

ORGANIZATIONAL DEVELOPMENT (OD) INTERVENTIONS



DX -> RX

WHAT IS OD?

Beckhard :

"an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge."

OD is a planned system of change.

WHAT IS AN OD INTERVENTION?

a set of sequenced, planned actions or events intended to help an organization to increase its effectiveness.

purposely disrupt the status quo; they are deliberate attempts to change an organization or sub-unit toward a different and more effective state.

CRITERIA FOR EFFECTIVE INTERVENTIONS

- 1. The Extent to Which it (the Intervention) fits the needs of the organization , Dx -> Rx**
- 2. The degree to which it is based on causal knowledge of intended outcomes**
- 3. The extent to which the OD intervention transfers change-management competence to organization members.**

FACTORS THAT IMPACT THE SUCCESS OF OD INTERVENTIONS

Factors relating to Change Situation:

- 1. Readiness for Change**
- 2. Capability to Change**
- 3. Cultural Context**
- 4. Capabilities of the Change Agent (OD Consultant)**

FACTORS THAT IMPACT THE SUCCESS OF OD INTERVENTIONS

Factors Related to the Target of Change

A. Organizational Issues

1. Strategic Issues

2. Technology and Structure Issues

3. Human Resource Issues

FACTORS THAT IMPACT THE SUCCESS OF OD INTERVENTIONS

4. Human Process Issues

B. Organizational Levels

OD interventions are aimed at different levels of the organization: individual, group, organization and trans-organization (for example different offices of the organization around the globe; or between organization and its suppliers, customers, etc.)

THREE BASIC APPROACHES TO ORGANIZATION CHANGE

- 1. Structural**
- 2. Technical**
- 3. Behavioral**

**Developing strategy includes
planning activities to resolve
difficulties and build on
strengths.**

STRUCTURAL APPROACH TO CHANGE

Changes that relate elements of organization to one another.

Includes removing or adding layers to hierarchy.

Downsizing associated with restructuring.

Changes can involve decentralization and centralization.

TECHNICAL APPROACH TO CHANGE

**Changes in machinery, methods,
automation, and job design.**

**Changes help companies become
more productive.**

BEHAVIORAL APPROACH TO CHANGE

Emphasizes better utilization of human resources by improving:

- **Morale.**
- **Motivation.**
- **Commitment of members.**

OD traditionally associated with behavioral strategies.

CHANGES REQUIRE ALL STRATEGIES

Structural, technological, and behavioral strategies not OD change strategies per se.

Determining feature of an OD strategy is process used to arrive at strategy.

OUR CHANGING WORLD: JAPAN TRIES TO RESTRUCTURE (PART 1 OF 2)

**In 1980s Japanese companies model
to world.**

**Recently, Japanese companies failed
to respond to changing world.**

**Nissan first company to close major
factory in Japanese auto-industry.**

OUR CHANGING WORLD: JAPAN TRIES TO RESTRUCTURE (PART 2 OF 2)

Nissan failing when Renault took control.

Ghosn brought in to turn company around.

Shut down 5 plants, reduced workforce by 23,000, shifted production to U.S.

Most experts say do not count Japan out.

A viable Japan may emerge.

INTEGRATION OF CHANGE STRATEGIES

(PART 1 OF 2)

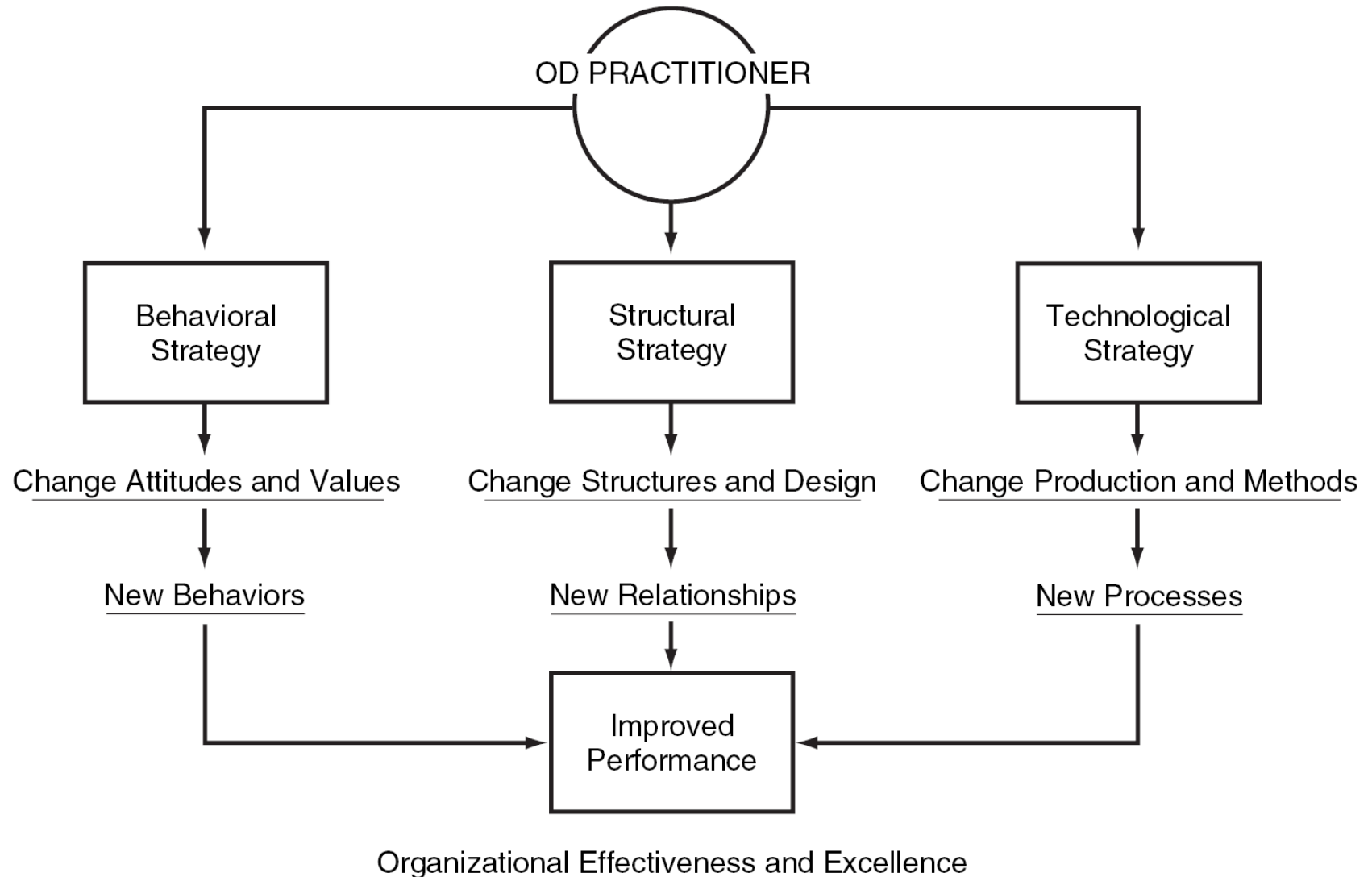
**OD deals with change from
integrated standpoint that considers:**

Structure Technology

Behavior

**Interdependence of sub elements
(departments) needs to be
considered.**

FIGURE 8.1 INTEGRATED APPROACH TO CHANGE



INTEGRATION OF CHANGE STRATEGIES

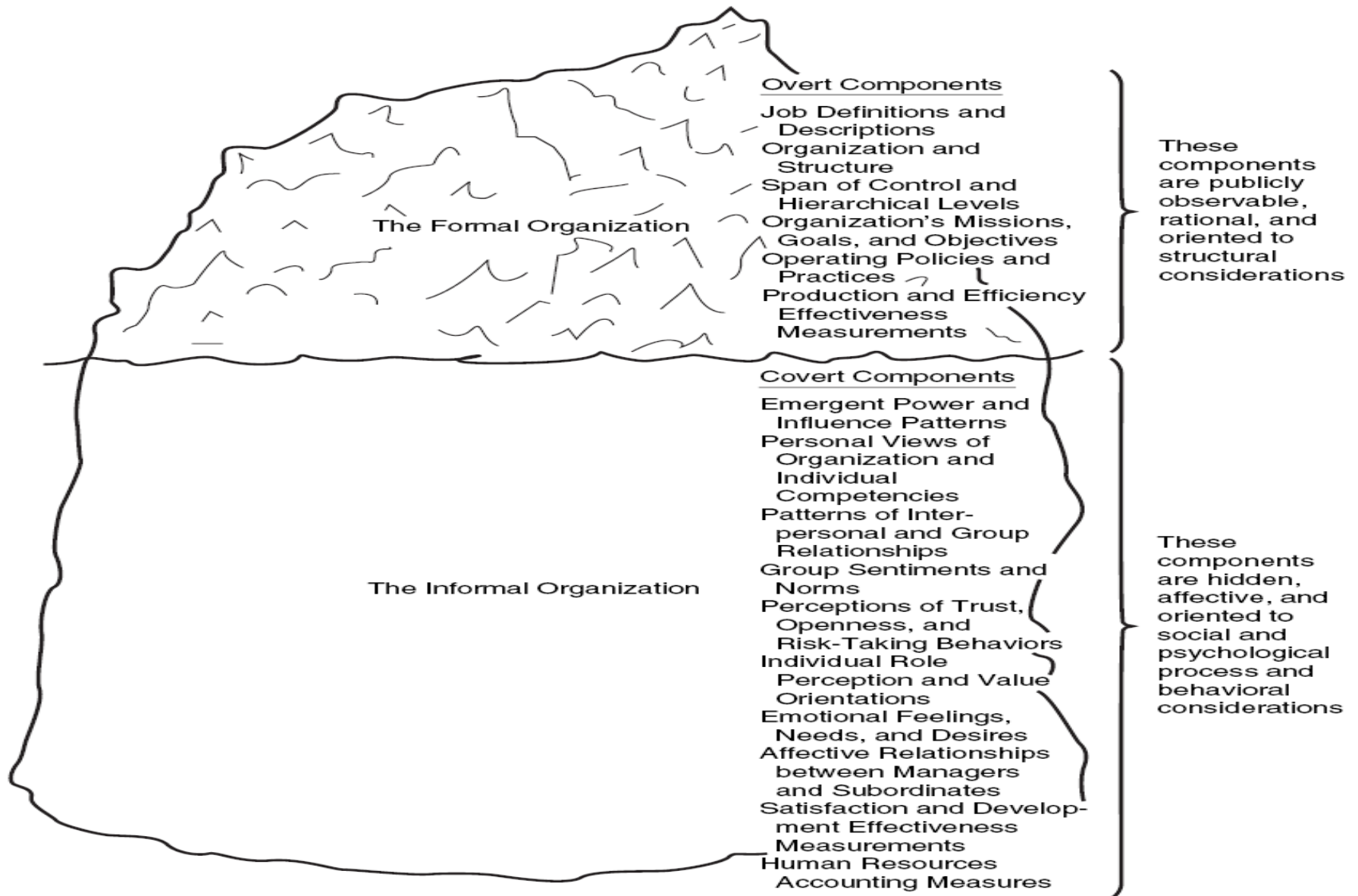
(PART 2 OF 2)

Change strategies need to take account of overt and covert elements.

Second-order consequences consider change in one area that influences others.

FIGURE 8.2

“ORGANIZATION ICEBERG” APPROACH TO OD



STREAM ANALYSIS

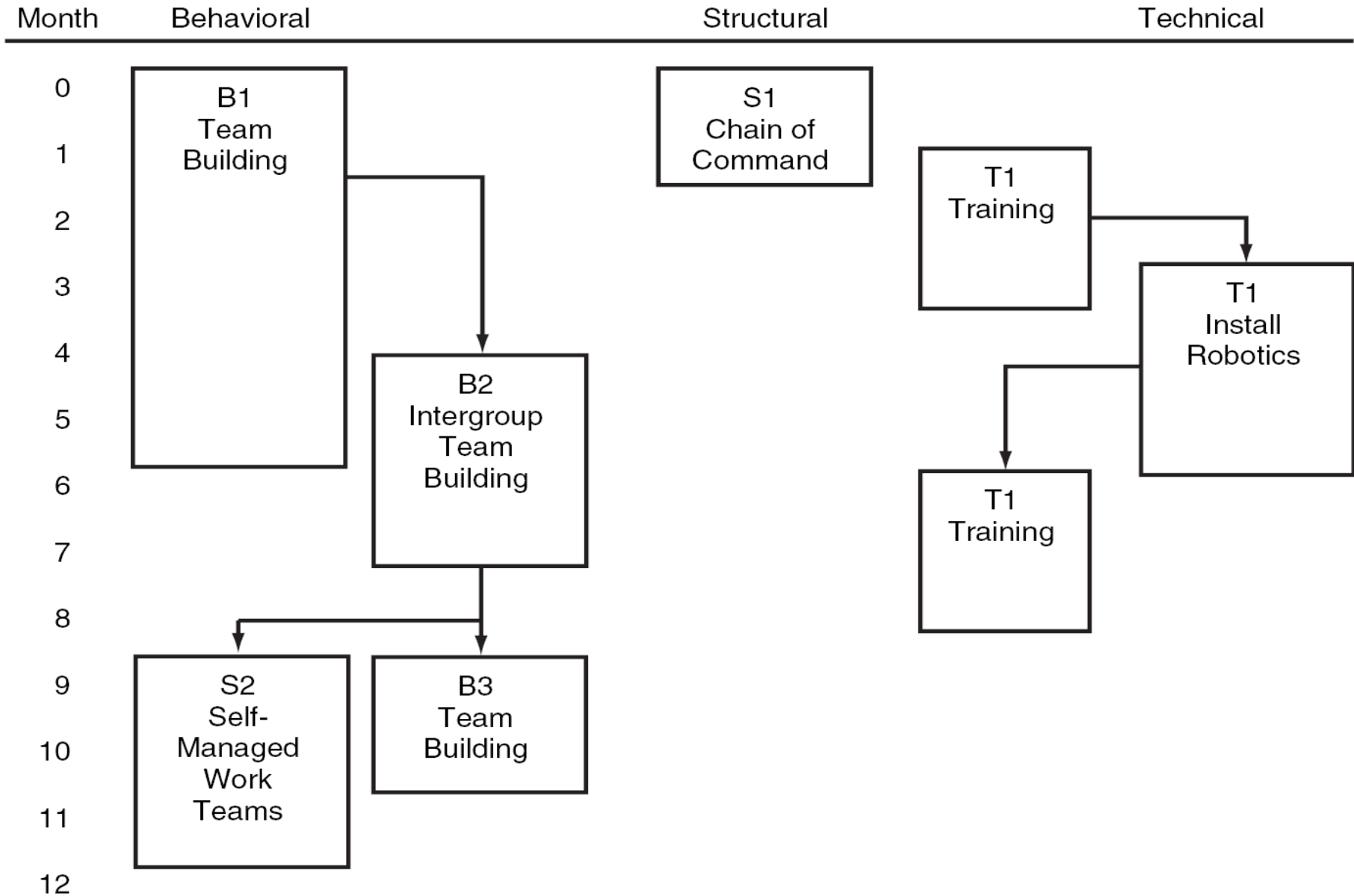
Useful in planning.

Helps organization plan interventions.

Provides graphical view of changes.

Allows progress to be plotted.

FIGURE 8.3 STREAM ANALYSIS CHART



OVERVIEW OF MAJOR OD INTERVENTION TECHNIQUES

Intervention techniques focus on 4 categories:

- 1. Individual or interpersonal level.**
- 2. Team or group level.**
- 3. Intergroup level.**
- 4. Total organizational system level.**

TABLE 8.1

OD INTERVENTIONS: AN OVERVIEW (PART 1 OF 2)

Types of Interventions

<i>Category</i>	<i>Individual</i>	<i>Team</i>	<i>Intergroup</i>	<i>Total Organizational System</i>
Behavioral	Laboratory learning	Team building	Intergroup development	Goal setting
	Career planning	Process consultation	Third-party intervention	Grid OD (Phases 4, 5, 6)
	Managerial Grid (Phase 1)	Quality control	Organization mirror	Survey research and feedback
	Stress management	Role negotiation	Process consultation	Action research
	Biofeedback	Role analysis	Grid OD (Phase 3)	Likert's System 4
	Management by objectives	Grid OD (Phase 2)	Total quality management	Total quality management
		Goal setting		High-performing systems
		Third-party intervention		Reengineering

TABLE 8.1

OD INTERVENTIONS: AN OVERVIEW

(PART 2 OF 2)

Structural	Job enrichment Stress management Management by objectives	Job enrichment Team building Role negotiation Self-managed work teams Role analysis Grid OD (Phase 2)	Job enrichment Goal setting Total quality management	Grid OD (Phases 4, 5, 6) Survey research and feedback Action research Likert's System 4 Total quality management High-performing systems Reengineering
Technological	Job design	Job design Quality control Grid OD (Phase 3)	Job design Grid OD (Phase 3) Total quality management	Grid OD (Phases 4, 5, 6) Survey research and feedback Action research Likert's System 4 Total quality management High-performing systems Reengineering

KEY WORDS AND CONCEPTS

Behavioral strategies - places emphasis on human resources.

OD intervention - actions designed to improve the health of the client system.

OD strategy - a plan for change using structural, technical, and behavioral methods.

Parkinson's Laws - summarizes the problems of inefficient practices in organizations.

Second-order consequences - indirect consequences that result from change.

Stream analysis - method useful in planning that plots interventions over period of time.

Structural strategies - alters framework that relates parts of organization to one another.

Technological strategies - changes in machinery, methods, and job design.

Virtual meetings - meetings that occur electronically over telecommunications lines and Internet.