or is it just another initiative that will disappear in six month’s time?

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. As a manager, you should keep in mind the desired state for the organisation, in terms of how you expect people to behave (and not to behave), and what your organisation values as important. You need to ensure that your behaviour fits with these expectations at all times, and that you ‘walk the walk’.

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. Changes to the immediate working environment need to be managed sensitively, as they are likely to invoke a range of emotional and political responses from staff. This is particularly the case where change involves moving location, a change in personnel, or a change in terms of conditions of service, such as working hours.

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. However, in reality it is not always possible, and it is your job to identify any risks in this areas and mitigate them as best you can.

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.

Q15. Explain Action Research Model
The action research model focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action. Then the results of the action are assessed to provide further information to guide further action, and so on.

French and Bell have defined action research as follows:

“Action research is the process of systematically collecting research data about an ongoing system relative to some objective, goal or need of that system, feeding these data back into the system, taking action by altering selected variables within the system based both on the data and on hypothesis, and evaluating the results of actions by collecting more data”.

Thus, action research refers to searching of actions with an objective to help the organisation achieve its goals. Action research involves continuous series of activities to be undertaken in the organisation to find a solution for the problem. Viewed from this perspective, action research is viewed as a process of OD. Various activities involved in action research process of OD are presented in Figure 12.3.

![Fig. 12.3: OD as Action Research Project](image_url)

OD as Action Research Project

It is clear from Figure that action research model of OD has certain cyclical and continuous steps. It starts with the perception of the problem in the organisation. This sets stage for intervention by some behavioural consultant to diagnose the problem.

The consultant may be an internal or external one, but needs to be unbiased, realistic and objective in diagnosing the problem. Data collection is the first step in problem diagnosis. The required data may be collected either by interview method or questionnaire method or a combination of both. Once the data is
collected, the consultant discusses these data with executives to diagnose the problem.

Having identified and diagnosed the problem, the next activity in the action research is to prepare the organisation for appropriate intervention techniques. Feedback based on data discussion is then made available to larger number of executives to solicit their comments on it. Then, a planned action is devised but is kept confined to a specific system only. Once the devised and suggested intervention action is implemented, it becomes necessary to evaluate its effectiveness.

Q16. Explain Kurt Lewins Model

**Kurt Lewin’s three step change model**

Whenever the organization is at a state of equilibrium due to the facilitating and hindering forces, any effort to change this status will involve the following three steps:

**a. Unfreezing:**
Organization members need to realize that the existing state is not conclusive to survival and sustained growth of themselves and the organization. The unfreezing process will enable people search for other options. They will be more prepared to accept the change.

**b. Moving:**
This step involves making interventions in the organization to develop new assumptions, beliefs, values and behavior demanded by the change objectives. It may also involve changing the structural forms and processes in the organization to support the change initiatives.

**c. Refreezing:**
Supporting mechanisms like teams, appraisal and reward systems, change in processes, cultures and other subsystems of the organization would and to be developed to reinforce the newly acquired attitudes and behaviors.

The three step model discussed above is broad enough to include different kinds of change efforts in different organizations. The model is equally applicable in attitudinal change efforts at an individual level. In organization development and the related training and development activities undertaken in a wide variety of fields, the application of this model remains implicit.

Edgar Schein has further elaborated Lewin’s model of change process by
including sub processes in each step:

1. **Unfreezing:**

   Involves creating motivation and readiness to change thought:
   
i. Disconfirmation or lack of confirmation  
ii. Creation of guilt or anxiety and  
iii. Provision of psychological safety

2. **Changing through cognitive restructuring:**

   Helping the client to see, judge and feel things and react to things based on a new point of view obtained through  
   
i. Identifying with a new role model, mentor and  
ii. Scanning the environment for new and relevant information

3. **Refreezing:**

   Helping the client to integrate the new point of view into  
   
i. The total personality and self-concept and  
ii. Significant relationships

Building on Kurt Lewin’s three-step change process, Ronald Lippitt, et. al. have suggested a seven-phase model of the change process described below:

**Phase 1:** The development of need for change.  
**Phase 2:** The establishment of a change relationship. In this phase, the OD consultant or external change agent establish a working relationship with the client organizations in need of help.  
**Phase 3:** The clarifications or diagnosis of the client organization’s problem.  
**Phase 4:** The examination of alternative routes and goals, establishing goals and intentions of action.  
**Phase 5:** The transformation of intentions into actual change efforts.  
**Phase 6:** Generalization and stabilization of change.  
**Phase 7:** Achieving a terminal relationship.

The model discussed above provide useful insights into the change
Q17. Explain different categories of Interventions

Categories and techniques of Interventions

Several OD interventions, also called techniques, have evolved over time. The most successful of them possess three key characteristics:

(i) They are based on valid information about the functioning of the organization, usually collected by the employees;

(ii) The intervention (under the guidance of the change agent) provides employees with opportunities to make their own choices regarding the nature of the problems and their preferred solutions; and

(iii) Interventions are aimed at gaining the employees personal commitment to their choices.

The number and variety of OD techniques have substantially increased over the past decade. A wide range of intervention is now available to the managers. The four categories of interventions available for the organizational development are:

a. Human Processes Interventions:

The OD techniques in this category are aimed at improving the employees’ interpersonal skills. The purpose is to provided them with the inside and skills needed to analyze effectively their own and
other’s behavior so that they can intelligently solve interpersonal and inter group problems. Perhaps the most widely used technique is called sensitivity training. This sensitivity training is also called the T-Group training. This is one of the earliest techniques and is still in use. The objective of this training is to provide the employees with increased awareness of their own behavior and how others perceive them. Greater sensitivity to the behavior of others and the increased understanding of the group processes are fundamental to this technique. Specific results sought from sensitivity training include:

- Increased ability to empathize with others.
- Improved listening skills.
- Greater openness.
- Increased tolerance of individual differences.
- Improved conflict resolution skills.

Being highly personal in nature this has become a controversial technique and has diminished in use in the last 20 years. This can definitely be a dangerous exercise if led by an inadequately prepared trainer.

b. Team building Intervention:

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

Team building can be directed at two different types of teams of working groups: first, an existing or permanent team made up of
manager and his subordinates, often called family group; and second, a new group which may have been created through a merger or other structural change in the organization, or formed to solve a specific problem, which may be called the special group. For both kinds of groups, team building activities aim at diagnosing barriers to effective team performance, improving task accomplishments, improving relationships among team members, and improving processes operative in the team such as communication and task assignment. It will suffice for the student to know the simple description of this intervention. Details of team building concepts have already been dealt elsewhere in this book to which the student can refer to enrich the understanding of the team building exercise.

c. Grid Training:

Grid organizational development, an extension of the managerial grid concept developed by Blake and Mouton (also read chapter on Leadership), is usually carried out on an organization wide basis. Grid training seeks to promote organizational excellence by fostering concern for production and concern for people. Working on the premise that most organizational problems stem from poor communication and inadequate planning, Blake and Mouton proposed a multistep process for improving organizations by attempting to cultivate these skills.

This is given to briefly explain the intervention to the student. The details of grid training and its ramifications are being separately given in one of the subsequent units of this book material. The student will have to read that to have a complete inside into this technique.

d. Techno-Structural Intervention:
Experts in OD are increasingly relying on efforts to change the structures, methods, and job designs of organizations. As compared with human process interventions, such techno-structural interventions (as well as the human resource management interventions and strategic interventions described later) generally utilize the traditional OD action research approach, but focus more directly on productivity improvement and efficiency.

OD practitioners use a variety of techno-structural interventions. For example, the formal structure change involves having the employees collect data on existing formal structures and analyze the details. The purpose is to jointly redesign and implement new organizational structures. OD experts also use the employee involvement programs like quality circles, TOM, and quality of work life programs.

It is interesting to understand the TOM- Total Quality Management—approach to develop customer centric cultures as the organizational response to changing expectation of the customers. The objective of the TQM is to create a total quality organization and not merely provide quality products and service to its customers. Total quality thus applies to all those who affect and are affected by the organization which includes suppliers, employees, wholesalers, retailers, shareholders and so on. The quality should become a way of life reflected in all of the activities of the organization. All members of the organization and groups should exhibit its manifestation. TQM dries and ongoing continuous process which requires radical change in the organization design and day-to-day operations.

f. Human Resource Management Interventions:

Human resource management practices such as hiring, training, and performance appraisal can mould employee commitment, motivations, and productivity. OD practitioners are, therefore,
increasingly involved in using action research to enable employees to analyze and change their firm’s personnel practices. Targets of change include the firm’s appraisal system, reward system, and workforce diversity programs.

**g. Strategic Interventions:**

There have been constant additions to the basket of OD techniques. The newest addition is the integrated strategic management. This approach consists of four steps:

(i) Analyzing current strategy and organization design. Managers and other employees utilize models such as SWOT matrix to analyze the firm’s current strategy, as well as its organization design.

(ii) Choosing a desired strategy and organization design. Based on the OD consultant-assigned analysis, senior management formulates a strategic vision, strategic objectives, a strategic plan, and an organization structure for implementing them.

(iii) Designing a strategic change plan. The group designs a strategic change plan, which is an action plan for moving the organization from its current strategy and design to the desired future strategy and design. It explains how the strategic change will be implemented, including the specific activities involved as well as the costs and budgets associated with them.

(iv) Implementing a strategic change plan. The final step involves actually implementing the strategic change plan and measuring and reviewing the results of the change activities to ensure that the process is proceeding as planned.

**Q18. Explain Process Consultation**
Process Consultation

According to Edgar Schein, “Process consultation includes a set of activities on the part of a consultant which helps the client to perceive, understand and act upon process events which occur in the client’s environments”. Process consultation assumes that Organizations effectiveness depends upon how well its people relate to one ‘another’. Being not a member of the organization, the external consultant is in a better position to suggest remedies to the problems being faced by the organization by adequately diagnosing the same on the basis of better understanding of the external environmental factors affecting the organization. Major concern areas of process consultations are:

- Inter group processes
- Group problem solving and decision making
- Communication
- Group norms and growth
- Functional roles of group members
- Leadership and authority

The assumption underlying the process consultation model are:

1. Managers often need special diagnostic help in knowing what is wrong with the organization.

2. Most managers have constant desire to increase organizational effectiveness, but they need help in deciding how to achieve it.

3. Managers can be effective if they learn to diagnose their own strengths and weakness without exhaustive and time-consuming study of the organization.

4. The outside consultant cannot learn enough about the culture of the organization, to suggest new reliable courses of action. He should therefore, work jointly with the members of the organization.

5. The client must learn to see the problem for himself, understand the problem and suggest a remedy. The consultant should provide
new and challenging alternatives for the client to consider. However, the decision making authority on these alternatives about organizational changes remain with the client.

6. It is essential that the process consultant is an expert in diagnosing and establishing effective helping relationships with the client. Effective process consultation involves passing those skills to the client.

The various stages, suggested by Schein in the process consultation technique are explained as follows.

1. Initiate Contract:
This is where the client contracts the consultant with a problem that cannot be solved by normal organizational procedures or resources.

2. Define the relationship:
In this step the consultant and the client enter into both a formal contract, spelling out services, time and fees and a psychological contract. The latter explains the expectations of results on both the clients and consultant’s sides.

3. Select a Setting and a Method:
This stage involves an understanding of how and where the consultant will do the job that needs to be done.

4. Gather data and Make a diagnosis:
Through a survey, using questionnaires, observations and interviews, the consultant makes preliminary diagnosis. This data gathering occurs simultaneously with the entire consultative process.

5. Intervene:
Agenda setting, feedback, coaching and/or structural interventions can be made in the process consultation approach.

6. Reduce Involvement and Terminate:
The consultant disengages from the client organization by mutual agreement but leaves the door open for future involvement.
This technique help a lot in solving inter group and interpersonal problems faced by the organization. Though the help is taken from external consultant, it is indirect. Generally, the organizations help themselves.

The biggest drawback of this method is that the participant’s involvement in the process is not that sharp and important and more, a span of 2-3 years is required which needs lot of commitment and cost.

Q19. What are Team Interventions?

**Team Intervention:** OD interventions are the techniques and methods designed to move an organization from ‘here’ to ‘there’ or ‘from where it is’ to ‘where it want to be’ the interventions are aimed at improving individual and team activities and efforts so that they may better accomplish their targets/goals in accordance with the organization’s envisaged vision and strategy. The interventions also assists to change the culture of the organization. Work teams exert influence on individual work behavior. In turn, individuals also influence. OD is concerned with the different types of techniques or interventions that contribute to “team effectiveness”.

Most important single group interventions on OD are team-building activities, the goals of which are the improvement and increased effectiveness of various teams within the organization. The interventions focus on different types of groups: those that are more enduring and more permanent such as the role-set (superior-subordinate and colleagues), the others which are created for a specific purpose and hence are less enduring (such as specific task teams constituted to facilitate mergers, acquisitions or organizational restructuring).

The team building interventions are typically directed towards four major substantive areas: diagnosis, task accomplishments, team relationships and team and organization processes.

**Varieties of team building interventions:**

**Role focused intervention:**

These aim at bringing / improving the compatibility between a job incumbent and the role demands and expectations associated with his / her job.

Role analysis: Role analysis is a structured exercise to provide

- Why the role exists?- the rationale
- What the role is supposed to achieve?
- How the role contributes to the achievement of the group/department/unit goals?
• How the goal is related to other roles in the department and in the organization.

**Role Analysis Techniques (RAT)** has been developed by Dayal (1969) for redefining the managerial roles in an organization. The techniques as followed has the following steps (Pareek, 1998)

- Analysis of the role by the occupant as to the main function of the role, its location in the organogram, why it should be there – or its relevance in the organization, and how does it contribute to organizational goals
- Discussion by the group as to what does the role occupant expect from the other roles in their role set in order to arrive at a consensus.
- Building the consensus regarding the expectations of other roles in the role set fro the role occupant.
- Developing of role profile by the role occupants of their roles, classifying what are the prescribed and discretionary elements of the role, the obligation of one role to another in the role set and the expectation of this role from the others in its set.

**Role Efficacy Lab** : Role Efficacy refers to the psychological factor underlying role effectiveness and the potential effectiveness of an individual occupying a particular role or the potential effectiveness of a role. Role Efficacy Lab (REL) used to develop work commitment.

REL is a short process oriented programme aimed at :

- Sharing of thoughts and of individual as well as group commitments with the top management.
- Get moral support and reinforcement form the top management, and
- Providing an opportunity for the top management to examine why certain expectations are unrealistic or unattainable, and suggest their own action plans taking to account other suggestions.

**Force Field Analysis** : Force field analysis is a management technique developed by Kurt Lewin for diagnosing situations. It is useful when planning and implementing a change management programme and also in team building efforts

Any change implies movement—movement towards something or away from something.

Force field analysis enables listing, discussing, and evaluating the various forces for and against a proposed change. The analysis includes identifying the driving forces— which give change momentum, and restraining forces— which inhibit change. Force field analysis helps us to look at the big picture by analyzing all of the forces impacting the change and weighing the pros and cons. By knowing the pros and cons, we can develop strategies to reduce the impact of the opposing forces and strengthen the supporting forces.

Q20. Discuss issues in Client Consultant Relationship
Most client-consultant relationships have problems for largely non-technical reasons, including:

- Lack of effective communication about how the project will proceed
- Improper expectations setting i.e. too high or too low
- Lack of follow through on small yet important details
- Under estimating project complexity or scope
  - Failing to understand user requirements.
Consultants need to understand what the client’s expectations are and then they need to understand how best to work with the client to meet those expectations. Quite often when the assignment starts, there is a formal discussion about the role the main client (the project sponsor) wants to fill and what the consultant should be looking for, but there’s not much discussion about which other members of the client organization need to be engaged with. I have found in my research that the best consultants understand that the client is not one individual, but many people within the organization. Not all of those stakeholders will be involved initially with the brief and if they aren’t engaged during the assignment, they can be dissatisfied about the process, the outcome, or both. Sometimes these stakeholders have conflicting needs, and the consultant needs to deal with that appropriately.

Clients who are experienced in using consultants will have learned that they need to help the consultants understand this environment, but many clients are too busy and don’t take enough time during the early stages of an assignment to discuss these issues. It’s also important to discuss questions like how regularly the client expects updates on the assignment and how involved the client would like to be. These early stages, where the assignment is discussed and expectations are set, are crucial to the development of trust – you can’t be seen as a trusted advisor if you behave transactionally.

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