

GOVERNMENT ARTS COLLEGE (Autonomous)

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ORGANISATION DEVELOPMENT

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M. Sc Psychology - II YEAR
ORGANISATIONAL DEVELOPMENT
Syllabus

Unit III

O.D. Interventions: Team Interventions – Inter group interventions – Personal, Interpersonal and group process interventions – Comprehensive interventions – Structural interventions.

UNIT – III

INTRODUCTION OD INTERVENTIONS

OD interventions refer to various activities which a consultant and client organization perform for improving organizational performance through enabling organizational members better manage their behaviour, their work group, and organizational culture, OD interventions are also referred as OD techniques or OD strategies as they are designed to accomplish specific objectives.

Organization Development Interventions (ODI) techniques are the methods created by OD professionals and others. Single organization or consultant cannot use all the interventions. They use these interventions depending upon the need or requirement. The most important interventions are,

1. Survey feedback
2. Process Consultation
3. Sensitivity Training
4. The Managerial grid
5. Goal setting and Planning
6. Team Building and management by objectives
7. Job enrichment, changes in organizational structure and participative management

and quality circles, ISO, TQM **Categories of OD interventions:**

The following interventions deal with interpersonal relationships and group dynamics.

- **T Groups:** The basic T Group brings ten to fifteen strangers together with a professional trainer to examine the social dynamics that emerge from their interactions.
- **Process Consultation:** This intervention focuses on interpersonal relations and social dynamics occurring in work groups.

- **Third party interventions:** This change method is a form of process consultation aimed at dysfunctional interpersonal relations in organizations.
- **Team Building:** This intervention helps work group become more effective in accomplishing tasks.

The following Interventions deal with human processes that are more system wide than individualistic or small-group oriented.

- **Organization Confrontation Meeting:** These change methods mobilize organization members to identify problems, set action targets, and begin working on problems.
- **Intergroup relations:** these interventions are designed to improve interactions among different groups or departments in organization.
- **Large-group Interventions:** These interventions involve getting abroad variety of stake holders into a large meeting to clarify important values, to develop new ways of working, to articulate a new vision for the organization, or to solve pressing organizational problems.
- **Grid Organization Development:** This normative intervention specifies a particular way to manage an organization.

Techno-Structural Interventions

These interventions deal with an organization's technology(for examples its task methods and job design)and structure(for example, division of labor and hierarchy).

These interventions are rooted in the disciplines of engineering, sociology and in the applied fields of socio-technical systems and organization design. Practitioners place emphasis both on productivity and human fulfillment.

- **Structural Design:** This change process concerns the organization's division of labour – how to specialize task performances. Diagnostic guidelines exist to determine which structure is appropriate for particular organizational environments, technologies, and conditions.
- **Downsizing:** This intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layoffs, organization redesign, and outsourcing.
- **Re-engineering:** This recent intervention radically redesigns the organization's core work processes to create tighter linkage and coordination among the different tasks.

- **Parallel Structures**
- **High-involvement Organizations(HIO's)**
- **Total Quality Management**
- **Work design:** This refers to OD interventions aimed at creating jobs, and work groups that generate high levels of employee fulfillment and productivity. **Human Resource Management Interventions**
- **Goal Setting:** This change program involves setting clear and challenging goals. It attempts to improve organization effectiveness by establishing by establishing a better fit between personal and organizational objectives.
- **Performance Appraisal:** This intervention is a systematic process of jointly assessing work-related achievements, strengths and weaknesses.
- **Reward Systems:** This intervention involves the design of organizational rewards to improve employee satisfaction and performance.
- **Career Planning and development:** It generally focuses on managers and professional staff and is seen as a way of improving the quality of their work life.
- **Managing workforce diversity:** Important trends, such as the increasing number of women, ethnic minorities, and physically and mentally challenged people in the workforce, require a more flexible set of policies and practices.
- **Employee Wellness:** These interventions include employee assistance programs (EAPs) and stress management.

Strategic Interventions

These interventions link the internal functioning of the organization to the larger environment and transform the organization to keep pace with changing conditions.

- **Integrated Strategic Change:** It argues that business strategies and organizational systems must be changed together in response to external and internal disruptions. A strategic change plan helps members manage the transition between a current strategy and organization design and the desired future strategic orientation.
- **Trans organization development:** This intervention helps organizations to enter into alliances, partnerships and joint ventures to perform tasks or solve problems that are too complex for single organizations to resolve.

- **Manager and Acquisition Integration:** This intervention describes how OD practitioners can assist two or more organizations to form a new entity.
- **Culture Change:** This intervention helps organizations to develop cultures (behaviours, values, beliefs and norms) appropriate to their strategies and environments.
- **Self-designing organizations:** This change program helps organization the capacity to alter themselves fundamentally. It is a highly participative process, involving multiple stakeholders in setting strategic directions and designing and implementing appropriate structures and processes.

Team Intervention:

OD intervention 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 assist to change the culture of the organization. The purpose of this team is to help Employees/ Members of the team that are struggling in some way.

This usually refers to performance but can include emotional/behavioral/social concerns.

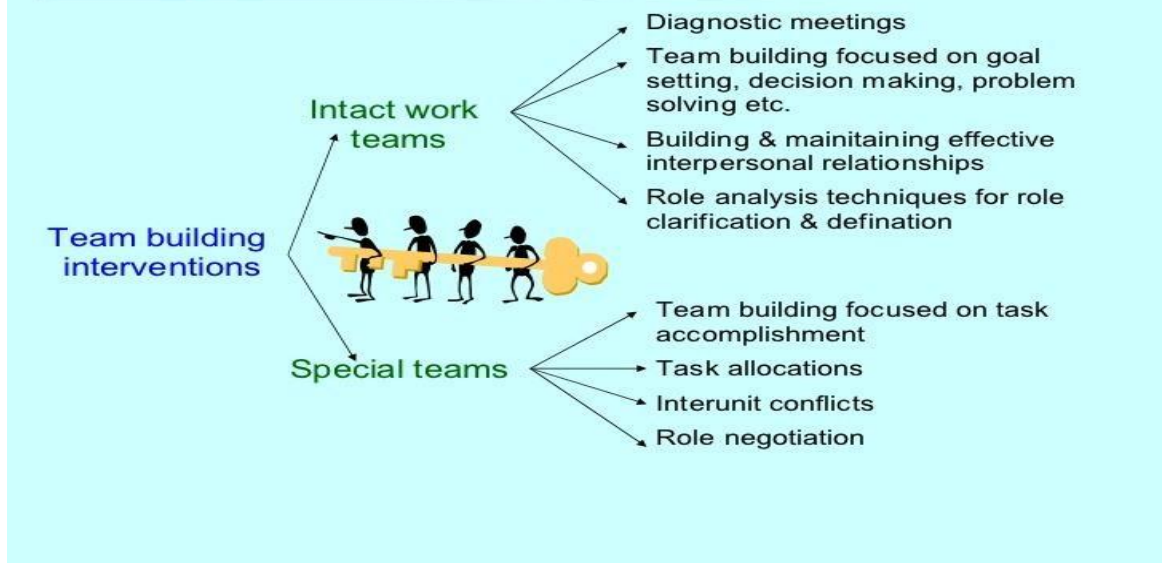
Work teams exert influence on individual work behavior. In turn, individuals also influence.

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:

Example : Team Building Interventions



Intergroup Intervention:

Often two or more independently working groups have to coordinate tasks, on either a temporary or permanent basis, to achieve the required organizational goals. This could give rise to disagreement and conflict among groups affecting group morale and productivity. Where there is competition among groups. It may give rise to tension and conflict and each group may perceive the other as an 'enemy'.

To resolve such intergroup conflicts many strategies are adopted in our organization:

- Increasing the interaction and communication among the groups (increased interaction under favorable conditions enhances positive feelings and sentiments)
- Identifying a 'common enemy' (another group that both groups dislike, which brings the groups closer together).
- Finding a super ordinate goal (a goal that both groups desire to achieve but that neither can achieve without mutual support)
- Rotating the members of the groups and instituting some forms of training.

Personal, interpersonal and group process intervention:

The central theme of these interventions is learning through an examination of underlying process. In process consultation, which is generic to OD intervention, the focus is exclusively on the diagnosis and management of personal, interpersonal, and group processes.

Third-party peacemaking focuses on interpersonal conflict and the dynamics of cooperation and competition among groups. Sensitivity training typically yields learning's about self, interpersonal relations, and group dynamics. Transactional analysis(TA)can be a form of psychotherapy. TA has also been used as a technique for team building. Behaviour modeling is a training technique designed to increase the effectiveness of the problematic interpersonal situations. Life and career planning interventions are less process oriented than the other interventions and reflect more a systematic approach to a substantive area. The following interventions deal with interpersonal relationships and group dynamics.

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Sensitivity Training/T-Groups:

Sensitivity training involves such groupings as – T groups (T for training), encounter groups, laboratory training groups, and human awareness groups are all names usually associated with what is known as sensitivity training.

Procedure of Sensitivity Training

Sensitivity Training Program requires three steps:

1. **Unfreezing the old values** – It requires that the trainees become aware of the inadequacy of the old values. This can be done when the trainee faces dilemma in which his old values in not able to provide proper guidance. The first step consists of a small procedure:

- An unstructured group of 10-15 people is formed.
- Unstructured group without any objective looks to the trainer for its guidance
- But the trainer refuses to provide guidance and assume leadership
- Soon, the trainees are motivated to resolve the uncertainly
- Then they try to form some hierarchy. Some try assume leadership role which may not be liked by other trainees

- Then they started realizing that what they desire to do and realize the alternative ways of dealing with the situation.

2. **Development of new values** – With the trainer’s support, trainees begin to examine their interpersonal behavior and giving each other feedback. The reasoning of the feedbacks are discussed which motivates trainees to experiment with range of new behaviors and values. This process constitutes the second step in the change process of the development of these values.

3. **Refreezing the new ones** – This step depends upon how much opportunity the trainees get to practice their new behaviors and values at their work place.

In one way Sensitivity training is the process of developing emotional intelligence, which means “the mental ability an individual possesses enabling him or her to be sensitive and understanding to the emotions of others as well as being able to manage their own emotions and impulses”

Team Building Interventions:

Team building is an organizational development intervention that includes planned activities to enhance functioning of existing and integrated teams. The focus is primarily on tasks, but also deals with interpersonal and affective components of group work. Roles of group members group decision-making processes, individual functions, intra group and intergroup communication, and influence tactics used by team leaders are analyzed Team building is often used in conjunction with other conflict management techniques (see the Resolving Conflict page for more or to make groups more cohesive.

Three types of Team Building:

- Focus on individual. An example would be helping a newcomer adapt to the team environment and learn his/her role in the overall group.
- Focus on the relationship between the existing team and the organization it is part of, often as a response to intergroup conflict within the organization.
- Focus on behavior of the group as a whole. This is the most common, and it often involves changing task behavior, diagnosis of group mood, and interpersonal inventions aimed at improving communication processes.

When to Use Team Building:

- Groups are faced with complex, unstructured, and interdependent tasks

- Group communication problems are interfering with group effectiveness.
- Increased quality of work atmosphere (a more positive working environment) and interpersonal interactions are desired.
- There is a need to build consensus for team decision making and goal-setting.
- There is a need to accelerate group member socialization.

Models of Team Building:

Most of these models consider the context the team exists in, how long the team has been together, establishment of ground rules and other structural components for the team building intervention itself, and categorization of the team based on its primary functions (e.g. service team, management team).

- **Traditional Team Building Model involves 6 steps:**
 1. Background research and data collection. Involves establishment of goals, including empowering the team.
 2. Start-up. An outside consultant meets, with the team, established ground rules for future interactions and a trusting atmosphere.
 3. Group problem solving and process analysis. Involves exercises to improve decision-making planning, and delegation skills.
 4. Open feedback. Discussion of what has been inhibiting team performance based on the exercises.
 5. Action planning. Team develops an action plan and assigns tasks to its members in order to complete the action plan.
 6. Leader of the team ensures that group members are performing the actions they committed to during the team building exercises.

Team Compilation Model

Based on the type of interdependence of group members, which can be any of the following:

1. People interdependence: no need to coordinate with other team members. Each person makes a discrete, additive contribution.
2. Sequential interdependence: each person makes a discrete contribution, but tasks must be done in a fixed, serial order.
3. Reciprocal interdependence: individual contributions are bidirectional.

4. Intensive interdependence: work is simultaneous and parallel, and can include all of the conditions for the 3 other types.

Phases of the Team Compilations Model include:

1. Team formation: addresses interpersonal uncertainty of a recently formed team or a newcomer joining an established team.
2. Task compilation: addresses task performance uncertainty.
3. Role compilation: individuals become aware of how their tasks and interpersonal behaviors affect other members of the team.
4. Team compilation: the team is now a network where in each member knows his/her role and how it links to all other team members.
the group as a whole, and the organization.

• **Integrated Model of Group Development has 5 stages:**

1. Dependency, Inclusion, and Pseudo-work: social interaction, including simple chitchat, which lays the foundation for an effective team.
2. Counter dependency and fight: first team interaction characterized by conflict.
3. Trust and structure.
4. Work
5. Impending termination: end of a temporary team.

This model is based on the early team building model developed by Tuckman, which had these 4 phases:

Forming (same as Dependency, Inclusion and Pseudo-work above)

Storming (same as Counterdependency and fight above)

Norming (same as Trust and Structure above)

Performing (same as Work above)

• **Woodman and Pasmore's Model:** Focuses on group decision-making in the context of an organization, so it will only be briefly mentioned here. Its elements include:

Directioning: determining what needs to be accomplished.

Organizing: agreeing on how to use group resources to complete a task.

Exploring: exploring alternative ways to perform the work.

Converging: deciding on the best approach or solution.

Executing: completing the work.

Third-Party Peacemaking Interventions

It should be undertaken only by professionals. It is used when two persons are in conflict. The third party should have the potential to control/ contain the conflict or resolve it. A basic feature is confrontation of the conflict. There are four basic elements in interpersonal conflicts: ○ The conflict issue ○ The precipitating circumstances ○ The conflict-relevant acts of the principals.

- Consequences of conflict

For accurate diagnosis, it is essential to know the source of conflicts could be ○

Substantive

- Disagreements over policies/ practices/competitive bids over the same resources/differing conceptions of roles & role relationships
- Requires problem-solving & bargaining behaviours between the principals ○ Emotional
- Involves negative feeling between the parties
- Requires restructuring perceptions & working through negative feelings. The tactic consists of structuring confrontation & dialogue between the principals.

Process consultation Intervention:

Process Consultation (PC) is a method for intervening in an ongoing system. In this approach, a skilled third party(consultant) works with the individuals and groups to help them learn about human and social processes and learn to solve problems that stems from process events. This is an often used approach by many OD consultants and practitioners. The process consultant helps our organization to solve its problems by making it aware of organizational process, of the consequences of these processes and of the mechanisms by which they can be changed. It is to enable the organization to address its problems by itself.

In this the consultant works with the organization, in work teams and helps them to develop the skill necessary to diagnose and solve the process problems that arise. The organizational processes that are important to be dealt with, include communications, clarifying the roles and functions of group members, group problem solving and decision making, group norms and group growth, leadership and authority, and inter group cooperation and competition.

Comprehensive Interventions:

The confronting meeting: it was developed by Richard Beckhard, is one-day meeting of the entire management of an organization to take a stock of the organization's major problems and sets a schedule for the remedial work. The confrontation meeting is a quick, simple and reliable way in which to generate data about an organization and to set action plans for organizational improvement. Strategic management activities: Strategic management refers to the development and implementation of the organization's "grand design" or overall strategy in relation to its current and future environmental demands. According to Schedule and Hofer six major tasks comprise the strategic management process: 1) goal formulation ; 2) environmental analysis 3) strategy evaluation 4) strategy implementation and 6) strategic control. "The six components of the process are related to each other.

Structural Intervention:

This refers to invention or change efforts aimed at improving organization effectiveness through changes in the task and structural and technological subsystems. This class of interventions includes changes in the division of overall work of the organization into units, reporting relationships, work flow and procedures, and role definitions, methods of control, and spatial arrangements of equipment and people, etc.