

GOVERNMENT ARTS COLLEGE (Autonomous)

Coimbatore

Department of Psychology

M. Sc SECOND YEAR

THIRD SEMESTER

ORGANISATION DEVELOPMENT

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M. Sc Psychology - II YEAR
ORGANISATIONAL DEVELOPMENT
Syllabus

Unit IV

Implementation and Assessment of O.D. Implementation conditions for failure and success of efforts.

Unit –IV

INTRODUCTION IMPLEMENTATION OF OD

OD is the main tool to develop and manifest an organization's culture and it is the culture of the organization that sustains how the organization executes, embraces change, manages customer focus, creates new value and integrates new team members.

Implementation of OD can be at the two levels. One at the team structure and another one at the organisation structure.

IMPLEMENTATION OF OD

Implementation OD at the level of team structure and function

- ✦ New Team Start-up
 - ✦ Team Transitions
 - ✦ Team Building
 - ✦ Issue Consensus
 - ✦ Multi-team Mirror
 - ✦ Inter-team Team Building
 - ✦ **New Team Start-up Objectives:**
 - To accelerate the process by which individual team members coordinate their efforts and become an efficient and effective team.
 - To make explicit, and practice, the desired norms for the team's interactions.
- Developmental Focus:**
- The collective vision and mission for the team. ○ Individual roles and responsibilities.
 - The coordination of strategies, plans and measures of success for the team.
 - Methods for conflict resolution.

Participants ○ All members of a newly formed group(project team matrix organization new business start-up etc.)Including managers and possibly close external stakeholders.

Benefits:

- An atmosphere is established for dealing openly with team membership issues.
- Team members are provided with an opportunity to work together on understanding their vision, mission, roles and interaction processes.

When to Implement:

- When the team is first brought together to begin the process of developing its goals and objectives.

Timescale: ○ Three to four days, depending on the ambiguity and complexity of the team's mission.

Team Transitions

Objectives: ○ To provide the opportunity for a team to analyse the impact of and plan its adjustment to, a new team leader.

- To give a newly appointed team leader the opportunity to become familiar with group activities, goals and team member resources.
- To allow both the incoming team leader and the team members the opportunity to share and explore working styles and preferred practices.

Developmental Focus:

- The team's goals, tasks, methods and priorities. ○ The team's structure and operating procedures.
- Team member's roles and contributions to the team's performance. ○ The incoming team leader's experience, priorities and goals. ○ Leadership, communication and decision-making styles.
- Role conflict and ambiguity, and resistance to change.

Participants:

- All members of an existing team and the incoming team leader.

Benefits: ○ All participants are given the opportunity to analyse the team's performance and use of resources.

- Heightened awareness of teamwork needs during the period of transition.
- Open affirmation or re-affirmation, of the team's goals, priorities and norms.
- Assistance in accelerating the path through forming, storming, norming and performing.

When to Implement:

- Suitable for a group that has never experienced an OD intervention before.

Timescale:

- Three to five days, depending on group size and information-collection methods.

Team Building Objectives:

- To review and improve the team's effectiveness.
- To provide an opportunity for the team to analyse its processes, performance, strengths and weaknesses.
- To identify problem areas of team behaviour and corrective actions to be taken.

Developmental Focus:

- Team performance ○ Individual contributions to performance. ○ Team goals, long and short term strategies, goal-setting processes.
- Specific plans for individuals connected to team goals.
- Team composition, structure, operating procedures and efficiency.
- Team norms, culture and feedback processes.

Participants: ○ The team leader and all team members (from three to fifteen for practical purposes).

Benefits:

- The process provides a setting for a realistic self-appraisal of team processes and team member relationships.

- The use of anonymous, topic-related information facilitates problem-centered rather than person-centered analysis.
- The team leader has an opportunity to model the type of behaviour preferred for effective team working.
- Team work is enhanced as team members get to know each other better, particularly with regard to work-style preferences and in the context of current work pressures and priorities.

When to Implement:

- Usually not the first step for a team unless its members are familiar with OD interventions.
- Useful as an early step for the senior management team in an organization, prior to a more comprehensive OD effort throughout the organization.
- The initial session(s) to be followed by a session 3 to 9 months later to evaluate progress on action plans.

Timescale:

- Five to seven days, depending on team size.

Issue Consensus

Objectives: ○ To examine and improve the effectiveness of a hierarchical organizational system.

- To identify key issues undermining effectiveness.
- To explore ways to resolve priority issues.
- To generate specific goals and action commitments.

Developmental Focus: ○ Organizational goals, priorities, long and short term strategies, and related goal setting procedures. ○ Organizational performance.

- Organizational structure, operating procedures and efficiency.
- Specific plans for achieving organizational objectives.

Participants:

- The entire organization if possible. If not, representatives from all organizational levels.

- Participation should only be limited by the constraints of time and the ability to deal with the processing of the information.

Benefits:

- The intervention emphasizes honest organizational self-appraisal in an open setting with all organizational levels being present.
- Improved communication, a better understanding of organization-wide issues, and a related action plan that enhances commitment among top, middle and front-line staff.

When to Implement: ○ This intervention should follow other OD activities, i.e. not be an initial intervention.

Timescale:

- Approximately three days depending on group size.

Multi-team mirror Objectives:

- To review the interactions of three or more interdependent teams with an emphasis on improving the effectiveness of the team that is designated as the ‘host’ team.
- To provide an opportunity for these teams to share individual and mutual goals.
- To provide an opportunity for these teams to share their perceptions of each other in term of the contributions each make to the others effectiveness. ○ To identify areas for improvement in the host team’s relationship with each of the other team, and develop action plans for addressing these areas.

Developmental Focus: ○ The performance of the host team as it interacts with each of the other, interdependent, teams. ○ Each team’s contribution to overall performance.

- Goals and strategies for improving each interacting team’s relationship with the host team.

Participants:

- All members or representatives of at least three interacting teams (the host team plus at least two others selected by either the host team or as a result of needs assessment).

Benefits: ○ The host team receives constructive feedback on its activities with interacting teams.

- All involved teams have the opportunity to think through and analyse their working relationships.
- The emphasis on positive improvement prevents a defensive reaction on the part of the host team.

When to Implement: ○ This intervention should follow other OD activities, i.e. not be an initial intervention.

Timescale:

- Between 3 and 4 days, depending on the number of participants.

Inter-team Team Building Objectives:

- To examine and improve the total effectiveness of two interdependent teams.
 - To identify problem areas and corrective actions for each team and for joint remedies.

Developmental Focus:

- Team performance (considered separately and together.) ○ Team goals, long-and short- team strategies, and goal setting processes. ○ Specific plans for individuals in connection with team and inter-team roles.
- Inter-team operating procedures and efficiency.

Participants:

- All members of two interacting teams.

Benefits:

- The teams engage in an honest appraisal of their interactions.
- Teamwork is enhanced when team members become better acquainted, especially in terms of work-style preferences and particular working conditions and pressure.

- Inter-team planning takes place.

When to implement: ○ Usually follows other OD interventions, i.e. may not be suitable as a first intervention.

Timescale:

- Three to four days.

Implementing OD at the level of organization structure and function

- ✦ Strategic Planning
- ✦ Survey-guided Development
- ✦ Team Goal Setting ✦ Job Development
- ✦ Role Development
- ✦ New Division Start-up

✦ **Strategic Planning Objectives:**

- To identify strengths and weaknesses, both current and future, in relation to accomplishing the mission of the organization.
- To identify environmental factors that presently influence the organization's effectiveness forecasting their future impact.
- To generate specific strategies, plans, goals and objectives to which the organization is committed to ensure that the problems identified are resolved.

Developmental Focus: ○ The team's awareness of future issues and factors likely to affect performance. ○ The team's goals, long and short term strategies, and goals setting processes.

- Specific plans and objectives for individuals, departments and functions as they relate to team action plans.
- Development of contingency plans and solutions to forecasted problems.

Participants:

- All members of the organization's management if possible. If not, representatives from all levels of management.

Benefits: ○ Effective medium-to long-term strategies can be developed with the maximum involvement of those who are expected to commit themselves to their implementation.

- Minimizes time-wasting digressions during planning by separating facts from assumptions
- Allows manager to develop effective change plans by examining constraints and environmental contexts that will affect their organization.

When to Implement:

- An excellent starting point for an OD intervention.

Timescale ○ Three to five days.

Survey-guided Development Objectives:

- To improve organizational performance by surveying all employees feeding back resulting information through individual teams, and developing analysis and problem solving plans in response to the information obtained.
- To take a measurement of an entire organization.

Developmental Focus:

- Information that covers organizational effectiveness across the whole span of its operations.
- Patterns in information that reveal particular strengths and weaknesses.
- The development of solutions to problems affecting the whole organization.

Participants: ○ The entire organization.

Benefits:

- Allows organizational climate to be assessed at a particular point in time.

- The survey method offers a relatively quick, efficient method of gathering information on attitudes.
- All teams, including the least influential, are given the opportunity to review information that is relevant to them, to interpret the information for themselves and to assess how they compare with the overall organization.

They can then develop their own requests, recommendations and plans.

When to Implement:

- Provides an indication of areas of concern that may be addressed by localized OD interventions. As such, it can be useful as a first step towards OD assuming the organization has not previously misused attitude surveys.
- Useful as a follow - up to initial skill building activities.

Timescale: ○ Six to ten days.

Team Goal Setting Objectives:

- To generate goals and a related action plan to which a team is committed.
- To clarify the team's mission and related accountabilities, focusing group energy and reducing role confusion.

Developmental Focus:

- Team mission, structure, accountabilities and procedures.
- Team goals, objectives and processes.
- Specific plans for accomplishing goals, including individual action plans.
- An analysis of the related facts, assumptions and potential problems associated with team objectives.

Participants:

- A full team (team leader and all members), but ideally between three and twenty for practical purposes.

Benefits:

- Provides teams with the essential component of clear goals to ensure they focus their energies, ownership and commitment. ○ Helps avoid dysfunctional competition and ensure cooperation. ○ Increases commitment to team goals.
- Reviews the inter-relationships between individuals and allows these to be improved through planned actions.

Timescale: ○ Approximately two days.

Job Development Objectives:

- To systematically redesign an existing job such that the conditions for motivation are improved along with attendant performance.
- To identify the components of a job that under-utilize talent.

Developmental Focus ○ The impact of job content on performance.

- The impact of technology on job content and process. ○ The motivational potential of an existing job. ○ The sources of variance in desirable vs. actual performance.
- The specific conditions that create the conditions for motivation.

Participants:

- A job-design intervention team consisting of all employees in the organization who hold the job in question as well as their line managers.

Typically six to eight participants.

Benefits:



- Those best qualified to redesign jobs are those doing the jobs along with their line managers.
- Employees will more readily accept changes when they are involved in, or are represented in, change development.
- Both psychological and technical needs must be addressed in an effective re-design of work.

When to Implement:

- When evidence suggests the development or emergence of a problem related to job content.

Timescale:

- Typically half-day sessions weekly for two to three months, depending on job complexity.

Role Development

Objectives: ○ To clarify the definitions and expectations of a specific role.

- To identify the obligations of the interdependent members of a work group.
- To resolve conflict associated with role confusion and ambiguity.

Developmental Focus: ○ The clarification of a target role.

- The expectations of others regarding the behaviour associated with the target role.
- The development of a consensus regarding individual accountabilities and related authorities.

Participants:

- All members of the target team and members of interacting teams as desired.

Benefits:

- Minimizing role conflict with a team.



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- Addressing interpersonal tensions and conflicts that are often the result of role ambiguity.

Promoting a more supportive environment for the target job, as team members gain a clear understanding of that job.

When to Implement:

- Likely, to follow other OD interventions that have revealed role conflict or role ambiguity as a key issue.
- An excellent follow-up to OD interventions for new-team start-up, transition planning, new division start-up and job development.

Timescale: ○ Two to three

days. **New Division Start-up**

Objectives:

- To ensure the implementation of a comprehensive organizational plan to meet identified start-up goals.
- To develop, amongst employees, a high level of ownership and commitment to organization principles that are likely to meet technical, social and cost/profit objectives.

Developmental Focus: ○ Overall organizational performance as a function of design. ○ Long-and short-term organizational goals and priorities.

- Organizational structure, operating procedures and performance efficiency.
- Individual and group performance planning and implementation.

Participants:

- All managers, if possible. If not representatives from as many functional groups and organizational levels as practical.
- All members of other groups participating in the start-up.

Benefits:



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- Organizational members can best develop in, and become behaviorally committed to, a system that they themselves have designed.

Joint planning, shared expectations and the development of teams that are aligned with the development of systems that will meet goals related to cost, quality and productivity.

When to Implement:

- During the planning and implementation of a new division.

Supporting OD Implementations

The OD seminar Objectives: ○ To provide managers with information on the objectives and methods of OD.

- To assist managers in making decisions regarding the use and potential of OD in their organization.
- To clarify the types of organizational issues and problems that can be addressed by OD.
- To increase the potential for OD being implemented for legitimate reasons.

Developmental Focus: ○ Organizational analysis

(including climate). ○ Management style

and philosophy. ○ Systemic thinking.

- Norms, values and inter-group dynamics.
- Consulting approaches, skills and sources.

Participants:

- The entire management system if possible. If not, representatives from all levels of management. No more than twenty for maximum effectiveness.

Benefits: ○ Managers are provided with a common base of knowledge about OD. ○ A setting is provided for a candid appraisal of the potential for OD before activities are initiated within the organization.



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The seminar process helps to ensure that managers implement OD in a rational, appropriate manner.

- Realistic outcomes for OD are discussed.

When to Implement: ○ Usually a first step in a situation in which the organization is new to OD and/or when interventions are likely to affect the entire organization in a relatively short period of time.

- Conducted several times in a large organization, starting with senior management and proceeding through the hierarchy.

Timescale:

- One evening plus two full days.

Team-skills training Objectives:

- To introduce a range of team work concepts.
- To develop knowledge, skills and competencies in group dynamics, group influence, personal leadership style, self-assessment and interpersonal awareness in individual and group relationships.

Developmental Focus:

- Strategy and goal setting. ○ Problem solving and creativity.
- Resource utilization and coordination.
- Influencing.

Participants:

- Members of a single work group or peers from a range of groups, but no more than sixteen for maximum effectiveness.

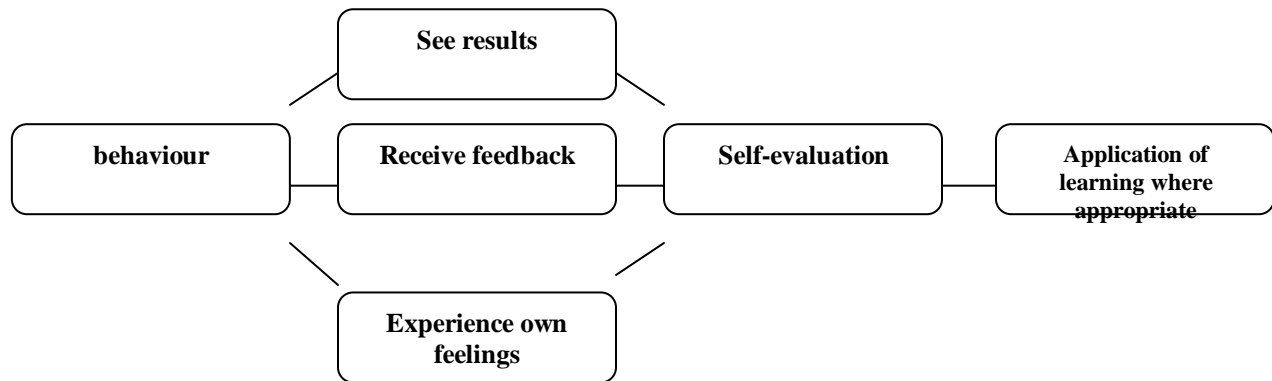
Benefits: ○ An analysis of group behaviour is actively achieved.

- Individual assessment of behaviour and results is achieved by:
 1. Active learning;
 2. The analysis of a range of activities in terms of their relevance to the working context;



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3. Encouraging individual and group feedback;
4. Allowing participants to share responsibility for their learning;
5. Drawing effectively on the model for experiential learning illustrated below.



Model of Experiential Learning

When to Implement ○ A key first step in situations where the organization is new to OD.

Where conflict or non-cooperative behaviour is evident.

Timescale

- Two to three days. **Leadership style analysis**

Objectives: ○ To provide an opportunity for leaders to examine their own personal preferences, tendencies and values concerning leadership style.

- To increase understanding of the strengths associated with different leadership styles.
- To help leaders explore different ways of developing their leadership styles and effectiveness.

Developmental Focus: ○ Personal awareness of the nature, tendencies and strengths associated with various leadership-behaviour styles under both favourable and unfavourable work conditions.



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- Exploring the impact of various leadership styles on staff and work environments.
- Broadening behavioral option through exposure to alternative leadership styles.

Participants:

- Leadership peers. ○ Management teams. ○ Board of directors.
- No more than sixteen for maximum effectiveness.

Benefits:

- Improved organizational effectiveness through the improved application of leadership by those in positions of influence and control. ○ The creation of an environment for supportive self-analysis.
- Increased self-awareness and ability to employ appropriate situational leadership.

When to Implement:

- A good initiating or follow-up event for team-skills training, team building or inter group team building.

Timescale: ○ Three full-day sessions over a period of three weeks.

Diversity awareness training Objectives:

- To examine diversity issues as well as opportunities at work to improve the climate for the assimilation, upward mobility and full utilization of human resources.
- To foster a proactive approach to diversity as a way of life in the organization.

Developmental Focus:

- Individual and group awareness of the nature and consequences of diversity issues at
- Understanding diversity as it relates to individual effectiveness, team performance and organizational policy.



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Participants:

- An existing team, including manager.
- HR personal from outside the team.

Benefits:

- A setting is provided for supportive and realistic discussion, selfappraisal and feedback concerning the negative consequences of discrimination in the organization.
- A constructive, controlled environment is needed to raise awareness and facilitate discussion of diversity at work.
- Members of staff who may be exposed to the negative consequences of poor approach to diversity can best explore issues about career development discrimination, stereotyping and attitudes towards diversity by exchanging perceptions, sharing ideas and exploring solutions with each other.
- The climate for, and ownership of, diversity and full human resource utilization will eventually be enhanced as people with different experiences develop objectives.

When to Implement: ○ Either as an initiating or a follow-up event for affirmative action on diversity.

Timescale: ○ One or two days.

Implementation Conditions for Failure in Organization Development Efforts

1. A continued discrepancy between top management statements of values and styles and their actual work behaviour.
2. A big program of activities without any solid base of change goals. Some organization leaders install activities such as management laboratories, a piece of a

Management Grid program, or a ‘packages’ of goal-setting activities and assume this to be an OD program. They do not have a personal commitment to the systematic setting of goals and plans for achieving them to providing responsible leadership in organization improvement.



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3. Short time framework: Most top managers are action-oriented; they are result oriented and impatient. One condition that can doom OD efforts is an unrealistic expectation of short term results. Even if dramatic short-run changes do occur they are not a valid measure of real organization improvement. Three to five years is realistic time frame in which an OD effort may be expected to show meaningful result.
 4. No connection between behavioral-science-oriented change efforts and managementservices/operations-research-oriented change efforts. There are a number of systematic efforts to change the operations of organization that are not coordinated at the staff level. These produce inefficiencies and competition between staff and do not take advantage of the synergy that is possible in a joint effort to systematically plan and conduct a change in the organization.
 5. Overdependence on outside help: With the increasing complexity of organizations and of the demands of the environment, it is easy to let consultants or specialists 'solve the problem'. In organization development efforts this is not a long-term useful strategy. The management of the organization must have a continuing personal commitment of the problems and to their solutions.
 6. Over dependence on inside specialists.
 7. A large gap between the change effort at the top of the organization and efforts in the middle of the organization. Frequently, the top –management group will engage in major effort to improve its functioning, operations and work. This takes time and energy. During the time of this effort, there may well be an increase in communications problems and social distance between the top are not communicated and transferred to the next layer of organization, it is difficult to achieve and integrated organization-development effort.
 8. Trying to fit a major organization change into an old structure : Some OD efforts towards participatory health care need a radical restructuring of the doctor- based hospital structure.
 9. Confusing 'good relationships' as an end with good relationships as a condition: Some behavioral-science organizations change programs imply that when effective, open,



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- trusting relationships exist among the people the organization, you have organization health. They imply that an end goal of such a program is to establish this type of climate and relationships. They do not indicate that the effective healthy organization in addition to good relationship has clear goals and definite plans for achieving them and that the sub organizations are also working against goals. Good relationships are an important condition in an effective organization but they are not an end state.
10. The search for 'cookbook' solutions: There are still many managers who will try anything that will provide a quick solution to improving the organization's effectiveness. Real organization health is not subject to cookbook solutions.
 11. Applying an intervention or strategy inappropriately: There are a number of cases that have been sighted where in a particular intervention or change strategy which was effective in one organization or under one set of conditions, which without any diagnosis as to is a form of cookbook solution and it tends to produce failure rather than success.
 12. Too rapid changeover in top posts, and new people not interested in OD: Change in key posts takes place before OD takes roots
 13. In many hospitals, management gave more importance to financial solvency than to OD interventions.
 14. Striving for high technology when community oriented health care needed managerial or technical function.
 15. Inability to see health care change as a political act rather than as a mere managerial or technical function.
 16. Fear among some doctors and others to move away from the herd.
 17. Lack of courage and willingness of top management to call a spade a spade, in relation to strategy, task, relationship, and concrete achievements.
 18. Lack of process-consultation skills among key members of the organization.

Implementation Conditions for Success in Organization Development Efforts

1. There is a pressure on the top management which induces some arousal to action.



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2. There is some form of intervention at the top, either a new member of the organization, or a new staff head in organization development. This induces some reorientation in looking at international problems.
3. There is diagnosis of the problem areas and this induces an analysis of specific problems.
4. There is an invention of some new solutions to problems and this produces some commitment to new courses of action.
5. There is some experimentation with new solutions and this produces a search for results with the experiments.
6. There is reinforcement in the system from positive results and this produces acceptance of the new practices.
7. There is pressure from the environment, internal or external for change.
8. Some strategic person or people are 'hurting'.
9. Some strategic people are willing to do a real diagnosis of the problem.
10. There is leadership and inspired vision among key people.
11. There is collaborator problem identification between people in the organization.
12. There is some willingness to the risks in trying new forms or relationships.
13. There is a realistic long-term time perspective.
14. There is a willingness to face the data of the situation and to work with it on changing the situation.
15. The system rewards people for the efforts of changing and improvement, in addition to rewarding them for short-term results.
16. There are tangible.