

General Introduction to Organization Development

What Is OD?

- ◆ Planned, Organization wide, Managed from top, Increases organization effectiveness, Planned interventions, and Uses behavioral science knowledge.
- ◆ Change is “Making things different”
- ◆ OD creates planned change and also reinforces the organization’s self-renewal capacity. Ex: –Introduction of a new technology
- ◆ *Change focus on Meeting Challenges for Organizations that’s why it is concerned with adopting to change (be flexible & innovative) and continuous interaction with external forces.*

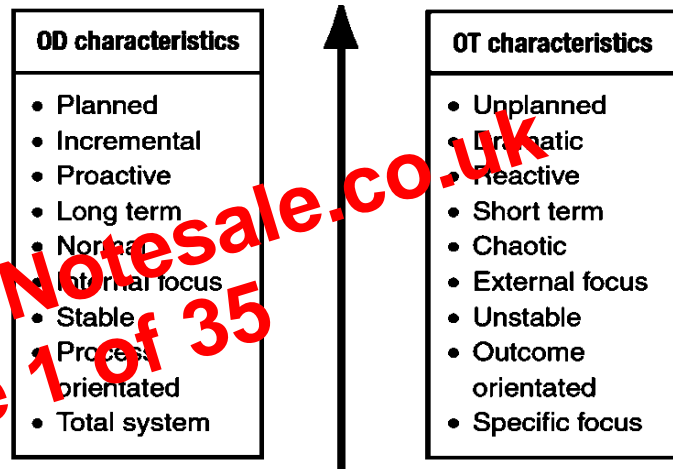
Differences between organization development and transformation

Organization Transformation

- OT changes organization’s form or appearance.
- OT is a revolution.
- Transforms framework of organization.
- Unplanned changes in response to pressures.
- Change occurs in short time frame.

Organization Development

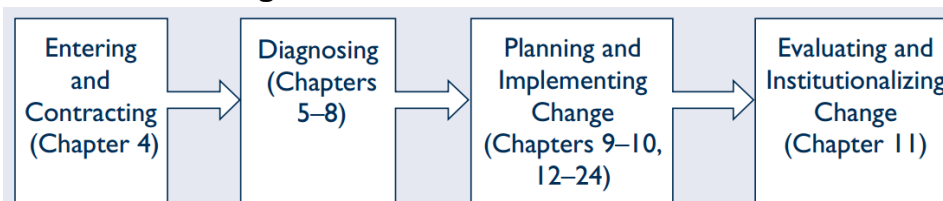
- OD like an evolution.
- Planned change on large scale.
- Longer time frame than OT
- Gradual implementation
- Modifies total organization or major parts



Major Characteristics of the Field of OD

Characteristics	Focal Areas
1. Change	Change is planned by managers to achieve goals.
2. Collaborative Approach	Involves collaborative approach and involvement.
3. Performance Orientation	Emphasis on ways to improve and enhance performance.
4. Humanistic Orientation	Emphasis upon increased opportunity and use of human potential.
5. Systems Approach	Relationship among elements and excellence.
6. Scientific Method	Scientific approaches supplement practical experience.

General Model of Planned Change



- ◆ **Organization development theory** – Knowledge of change processes

Activities include:

- Team leaders developing teams and Building learning organizations.
- Implementing total quality management and Creating Boundaryless organizations.

	External Practitioner	Internal Practitioner
Definition	<ul style="list-style-type: none"> • Not previously associated with client. 	<ul style="list-style-type: none"> • Member of organization who can be: <ul style="list-style-type: none"> – A top executive. – Employee who initiates change in work group. – From human resources or OD department.
Advantages	<ul style="list-style-type: none"> • Time-saving • Ready access to clients • Intimate knowledge of the organisation, dynamics, culture and informal practices • Access to internal company reports and direct observations • Less threatening than outsiders' 	<ul style="list-style-type: none"> • Expertise • Objective perspective • Ability to probe difficult issues and to question the status quo
Disadvantages	<ul style="list-style-type: none"> • Lack of objectivity • Overly cautious, likely when dealing with internal power structures • May lack certain skills and experience in facilitating organisational change 	<ul style="list-style-type: none"> • Extra time required to familiarise themselves • Wary (cautious) of outsiders • Outsiders have little investment in outcomes

External-Internal Practitioner Team

- Team combines external practitioner working with internal practitioner.
- Probably most effective approach.
- External practitioner brings: Expertise, objectivity, and new insights.
- Internal practitioner brings Knowledge of issues and norms, and Awareness of strengths and weaknesses.
- They Provides support to one another.
- They achieve greater continuity over OD program.
- Team combines advantages of both while minimizing disadvantages.

OD Practitioner Styles

- Practitioners have variety of styles.
- View styles as degree of emphasis placed upon 2 dimensions:
 - Effectiveness - degree of emphasis upon goal accomplishment.
 - Morale - degree of emphasis upon relationships and satisfaction.

Five Practitioner Styles

1. Stabilizer style.
 1. Maintains low profile.
 2. Tries to survive by following directives.
2. Cheerleader style.
 1. Places emphasis on member satisfaction.
 2. Does not emphasize organization effectiveness.
3. Analyzer style.
 1. Places emphasis on efficiency.
 2. Little attention to satisfaction of members.
4. Persuader style.
 1. Seeks compromise between cheerleader and analyzer styles.
 2. Achieves average performance
5. Pathfinder style.
 1. Seeks high organization efficiency and high member satisfaction.
 2. Desired style for OD practitioner

A Model of Ethical Dilemmas

- ◆ The ethical dilemmas are Misuse of data, Coercion, Value and goal conflict, Technical ineptitude
- ◆ Can be resulted from
 - Role conflict
 - is a situation in which incompatible role demands are placed on a person by two or more statuses held at the same time.
 - Role ambiguity
 - Role Ambiguity - norms for a specific position are vague, unclear and ill-defined.
 - Actors disagree on role expectations, not because there is role conflict but because role expectations are unclear.

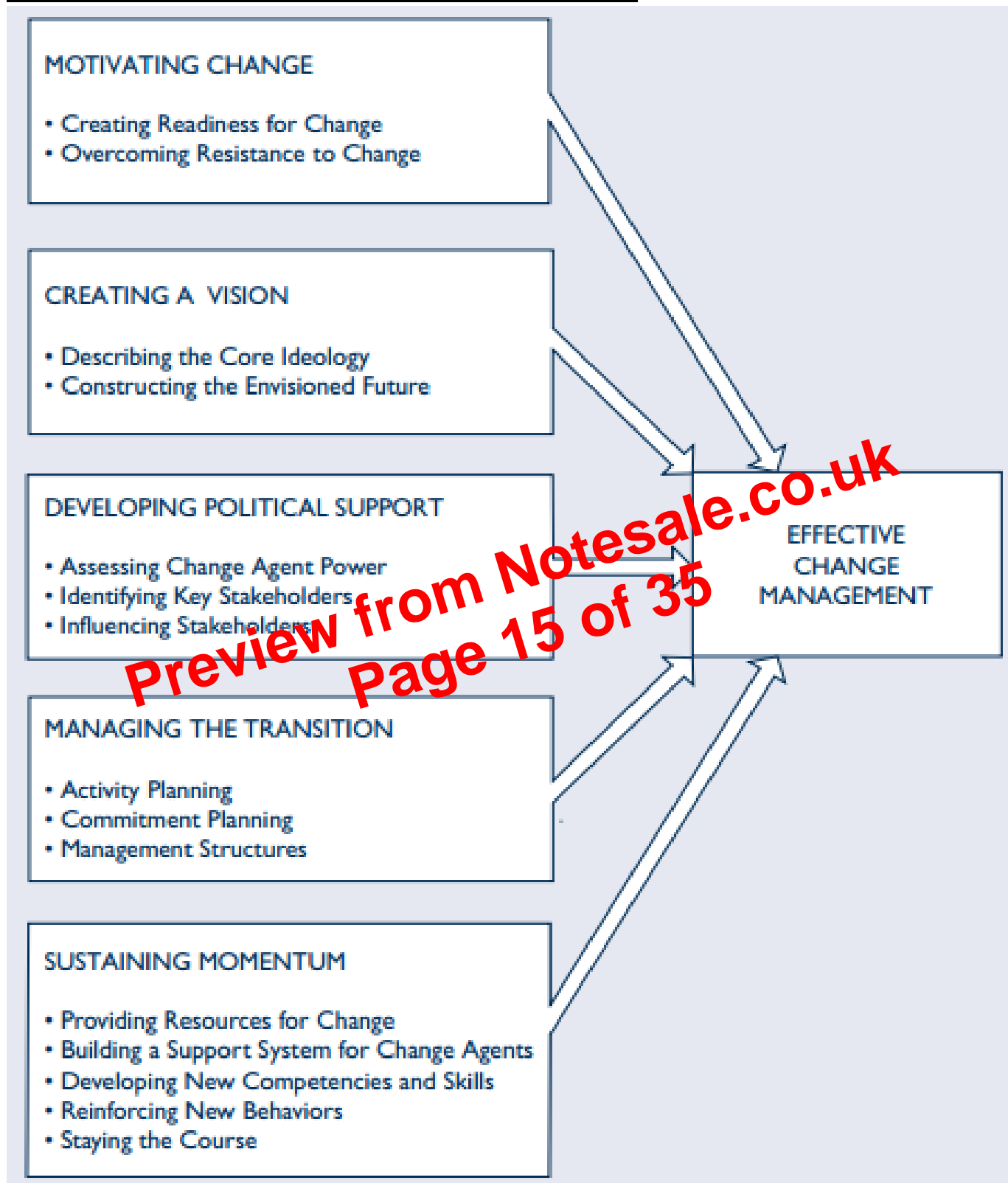
Entering and Contracting

Entering and contracting are the initial steps of the OD process.

- ◆ Set parameters for the phases of planned change.
- ◆ Setting expectations for the OD practitioner and client is vital in the entering and contracting phase.
- ◆ Need to collect data about the org and presenting problem. May be a symptom of the root problem.
- ◆ Determining the relevant client for addressing the org issue.
- ◆ Focuses on making a good decision about whether to proceed and allows both the client and OD practitioner to clarify expectations about how the change process will unfold.
- ◆ Establishing mutual expectations, negotiating time and resources, and developing group rules for working together.

Leading and Managing Change

Activities Contributing to Effective Change Management



- Develop ways to acquire or create that knowledge
- ◆ Organizing Knowledge
 - Put knowledge into a usable form
 - Codification and Personalization
- ◆ Distributing Knowledge
 - Making knowledge easy to access, use & reuse
 - Knowledge services and networks promote knowledge transfer by providing specific assistance and organized channels for leveraging knowledge throughout the organization.

OL and KM

- ◆ OL interventions address how organizations can be designed to promote effective learning processes, and how those learning processes themselves can be improved.
- ◆ KM interventions focus on the outcomes of learning processes, on how strategically relevant knowledge can be effectively organized and used throughout the organization.
- ◆ Each of the key elements of OL and KM—organization characteristics, organization learning processes, and organization knowledge—are described below along with the interventions typically associated with them

Work Design

Work Design

- ◆ Creating jobs and work groups that generate high level of employee fulfillment & productivity
- ◆ This technostructural intervention can be part of a larger employee involvement application, or it can be an independent change program.

Work Design Approaches

- ◆ Engineering Approach:
 - Focus on efficiency & simplification & results in traditional job & work group design.
 - The engineering approach scientifically analyzes workers' tasks to discover those procedures that produce the maximum output with the minimum input of energies and resources
 - Critics
 - Ignore workers' social and psychological needs
 - Rising educational level of the workforce and the substitution of automation for labor point to the need for more enriched forms of work in which people have greater will and are more challenged
 - The current competitive climate requires a more committed and involved workforce able to make online decisions and to develop performance innovations..
- ◆ Motivational Approach:
 - Based on motivational theories & attempts to enrich employees' work experience