

Session 5 – ORGANIZATIONAL DEVELOPMENT (OD) INTERVENTIONS

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.

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 Related to the Target of Change

- A. Organizational Issues
 1. Strategic Issues

2. Technology and Structure Issues
3. Human Resource Issues
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.

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.

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.

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.