

Organizational Design Change and Transformation
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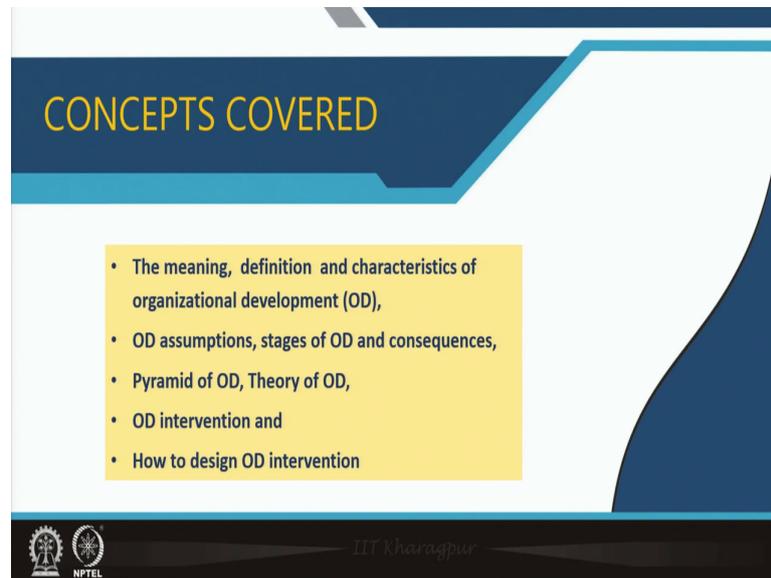
Module - 10
Lecture - 50
Organizational Development (OD) and Intervention

Welcome back to the sessions on Organizational Design, Change and Transformation. Today we are on the last lecture session of module 10 where we are discussing at length about the organizational life cycle. We have discussed about the organizational birth growth decline that we have discussed about organizational inertia resilience. We have also discussed on the organizational transformation.

So, all these are the different life cycles of the life cycle stages of an organization. In today's session we are going to discuss on the OD Intervention techniques which the leaders, the managers can take in during each of the phases of the life cycle of the organization. If you have if you remember, Greiner's model of life cycle, there are chasms at different stages like in between two stages of life cycle.

And some interventions, some hand holding support, some change management initiative is required at each of these chasms phases. So, that the organization can overcome that phase and move on successfully to the next stage of development. So, here in today's lecture session we are going to focus on those techniques which are known as organizational development techniques. So, what will be the concepts covered today let us have a look into it.

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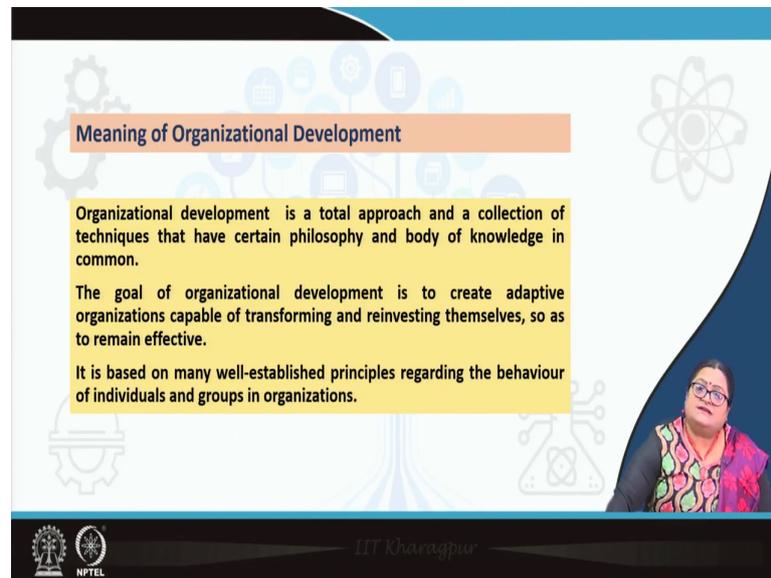
CONCEPTS COVERED

- The meaning, definition and characteristics of organizational development (OD),
- OD assumptions, stages of OD and consequences,
- Pyramid of OD, Theory of OD,
- OD intervention and
- How to design OD intervention

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So, the concepts covered here are the meaning definition and characteristics of organizational development, OD assumptions, stages of OD and consequences, pyramid of OD, theory of OD, OD intervention and how to design OD intervention. So, let us begin.

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Meaning of Organizational Development

Organizational development is a total approach and a collection of techniques that have certain philosophy and body of knowledge in common.

The goal of organizational development is to create adaptive organizations capable of transforming and reinvesting themselves, so as to remain effective.

It is based on many well-established principles regarding the behaviour of individuals and groups in organizations.

The slide features a background with various icons related to organizational development, such as gears, a lightbulb, a person, and a network. A video inset in the bottom right corner shows a woman with glasses and a colorful patterned top. The bottom of the slide includes the IIT Kharagpur and NPTEL logos.

Now, what is the meaning of organizational development? Organizational development is a total approach and a collection of techniques that have a certain philosophy and body of knowledge in common. The goal of organizational development is to create adaptive organizations capable of transforming and reinvesting themselves, so as to remain effective. It is based on many well-established principles regarding the behaviour of individuals and groups in organization.

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Defining Organizational Development

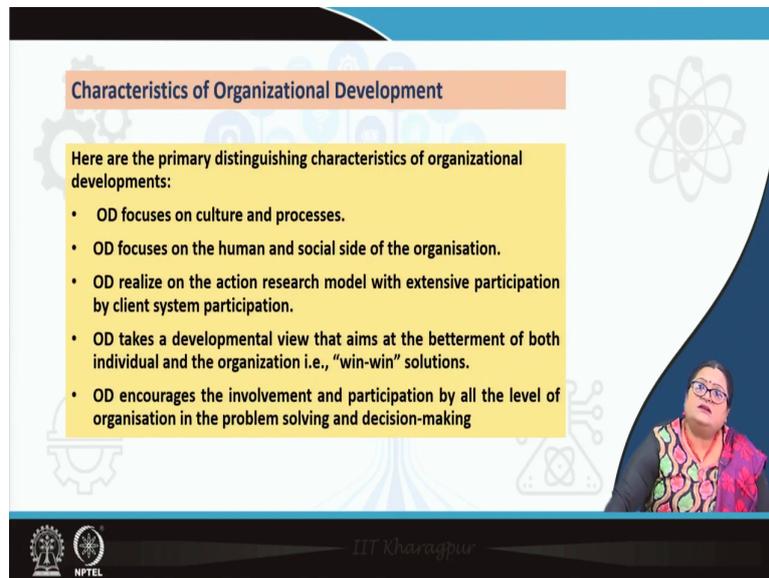
"An effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge." - Beckhard

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Organizational development has been defined by Beckhard as an effort planned organization wide and managed from the top to increase the organization's effectiveness and health through planned interventions in the organization's processes, using behavioral science knowledge. So, you understand OD is a planned technique, it is managed from top.

So, top management initiative involvement is very much required in the process and it is a planned interventions using behavioral science knowledge.

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Characteristics of Organizational Development

Here are the primary distinguishing characteristics of organizational developments:

- OD focuses on culture and processes.
- OD focuses on the human and social side of the organisation.
- OD realize on the action research model with extensive participation by client system participation.
- OD takes a developmental view that aims at the betterment of both individual and the organization i.e., "win-win" solutions.
- OD encourages the involvement and participation by all the level of organisation in the problem solving and decision-making

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Now, what are the distinguishing characteristics of organizational development? OD focuses on the culture and processes. Why it is focusing on the culture and processes? If you remember like when we were discussing on organizational transformation, we discussed about the creative like, identifying change, champions who will be discussing with each other brainstorming about the newer way of doing things may be criticizing the earlier these things were done and proposing something new, experimenting with something new.

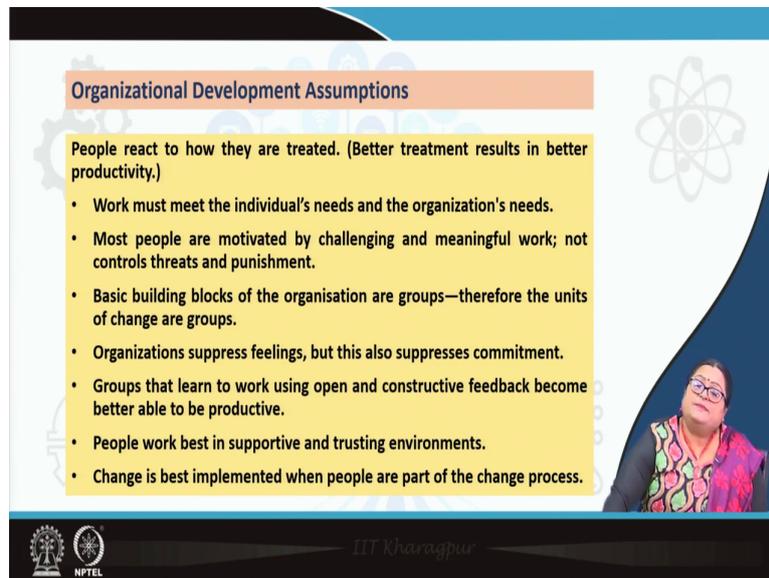
So, that requires a holding environment, which is going to facilitate this whole process. Encourage people to think differently, encourage people to think critically. So, whenever we are talking of OD interventions, it focuses on the culture development. Creating a facilitating culture, which is growing going to promote creativity, going to promote innovation, which is

going to promote maybe reflective thinking and also the processes which are going to like more accommodative.

So, that these things more flexible so, that these things can be done. So, OD focuses on the cultures and the processes. It focuses on the human and the social side of the organization. It realizes the action research model with extensive participation by client system participation. OD takes a development view that aims at the betterment of both the individual and the organization. So, individual has to grow and along with that the organization also grows.

So, it is involving the individuals in the process understanding their need for development, understanding their pain points, taking care of the pain points. So, that they are able to better contribute to the organization's development. Along they grow an organization grow also. So, that is why it is targeted to be a win-win situation or the solution. OD encourages the involvement and participation by all the levels of the organization in the problem solving and the decision-making process.

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Organizational Development Assumptions

People react to how they are treated. (Better treatment results in better productivity.)

- Work must meet the individual's needs and the organization's needs.
- Most people are motivated by challenging and meaningful work; not controls threats and punishment.
- Basic building blocks of the organisation are groups—therefore the units of change are groups.
- Organizations suppress feelings, but this also suppresses commitment.
- Groups that learn to work using open and constructive feedback become better able to be productive.
- People work best in supportive and trusting environments.
- Change is best implemented when people are part of the change process.

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Now, what are the basic assumptions of organizational development? First assumption is people react to how they are treated. Better treatment results in better productivity. What must meet the individual's needs and the organization's needs? Most people are motivated by challenging and meaningful work, not by controls, threats and punishments.

Basic building blocks of the organizations are groups; therefore, the units of change are also groups. If the organizations suppress feelings, it also suppresses the commitment. Group that learns towards using open and constructive feedback become more able, better able to be productive. People work best in supportive and trusting environments. Change is best implemented where the people are a part of the change process.

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Stages of Development	Critical concern	Key Issues	Consequences if not met up
Birth	To create a new organization	What to risk	Frustration and inaction
	To survive as a visible system	What to sacrifice	Death of organization Further subsidy by faith
Youth	To gain stability	How to organize	Reactive crisis dominated organization
	To gain reputation and develop pride	How to review and evaluate	Difficulty in attracting good personnel and clients

Now, we will focus on the different concerns of OD intervention, like where OD intervention is required based on the different stages of the life cycle of the organization. As we told earlier also in like between two life cycle phases, there is always a critical concern, a chasm or challenge and the organization has to like answer to this. If the organization can answer to it properly, then the organization will progress to the next stage of development.

Otherwise, there could be some problems in that stage. Ultimately, which when summed up will lead to the organizational decline and death. So, we will discuss each of these in details now. And the stage of development is birth. In birth stage, there are two critical concerns. The first concern is of course, to get to create a new organization.

And the key issues are what to risk in that environment. And if we are not able to find out a proper answer for it, what it may lead to is frustration and inaction because we are not able to

understand like how to progress forward, what to do, what are the important steps needs to be taken and that frustration. And because we lack that understanding, it may lead to frustration and because we are not able to understand, we may not be able to perform also and that leads to inaction.

The second critical concern in the birth stage is that of to survive as a visible system. So, in order to survive as a visible system, the organization may need to make choices between different alternatives and to like decide on which way to go, what to do, which path to follow. So, which may need to like sacrifice on some of the old ideas, old ways of doing things and you know like looking at problem in a different way that is required. So, what is the key issue over here is what to sacrifice.

So, and then maybe sacrifice the escalation of commitment. So, what to sacrifice is the key issue over here. And the consequences, if it is not met up, like you are not able to understand what to sacrifice and what to prioritize, then it may lead to death of the organization and further subsidy by faith. Youth, this is the stage of development is youth.

So, if this birth stage is like you are able to answer to the crisis properly, issues properly, then you need to move to the youth stage. But youth stage also has its own critical concerns. Like the first concern here is to gain stability.

In order to gain stability, the key issue is how to organize because by that time, maybe you have you are like, you are trying to establish yourself in the ecosystem, you are trying to increase in size and volume, you are trying to establish more network, but it needs to be systematically done, it needs to be done in an organized fashion.

So, what is the key issue over here is what to or how to organize. So, consequences, if it is not met, you are like and reactive or you are a crisis dominated organization. The second critical concern of the youth stage is to gain reputation and to develop pride. So, based on that, the key issues are how to do a self evaluation, how to review and evaluate.

Because if you have to gain reputation and develop a pride, then you must first gain the self esteem, self respect. And for that, you need to have like a understanding of who you are and you have to do it as a realistic self estimation. So, and for that, you need to understand how to review and evaluate what are the parameters, what are the yardsticks.

If you are not able to gain reputation and develop pride by gaining your own self esteem and because that is going to reflect in your behavior and that will also mean helping you to like communicate with the environment to gain the reputation. And you know like connecting more properly with the community at large.

So, if you are not very clear in who you are and how you will do things. So, that you do not like lose on your own self esteem and self respect. Because if only the organization respects itself then by through its processes and outcomes or outputs, then the society is also not going to respect the organization. And as a result, it may have difficulty in attracting good personal and class.

So, if you need to; you need to do this self evaluation time and a gain like how to gain reputation; reputation by leading through examples, by doing things in an ethical way, by doing things, which is at the like beneficial for all the stakeholders that are concerned.

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The slide is titled "Stages of Organizational Development and Consequences". It contains a table with the following data:

Stages of Development	Critical concern	Key Issues	Consequences if not met up
Maturity	To achieve uniqueness and adaptability	Whether and how to change	Un necessary defensive or competitive attitudes
	To contribute to society	Whether and how to share	Possible lack of public respect and appreciation

Below the table, a text box states: "During the developmental stages, organization experiences at least the six critical concerns or confrontations. the problems tend to be recrudescant. At certain times it is inevitable that one of the issues will acquire exceptional importance while some will not."

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Next is the stage of maturity. So, the critical concern here like to achieve uniqueness and adaptability. The key issue is whether and how to change. So, if you have to exist in the mental map of your society at large of your consumers, then you need to be doing things differently and you need to like emerge as an organization which is different from the rest of the organizations.

Now, to achieve this uniqueness and adaptability, you need to do this self search like what aspects of my behavior, what aspects of how I am communicating to what aspects, how I am looking at things needs to be changed and how? So, and be flexible in accepting those changes and changing oneself for a in a better perspective. So, if these are not met.

So, then what happens, the organization may become unnecessarily defensive or have a competitive attitude instead of thinking of others as collaborators. So, that there is a symbiotic

relationship, we always think others may be as competitors. Next critical concern is because we are talking of the sustainability of the organization. So, the what the organization is contributing back to the society at large is very important.

So, the next important concern over here is to contribute to the society. And key issue comes in like whether and how to share the responsibilities for the society. And if we are not aware of if these things like we need to contribute to the cause of the society and because we are drawing our resources from them. So, we do not understand whether to share and how to share.

And this leads to the consequence like if not met is lack of public respect and appreciation. And you are gradually faded away from the memory of the society at large. During the developmental stages, organization experiences at least the six critical concerns or confrontations.

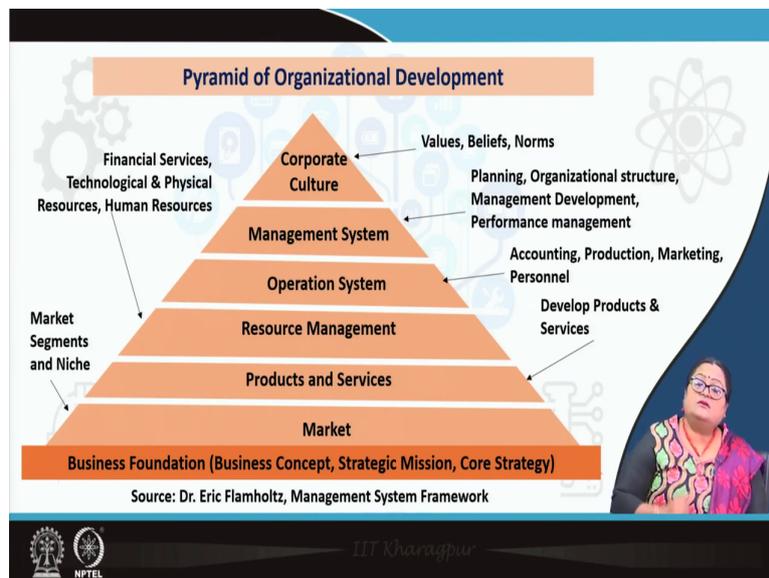
The problem tend to be recrudescence. At certain times it is it becomes inevitable that one or two of the issues will get acquire exceptional important while some will not. So, you find there are six stages there could be a like different weightages happening based on the stage of development, organization is in the types of people that it is functioning with the type of external environment, the stakeholders all connected.

So, the critical concerns are more or less mapped to the stages, but for each organization it will make case specific based on the like the environment, the context organization is in, the type of business is, organization is in and you need to reason out properly to find out the what can be done to like answer to this critical concern. Through the methods of interventions which we call to be OD techniques, which are techniques which are customized mapped to the specific organizational challenges.

After studying the organization or being in the organization, getting embedded in the organization, having a feel of its challenges, understanding its problem and then giving

specific solutions for it. So, that is why most of the OD intervention techniques believes in action research process and also appreciative inquiry process.

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Now, we look into the pyramid of organizational development. It is given by Dr. Eric Flamholtz and it is called the management system framework. So, we will understand this management system framework and from there we will try to understand what could be the OD interventions at each stages of this (Refer Time: 21:00) framework. So, at the base you find that the business foundation which is the basic concept strategy commission and core strategy.

Then you have the market segment which determines what is the market and what is the niche area that you are focusing in. Based on the market we have the products and services developed and like then we have the resource management like financial services,

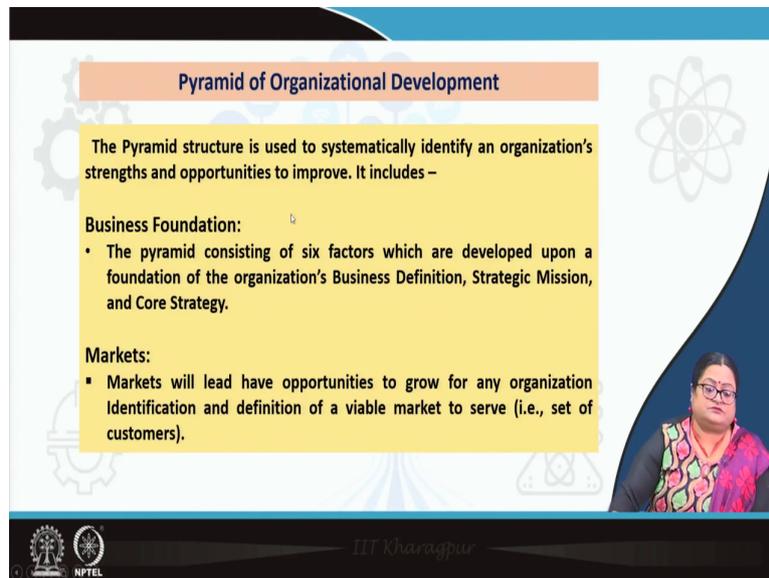
technological and physical resources, human resources and also when we have done this resources like manage the resources properly.

So, there are operation system like accounting, production, marketing and personnel which will help to like coordinate amongst this which will help to coordinate amongst this resources and help the resources to be placed in particular destinations where they are going to be used for like the generation of the products and answering to the deliverables.

On top of the operation system is the management system which like which takes care of the planning, organizational structure, management development and performance management of the employees. So, that their performance is aligned with the business expectations that their performance is aligned with the rewards that they are getting and you know like every system is functioning properly.

We need to understand this management system helps to understand why there is where there is a interlinking between all the systems and how they are functioning properly; leading to the contributing to the goals of the organization. On the top of the pyramid, you find corporate culture which are the values, beliefs and norms of the organization, the guiding philosophy which governs all other processes of the organization.

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Pyramid of Organizational Development

The Pyramid structure is used to systematically identify an organization's strengths and opportunities to improve. It includes –

Business Foundation:

- The pyramid consisting of six factors which are developed upon a foundation of the organization's Business Definition, Strategic Mission, and Core Strategy.

Markets:

- Markets will lead have opportunities to grow for any organization Identification and definition of a viable market to serve (i.e., set of customers).

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So, we will discuss this in some more details as we see over here. The business foundation is the it is the pyramid consisting of six factors which are developed up on the foundation of the organization's business definition, strategic mission and core strategy. The market will have, will lead to have opportunities to grow for any organization identification and definition of a viable market to serve.

So, you need to do a lot of market research to understand like who are my potential customers whom like. What are their needs, how can I map to their needs and what would be a viable market for me to serve.

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Pyramid of Organizational Development

Products and Services:

- Development of products and/or services appropriate to the organization's chosen market

Resource Management:

- Acquisition and/or development of resources required for current and anticipated future operations (including people, equipment, facilities, and financial resources).

Operational Systems:

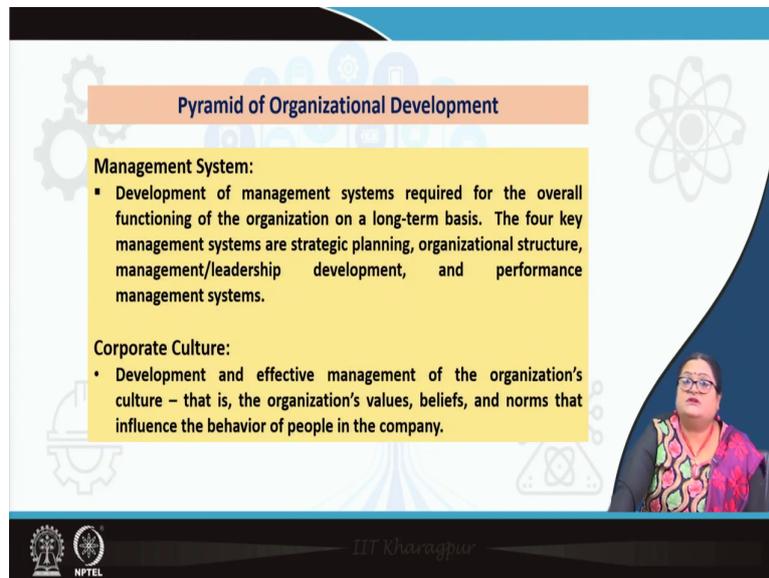
- Development of the operational systems necessary for the organization to function on a day-to-day basis.

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The products and or services, development of products and or services appropriate to the organization's chosen market. So, you can see at each of these stage doing a background study, doing a homework is very much essential as the part of OD technique interventions. Resource management, acquisition and development of resources required for current and anticipated future operations including people, equipment, facilities, and financial resources.

So, while we will be discussing on module 12, we are going to discuss more on how these interventions takes place for organizational transformation. Operational systems: development of the operational system necessary for the organization to function on a day to day basis.

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Pyramid of Organizational Development

Management System:

- Development of management systems required for the overall functioning of the organization on a long-term basis. The four key management systems are strategic planning, organizational structure, management/leadership development, and performance management systems.

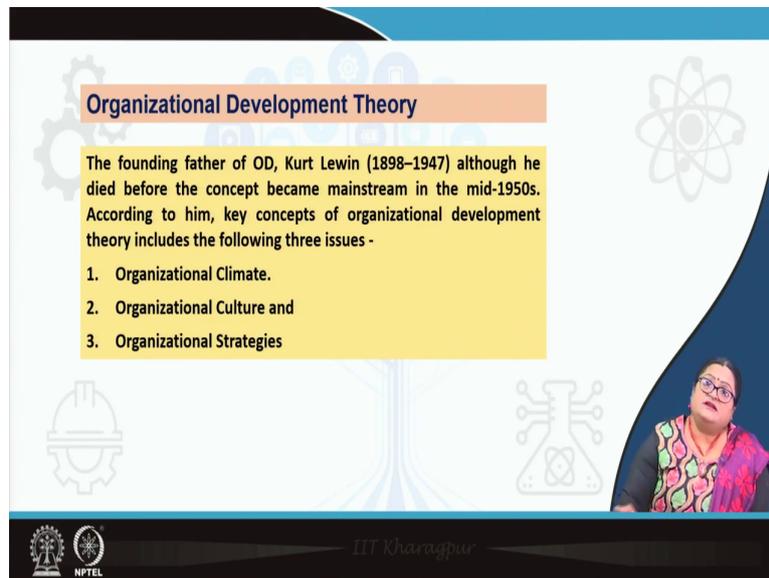
Corporate Culture:

- Development and effective management of the organization's culture – that is, the organization's values, beliefs, and norms that influence the behavior of people in the company.

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The management system, development of a management system required for the overall functioning of the organization on a long term basis. The four key management systems are strategic planning, organizational structure, management or leadership development and performance management system. Corporate culture: development and effective management of the organization's culture - that is, the organization's values, beliefs and norms that influence the behavior of the people in the organization.

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Organizational Development Theory

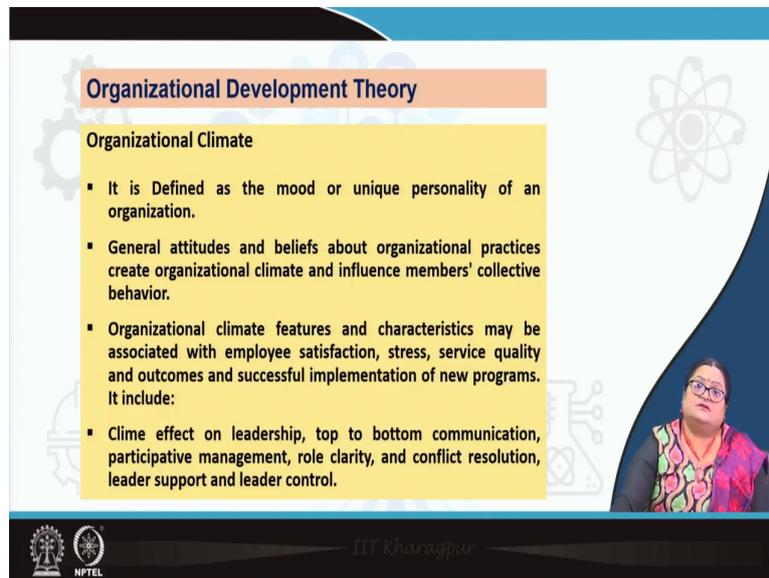
The founding father of OD, Kurt Lewin (1898–1947) although he died before the concept became mainstream in the mid-1950s. According to him, key concepts of organizational development theory includes the following three issues -

1. Organizational Climate.
2. Organizational Culture and
3. Organizational Strategies

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Now, we will discuss here some of the theories of organizational development. The founding father of organizational development, Kurt Lewin, although he died before the concept became mainstream in 1950s, but he was the founding father of this concept. According to him, the concept of OD includes three main issues - organizational climate, organizational culture and organizational strategies.

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Organizational Development Theory

Organizational Climate

- It is Defined as the mood or unique personality of an organization.
- General attitudes and beliefs about organizational practices create organizational climate and influence members' collective behavior.
- Organizational climate features and characteristics may be associated with employee satisfaction, stress, service quality and outcomes and successful implementation of new programs. It include:
 - Clime effect on leadership, top to bottom communication, participative management, role clarity, and conflict resolution, leader support and leader control.

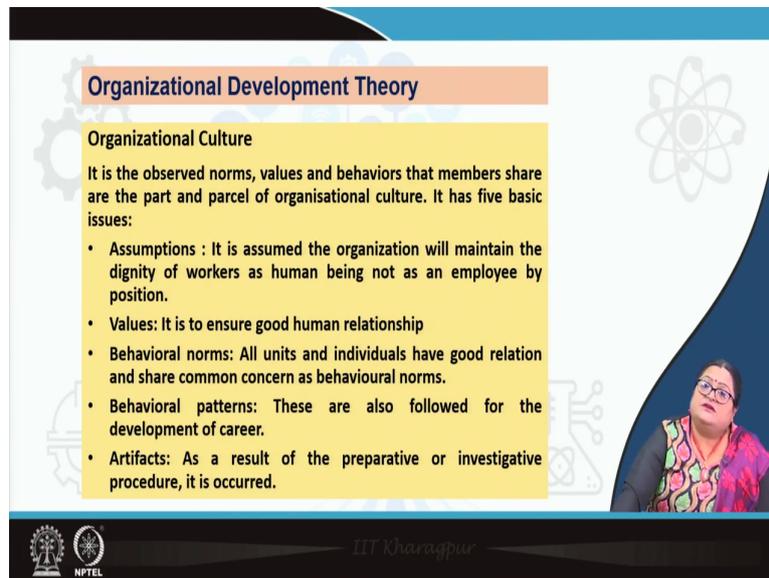
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Organizational climate, it is defined as the mood or the unique personality of the organization. General attitudes and beliefs about organizations, practices, create organizational climate and influence members' collective behavior. Organizational climate features and characteristics may be associated with employee satisfaction, stress, service quality and outcomes and successful implementation of new programs.

The climate effect on leadership, top to bottom communication, participative management, role clarity and the conflict resolution, leader support and leader control are important features of the organizational climate which is required for like smooth functioning of the organization.

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Organizational Development Theory

Organizational Culture

It is the observed norms, values and behaviors that members share are the part and parcel of organisational culture. It has five basic issues:

- Assumptions : It is assumed the organization will maintain the dignity of workers as human being not as an employee by position.
- Values: It is to ensure good human relationship
- Behavioral norms: All units and individuals have good relation and share common concern as behavioural norms.
- Behavioral patterns: These are also followed for the development of career.
- Artifacts: As a result of the preparative or investigative procedure, it is occurred.

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Next, we discuss about the organizational culture. It is the observed norms, values and behaviors that members share and a part and parcel of the organizational culture. It has five basic issues. First is the assumptions: it is assumed that the organization will maintain the dignity of workers as human being, not as an employee by position. So, it is important for an organization's culture to respect human beings, to respect his employees as human beings, not just as employees per say who designated to a particular position.

Values: it is very important to ensure good human relationships. Behavioral norms: all the units and individuals have good relation and share common concern as behavioral norms. Behavioral patterns: these are also followed for the development of career. Artifacts: As a result of the preparative or investigative procedure, it is occurred. So, what are the symbols, signals which will depicts the nature of the organizational culture are the artifacts.

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Organizational Development Theory

Organizational Strategies:

A common OD approach used to help organizations negotiate change, i.e. action research, consists of following four steps:

- Diagnosis
- Action planning
- Intervention
- Evaluation

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Now, we will discuss some of the organizational strategies. A common OD approach which is used to help organizations negotiate change, that is, action research, consists of the four steps which is diagnosis, action planning, intervention and evolution or evaluation.

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Organizational Development Theory

Organizational Strategies:

i) **Diagnosis:**

- It helps organization identify problems
- It is usually done by OD enlisting the help of an outside specialist to help identify problems
- It is usually done through key informant interviews or formal surveys of all members.

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The first phase is the diagnosis. It helps organization identify problems. It is usually done by OD enlisting the help of an outside specialist to help identify problems. So, as you can see like the outsider will always have an independent view and less emotional attachment like that is where many people are in the community.

It is where many organizational citizenship behaviors sometimes acts as a block where we are not able to critically evaluate the organization. So, it is important for an external agency to see in comment observe and report about the required areas of changes. It is usually done through key informant interviews or formal interviews of all the members.

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Organizational Development Theory

Organizational Strategies:

ii) Action planning:

- Strategic interventions for addressing diagnosed problems are developed.
- The organization is engaged in an action planning process to assess the feasibility of implementing different change strategies that lead to action.

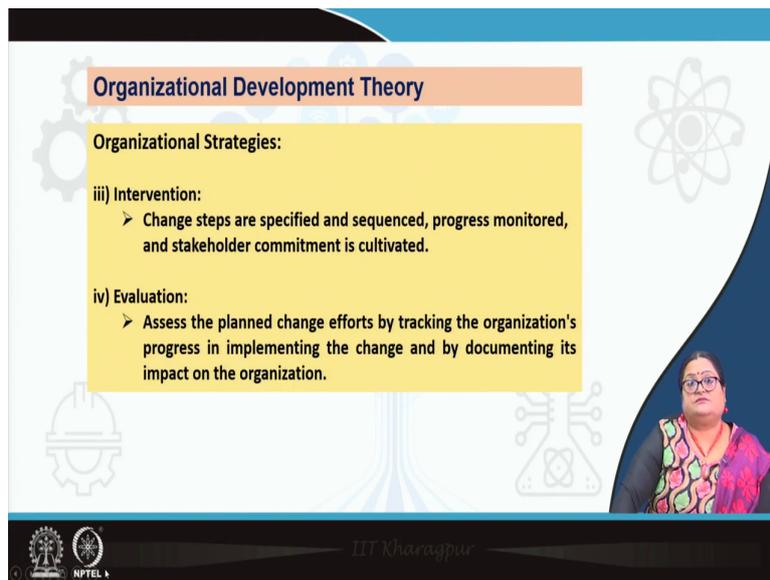
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So, after this diagnosis, second step is that of action planning. Strategic interventions for addressing diagnosed problems are developed. The organization is engaged in an action planning process to assess the feasibility of implementing different change strategies that lead to action.

So, it needs to be like you need to think and act and you have to plan and act because these all these actions are going to have an impact on the minds of the people and like how they are seeing things, what they do, what are the problems that they are facing. So, the for this reasons while implementing change as there are after effects. So, it is very important like the organization does a proper homework on researching about like the if the change is implemented, then what could be the possible pros and cons.

And you know like how like what could be the barriers how to overcome the barriers in the process of implementing change also that can be that needs to be like discussed and explored first. And alternate thought processes like understood because before one goes for implementing the organizational change.

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The slide is titled "Organizational Development Theory" and is part of a presentation from IIT Kharagpur. It features a yellow background for the main text and a blue header. The text is organized into sections: "Organizational Strategies:" followed by "iii) Intervention:" and "iv) Evaluation:". The intervention section lists that change steps are specified and sequenced, progress is monitored, and stakeholder commitment is cultivated. The evaluation section lists that planned change efforts are assessed by tracking progress and documenting impact. A small inset video of a woman is visible in the bottom right corner of the slide. Logos for IIT Kharagpur and NPTEL are at the bottom.

Organizational Development Theory

Organizational Strategies:

iii) Intervention:

- Change steps are specified and sequenced, progress monitored, and stakeholder commitment is cultivated.

iv) Evaluation:

- Assess the planned change efforts by tracking the organization's progress in implementing the change and by documenting its impact on the organization.

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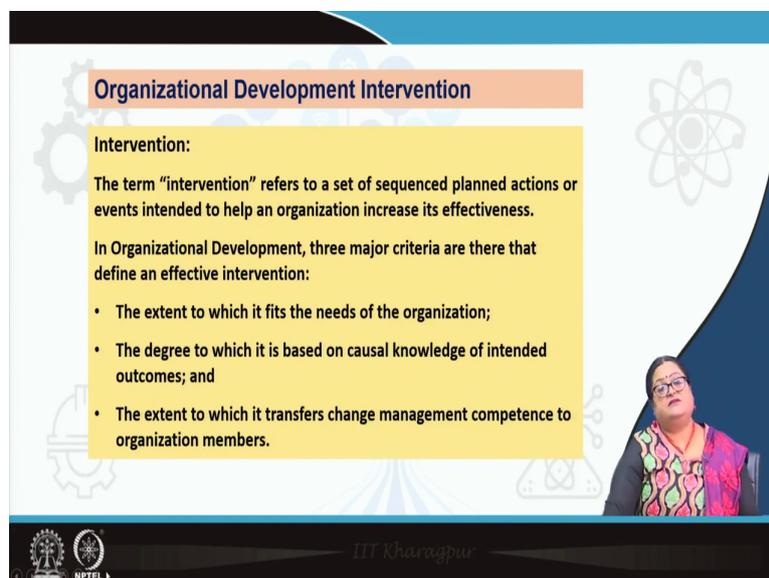
Organizational strategies, third is intervention: Change steps are specified and sequenced progress monitored and stakeholder commitment is cultivated. And fourth is that evaluation: Assess the planned change efforts by tracking the organization's progress in implementing the change and by documenting its impacts on the organization. So, as it is the ongoing process.

So, the better you do your homework, the better you get to understand the people and the environment and the challenges of the organization, you will be in a better position to implement the change. You will be able to bring like write down this process into small small

step and you can take care of each of these steps and then you like implementation becomes easy and you can understand also the impact of your action.

So, whether the change that you introduced have been successful or not or what are the things that needs to be there in the output and the outcome variable so, the output variable. So, that you know that the outcome is a satisfactory change intervention, these needs to be like understood properly before we go for OD intervention.

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Organizational Development Intervention

Intervention:

The term "intervention" refers to a set of sequenced planned actions or events intended to help an organization increase its effectiveness.

In Organizational Development, three major criteria are there that define an effective intervention:

- The extent to which it fits the needs of the organization;
- The degree to which it is based on causal knowledge of intended outcomes; and
- The extent to which it transfers change management competence to organization members.

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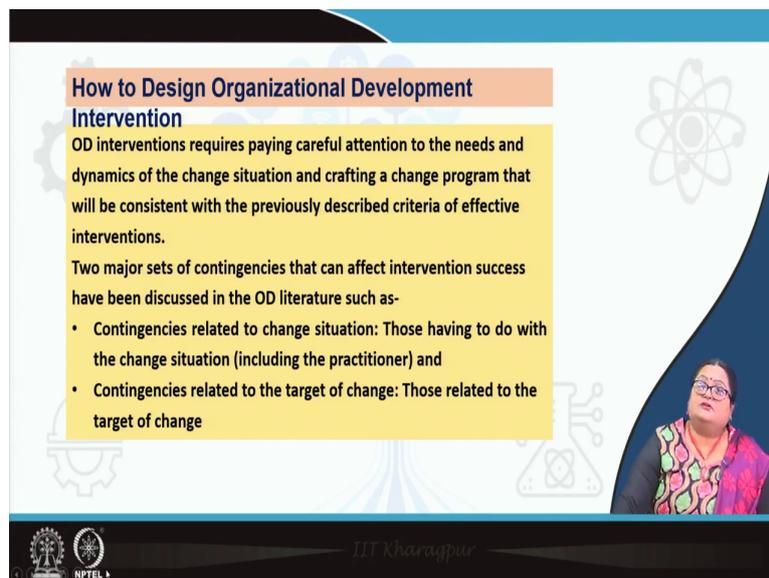
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So, next we will discuss on we have been repeating about interventions. So, let us discuss what this intervention is. The intervention term refers to a set of sequenced planned actions or events intended to help an organization increase its effectiveness. In organizational development, three major criteria are there that can determine an effective intervention.

The extent to which it fits the needs of the organization, the degree to which it is based on causal knowledge of intended outcomes and the extent to which it transfers change management competence to organizational members. So, how each of the members becomes champion of change so, that they can understand the opportunity and move ahead for it with their competencies, how they can transform their weaknesses into strength.

And find out opportunities also is where the success of like competency mapping lies and developing competencies lies and organizational transformation becomes transformational change becomes successful. When like each of the it is a distributive kind of leadership where each member becomes very very competent to face the change and take change as an opportunity for developing oneself and the organization.

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How to Design Organizational Development Intervention

OD interventions requires paying careful attention to the needs and dynamics of the change situation and crafting a change program that will be consistent with the previously described criteria of effective interventions.

Two major sets of contingencies that can affect intervention success have been discussed in the OD literature such as-

- Contingencies related to change situation: Those having to do with the change situation (including the practitioner) and
- Contingencies related to the target of change: Those related to the target of change

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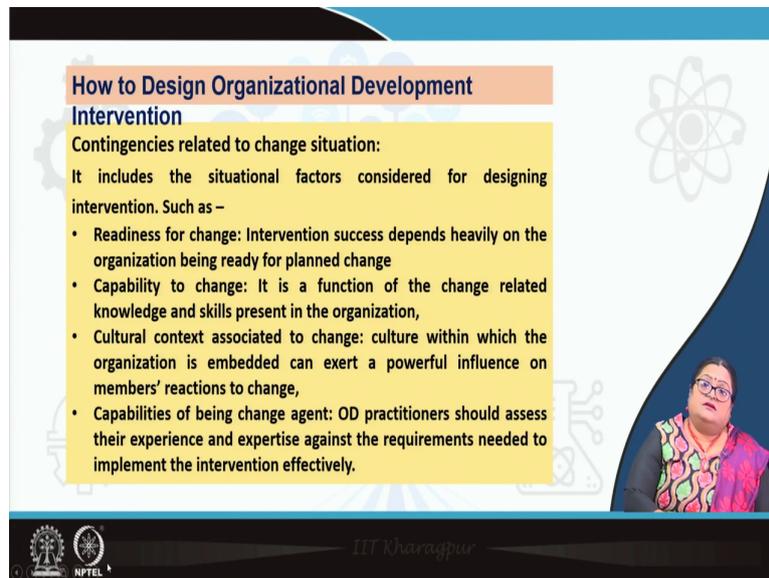
The OD now we can we will be discussing over here how to design organizational development interventions. OD interventions requires paying careful attention to the needs and dynamics of the change situation and crafting a change program that will be consistent with the previously described criteria of effective interventions.

Two major sets of contingencies that can affect intervention success that has been discussed in OD literature are contingencies related to the change situation. So, those having to do with the change situation like in what situation this changes are happening and what are the barriers that we face from the situation and so on. And the second is, contingencies related to the target of change.

So, within the mindset of the people, the people who are more open in nature, they will be welcoming the change process and they will try to learn. They will be welcoming the change process; they will try to learn and develop one self. But if people are bit of like uncomfortable with the change process, if they are happy with, if they are complacent with what they know and they believe in like I do not require to change and there is less of flexibility, then it is very difficult for.

People to introduce any change process or make them go through the training process so, that they develop a better insight. So, acceptability of the change process and welcoming the change process, these are like the factors which are like there in the targets of change. And that may determine the success of the change process to a large extent.

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How to Design Organizational Development Intervention

Contingencies related to change situation:

It includes the situational factors considered for designing intervention. Such as –

- Readiness for change: Intervention success depends heavily on the organization being ready for planned change
- Capability to change: It is a function of the change related knowledge and skills present in the organization,
- Cultural context associated to change: culture within which the organization is embedded can exert a powerful influence on members' reactions to change,
- Capabilities of being change agent: OD practitioners should assess their experience and expertise against the requirements needed to implement the intervention effectively.

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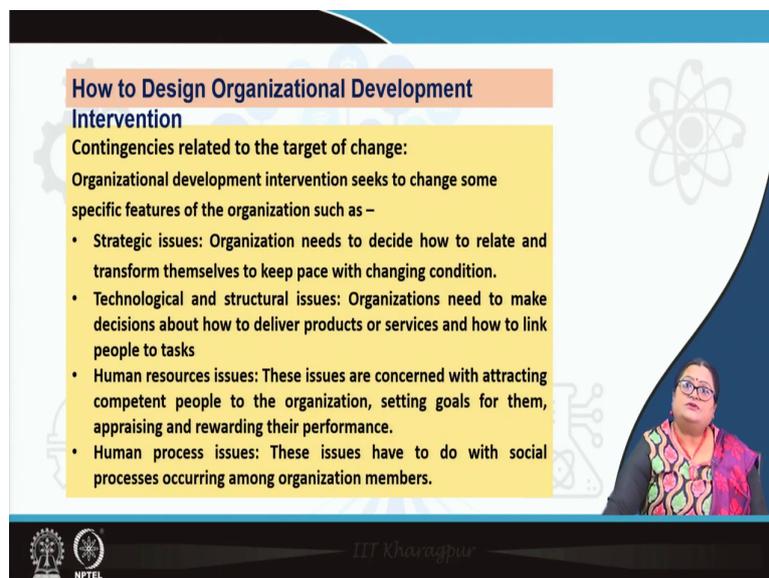
Now, there are contingencies which are related to the change situation. So, this includes the situational factors for designing interventions such as readiness for change. Intervention success depends heavily on the organization being ready for plan change. Capability to change, it is a function of the change related knowledge and skills present in the organization.

Culture context associated to change. Culture within which the organization is embedded can exert a powerful influence on the member's reactions to change. So, we can tell like the national culture has a definite impact on the organization and its functioning because according to the national culture and the culture clusters. Certain things are acceptable in culture clusters certain things are done in certain ways in certain cultures and it is quite different for the other cultures.

So, these now whether the degree to which your cultural identity is and the degree to which you your cultural flexibility is will determine like whether you will welcome this change or you are resistance to the change. Capabilities of being a change agent: OD practitioners should assess their experience and expertise against the requirements needed to implement the intervention effectively.

So, to be in a change agent in spirit it requires your perseverance, it requires self-respect, it requires respect for others, trust, integrity. So, these are some of the qualities that are respecting privacy of others. So, these are some of the important qualities that are required for being a change agent like able to understand like the able to be empathetic to others. So, these are some of the qualities. So, you need to understand whether people have the capability to being a be a change agent or not.

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How to Design Organizational Development Intervention

Contingencies related to the target of change:

Organizational development intervention seeks to change some specific features of the organization such as –

- Strategic issues: Organization needs to decide how to relate and transform themselves to keep pace with changing condition.
- Technological and structural issues: Organizations need to make decisions about how to deliver products or services and how to link people to tasks
- Human resources issues: These issues are concerned with attracting competent people to the organization, setting goals for them, appraising and rewarding their performance.
- Human process issues: These issues have to do with social processes occurring among organization members.

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How to design organizational development interventions? The contingencies again related to the target of change. Here the target of change is the organization itself. The organizational development intervention seeks to change some specific features of the organizations such as the strategic issues. Organization needs to decide how to relate and transform themselves to keep pace with the changing conditions - technological and structural issues.

Organizations need to make decisions about how to deliver products or services and how to link people to task. It is very important that the right kind of people are chosen for answering the right kind of task. There is a job person fit. So, that the people are able to perform properly. So, they need organization needs to make decisions about this because if the job person fit is there, there they will be enjoying doing the work and they will be able to contribute in a better way.

Human resource issues: these issues are concerned with attracting competent people to the organization, then setting goals for them, appraising and rewarding their performance. Human process issues: so, these issues have to do with the social processes occurring amongst the organizational members. So, sometimes there are conflicts while performing a particular task.

So, organization needs to see like, you know, like this conflicts are not turning into personal conflicts or dysfunctional conflicts. So, how to deal with collaboration? How to like see if there are certain click formation happening in the organization or not so, how to enrich the relational capital present in the organization. So, that people are trusting each other, communicating with each other.

Then they are developing their complementary skill sets, competencies and collaborating with each other for developing themselves as well as to the goals of the organization and contributing positively to the organizational goal needs to be taken care of also.

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These are the references that we have used.

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CONCLUSION

This lecture session has covered the meaning, definition and characteristics of organizational development, OD assumptions, stages of OD and consequences, pyramid of OD, Theory of OD, OD intervention and how to design OD intervention. Hope all the learners have enjoyed the learning.

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So, in conclusion we can tell like this lecture session has covered the meaning, definition and characteristics of organizational development, OD assumptions, stages of OD and consequences, pyramid of OD, theory of OD, OD interventions and how to design OD intervention. Hope all the learners have enjoyed the learning. We will meet you again with very exciting discussions on innovation and creativity in week 11. Till then, be there with us, enjoy reading.

Thank you.