

**GOVERNMENT ARTS COLLEGE (Autonomous)**

**Coimbatore**

**Department of Psychology**

**M. Sc SECOND YEAR**

**THIRD SEMESTER**

**ORGANISATION DEVELOPMENT**

**SUBJECT CODE: 18MPS32C**

**PREPARED BY**

**Dr. A. SHANMUGASUNDARAM**

**+91 9894287606**

**M. Sc Psychology - II YEAR**  
**ORGANISATIONAL DEVELOPMENT**  
**Syllabus**

**Unit II**

Operational Components of O.D. Diagnostic Action and Process – Maintenance – Components.

## **UNIT – II**

### **OPERATIONAL COMPONENTS OF O.D**

An OD Program starts with diagnosing the system and Its Processes to provide an accurate account of things as they really are. The objective is to acquire valid information about the status quo, current problems, and opportunities, and effects of actions as they relate to goal-attainment.

#### **Diagnostic components of OD**

It means Continuous collection of data about total system, its subunits, its processes, and its culture. Diagnosis is a collaborative process between organizational members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention.

Two Areas analyzed:

- (1) The Various Subsystems that make up the total organization.
- (2) The Organization Processes

The OD Practitioner may work with one subsystem and move to another subsystem, and then extend to the total organization. The initial focus could be in the total organization and then move to selected subsystems. In practice, the OD practitioner work simultaneously both in the specific target group and in the processes found in that group. At this point, it is important to consider how the information is collected and handled. To accomplish the goals of OD, activities in the client system called intervention are employed. These interventions are sets of structural activities in which selected organization units (target groups or individuals) engage in tasks which are directed towards organizational improvement.

The essential parts of most OD interventions are:

- Planning Actions
- Executing Actions, and

- Evaluating the consequences of actions OD interventions activities have two-fold goals:

- Learning Goals
- Educational Goals

In most OD interventions, the participants usually formulate a three-year strategy plan for the organization.

Weisbord identifies six critical areas where things must go right if organization is to be successful. According to him, the consultant must attend to both formal and informal aspects.

This model is still widely used by OD practitioners

- Purpose
- Structure
- Reward
- Relationships
- Helpful mechanisms
- Leadership
- Purposes: What Business Are we in?
- Helpful Mechanisms: Do we have adequate technologies?
- Rewards: Do all needed tasks have incentives?
- Structure: How do we divide up the work?
- Relationships: How Do we manage conflict Among people? With technologies? Environment

### **Action components of OD**

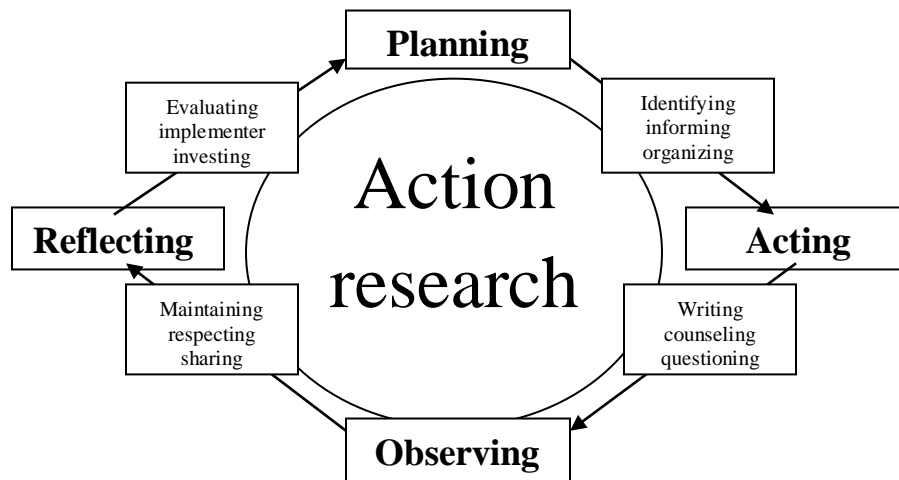
Interventions are the actions taken to produce desired changes. Action plans are OD interventions specifically tailored to address issues at individual, group, inter-group, or organizational levels as well as issued related to selected processes.

- Four conditions that give rise to the need for OD interventions:
- The organization has a problem(corrective action-to fix it)
- Organization sees an unrealized opportunity(enabling action-to seize the opportunity)
- Features of organization are out of alignment(alignment action to get things back ‘in sync’)

- Yesterday's vision is no longer good enough(action for new vision – actions to build necessary structures. Processes and culture to make new vision a reality)

Intervention strategies are based on results of the diagnostic process and the specified goals of the client system.

### Action Research Model



This action research model is a cyclical process. As I've learned in class, this process is based on research in order to expand their knowledge about the problem. Their awareness of the problem will help them solve and improve the things that do not go well with the organization based on their research or past experiences.

“Action research is a systematic approach to investigation that enables people to find effective solutions to problems they confront in their everyday lives. Action research focuses on specific situations and localized solutions. It is usually used to identify issues to do with practice and to improve ones service. The primary purpose of action research is to provide the means for people to engage in systematic inquiry and investigation to ‘design’ an appropriate way of accomplishing a desired goal and to evaluate its effectiveness, usually by a means of qualitative research. Action research is a collaborative approach to inquiry or investigation that provides people with the means to take systematic action to resolve specific problems. It does not resolve

all problems but provides a means for people to get a handle on their situations and formulate effective solutions to problems they face in their public and professional lives (Stringer 1999).”

Action research process involves these steps

1. Identifying the problem with discussions with the client.
2. The OD practitioner then settles on what information should be gathered through the use of interviews, questionnaires, performance data and process observation. Then they further make a diagnosis on this through observation. The diagnosis will be then presented to the group to identify what part of the research needs improvement.
3. After everything has been approved by the client, the planning and action process is done. The implementation of new rules and procedures, work behaviors, and others will take place.
4. Since it is a cyclical process, data will be gathered even after the implementation. This procedure will be done if there are still problems or mistaken diagnosis present in the findings.

This action research model is commendable since this process scrutinizes and examines every flaw present in the organization. The collaboration within the OD practitioner and the client helps a lot because both their opinions matter the most. The evaluation procedure in this model is vital since errors and miscalculations can still be present in the organizations. They should evaluate and diagnose if the proposed solution is the preeminent solution of all.

### **Process components of OD**

Program Management Cummings and Worley identified 5 sets of activities

- Motivating Change
- Creating a Vision
- Developing Political Support
- Managing the Transition
- Sustaining Momentum

John P. Kotter Kotter’s 8-stage process for managing organizational change:

- Establishing a sense of urgency
- Creating a guiding coalition
- Developing a vision and strategy
- Communicating the change vision

- Empowering a broad base of people to take action
- Generating short term wins
- Consolidating gains and producing even more change

### **Maintenance components of OD**

This component is concerned with self-analysis and self-reflection as a means to selfimprovement. Action research principles are observed in goal-setting and feedback mechanisms to monitor and evaluate actions. Organization members acknowledge the ownership of interventions and of the entire OD program. The Process – Maintenance Component models the ability to cope with problems and opportunities in the internal and external environments. This component tests the effectiveness and relevance of interventions. It insures that the intended consequences do not obviate the organization and the OD program's goals.