

# Session 3 – Foundations of OD

## MODELS AND THEORIES

### ***Kurt Lewin***

Change is a three-stage process

Stage 1- Unfreezing the old behavior/ situation

Stage 2- Moving to a new level of behaviors

Stage 3- Refreezing the behavior at the new level

***Edgar Schein*** modified this theory by specifying psychological mechanisms involved in each stage

Later Ronald Lippitt, Jeanne Watson and Bruce Westley expanded this model into seven-stage model

***Ralph Kilmann*** - Five critical leverage points (tracks) for organization change

1. The culture track
2. The management skills track
3. The team-building track
4. The strategy-structure track
5. The reward system track

Track 1 : Enhances trust, communication, information sharing

Track 2 : Provide new ways of coping with complex problems

Track 3 : Infuses new culture and updated management skills

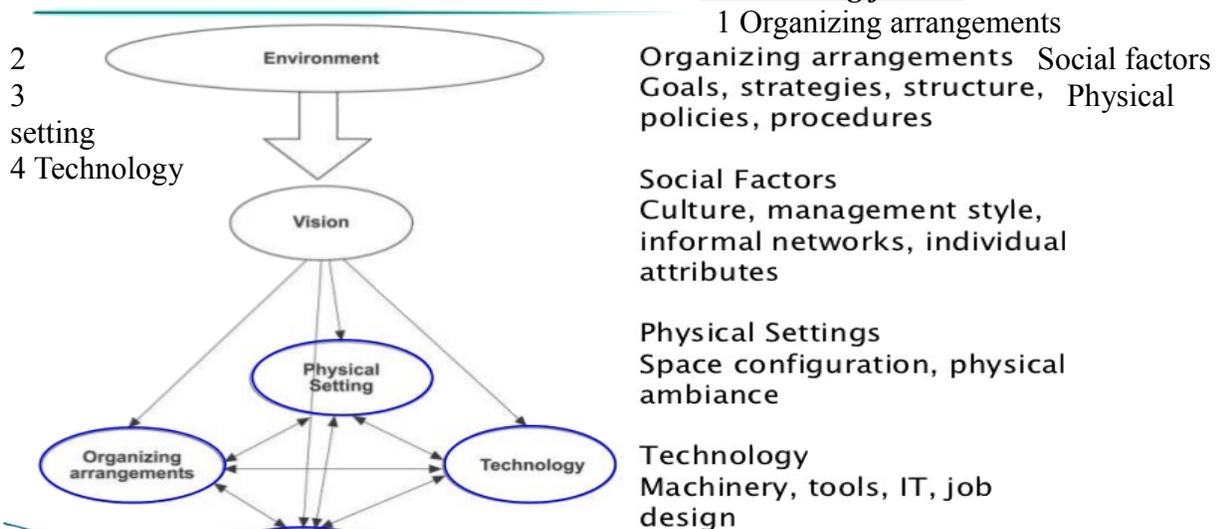
Track 4 : Develops revised strategy plan for organization

Track 5 : Establishes performance based reward system

### ***Porras & Robertson Model of Organizational Change***

Jerry Porras & Peter Robertson - OD interventions alter features of the work setting causing changes in individuals 'behaviors, which in turn lead to individual and organizational improvements.

## Models and theories *Contd.. Work setting factors*



### **Systems Theory**

Organizations are open systems in active exchange with their environment- *David A. Nadler*

### **Sociotechnical Systems Theory (STS) - Eric Trist**

All organizations comprised of two interdependent systems:

1. Social system
2. Technical system

- To achieve high productivity and employee satisfaction, organizations must optimize both systems.
- Changes in one system affect the other system.

### **The Burke-Litwin Model of Organizational Change -Warner Burke**

#### **Change**

First order change (Transactional change)

Second order change (Transformational change)

- OD interventions directed towards structure, management practices, and systems (policies & procedures) result in first order change.
- OD interventions directed towards mission and strategy, leadership, and organization culture result in second order change.

### **PARTICIPATION & EMPOWERMENT**

- Participation in OD programs is not restricted to elites or top people; it is extended broadly throughout the organization.
- Increased participation and empowerment have always been central goals and fundamental values of OD.
- Participation enhances empowerment and empowerment in turn enhances performance.
- Empowerment is the key to getting people to want to participate in change.

### **TEAMS & TEAMWORK**

Characteristics of successful teams:

1. Clear, elevating goal accomplish them.
2. Result driven structure
3. Competent members
4. Unified commitment
5. Collaborative climate
6. Standards of excellence
7. External support and recognition

- Many tasks are so complex that they cannot be performed by individuals; people must work together to
- Putting those empowered individuals into teams creates extraordinary effects on performance.
- Teams create synergy i.e. sum of efforts of team is far greater than sum of individual efforts.
- A number of OD interventions are specifically designed to improve team performance. Examples – teambuilding, quality circles etc.

### **PARALLEL LEARNING STRUCTURES**

- Parallel Learning Structures (also known as Communities of Practice) promote innovation and change in large bureaucratic organizations while retaining the advantages of bureaucratic design. }
- Groups representing various levels and functions work to open new channels of communication outside of and parallel to the normal, hierarchical structure. Parallel Learning Structures may be a form of Knowledge Management. }
- Knowledge Management involves capturing the organizations collective expertise wherever it resides (in databases, on paper, or in people's heads) and distributing it to the people who need it in a timely and efficient way.
- A parallel learning structure consists of a steering committee and a number of working groups\* that study what changes are needed, make recommendations of improvements, and monitor the change efforts. }
- (\* Idea groups, action groups, implementation groups etc.)
- One or more top executive should be part of steering committee }
- Representatives from all parts of the organization

### **When to use it?**

- To develop and implement organization-wide innovations. }
- To foster innovation and creativity within a bureaucratic system. }
- To support the exchange of knowledge and expertise among performers. }
- To capture the organizations collective expertise

### **Normative-Reductive Strategy of Change**

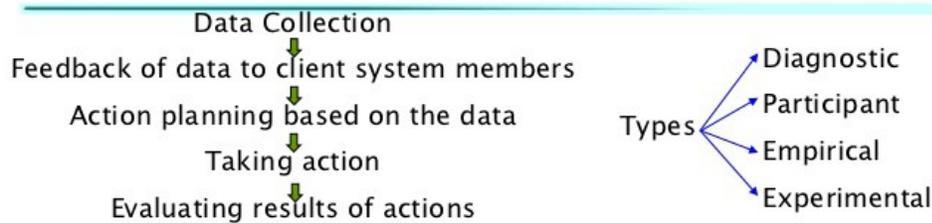
- Norms form the basis for behavior, and change comes through reeducation in which old norms are discarded and replaced by new ones.

- Changes in normative orientations involve changes in:
  - Attitudes
  - Values
  - Skills
  - Relationships
- Norms can be best changed by focusing on the group, not the individual.

**APPLIED BEHAVIORAL SCIENCE**

- OD is an application of behavioral science
- |                      |                                       |
|----------------------|---------------------------------------|
| Pure/ Basic Science  | Applied Science                       |
| Generating knowledge | Knowledge to Solve practical problems |
- **Practice Theory**: Diagnosing the situation, then selecting and implementing treatments based on diagnosis, and finally evaluating the effects of the treatments.

## Action Research



<u>Diagnostic</u>	Researcher enters a problem situation, diagnoses it and make recommendations for remedial treatment (recommendations may not be put into effect by client group)
<u>Participant</u>	People who are to take action are involved in the entire process from the beginning (involvement increases the likelihood of carrying out the actions once decided upon)
<u>Empirical</u>	Researcher keeps the systematic, extensive record of what he/ she did and what effects it had (may encounter situations too divergent from one another, which may not permit generalizations)
<u>Experimental</u>	It is controlled research on the relative effectiveness of various techniques (is difficult to do when client wants immediate answers)