Organization Development

Block

3

ORGANIZATION DEVELOPMENT INTERVENTIONS

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BLOCK 3: ORGANIZATION DEVELOPMENT INTERVENTIONS

The third block in the course on *Organization Development* deals with OD interventions. It introduces several OD interventions. It consists of three units from unit 7 to unit 9. The seventh unit gives an overview of OD interventions with a classification of different OD interventions. The eighth unit focuses on human process interventions. The ninth unit deals with comprehensive OD interventions.

In unit seven, *An Overview of OD Interventions*, systematic classification of OD interventions is presented. Interventions are actions taken to produce desired changes. When initiating change, one has to know about the objectives of change, to what extent the goals are desirable and what and how the change is to be implemented. We also need to know the alternate methods available in bringing change. This unit provides an overview of OD interventions and describes various classifications of OD as given by eminent scholars. Finally, for our operational purpose, we derive a particular type of classification consisting of five types of interventions, namely, human process interventions, comprehensive interventions, techno-structural interventions, strategic interventions and strategic change interventions.

In unit eight, *Human Process Interventions,* we examine the interpersonal relations and group dynamics occurring in work groups. They attempt to improve people's working relationships with one another. These are the earliest interventions in OD and are the most popular ones. There are four types of human process interventions, which are taken up for discussion in this unit. They are individual interventions, interpersonal interventions, group/intergroup interventions and organization interventions.

In unit nine, *Comprehensive Interventions,* we discuss comprehensive OD interventions which involve the total organization and also address in-depth cultural changes. Comprehensive interventions involve a collaborative effort between the client organizations and the consultants. All these interventions help in identifying organizational problems and bringing solutions. They aim to promote organization development. Like all OD interventions, comprehensive interventions involve a collaborative effort between the client organization and the consultant in both diagnosis and intervention. The five comprehensive interventions that were discussed in the unit include Beckhard's confrontation meeting, strategic management activities, appreciative enquiry, Blake and Mouton's grid organizational development and Schein's cultural analysis.

Unit 7

An Overview of Organization Development Interventions

Structure

"If you want to grow an organization then enable its employees to experiment, explore and express their creativity without limiting them to title, department & designation".

— Aiyaz Uddin

7.1   Introduction

As has been propounded by Aiyaz Uddin, OD interventions act as the building blocks for planned activities that are designed to enhance the functioning of the organization through participation of its members.

In the previous unit, we have discussed the steps involved in action research model and further we have understood action research as a process and as a problem-solving approach. Interventions are actions that are taken by the organization to achieve desired change outcomes. When initiating change, one has to know about the objectives of change, to what extent the goals are desirable and what and how the change is to be implemented. We also need to know the alternate methods available in bringing change.

This unit would focus on the nature of OD interventions and would provide a detailed elaboration on the characteristics and classification of OD interventions as have been propounded by various scholars.

"Is change management and organization development the same or different" is a question which has been most frequently bothering several managers. Though many provide simplified impression that both refer to organization's response to change, they ought to be distinguished from one another in terms of the approach, theories, process, content and application. The change management obviously refers to the strategy of implementing any planned or unplanned changes in the organization like introducing new technology, or a process. Organization development is a unique discipline that aims at designing interventions utilizing advance theories and practices behavioral science knowledge to bring changes in the culture and systems of the organization to enhance the health of the organization.

7.2 Objectives

After studying this unit, you should be able to:

- Describe OD interventions
- Enumerate the factors affecting OD interventions
- Explain the characteristics of OD interventions
- Examine the different classifications of OD interventions

7.3 Definition and Nature of OD Interventions

According to Cummings and Worley, an organization development intervention is 'a sequence of activities, actions and events intended to help an organization improve its performance and effectiveness'. Interventions are derived from careful diagnosis to resolve specific organizational problems and to improve organizational performance.

Intervention is a deliberate process by which change is introduced into people's thoughts, feelings and behavior. Managers influence the productivity of their team by understanding how managerial style impacts organizational climate and create an atmosphere of high performance.

The thrust of OD interventions can be enumerated as:

- It aims at improving the entire organization through planned change.
- OD interventions are a set of structured activities in which selected organizational units engage in a series of tasks which lead to organizational improvement.
- Interventions are actions taken to produce desired changes.

7.3.1 Nature of effective interventions

1. *Interventions that are designed to fit to the needs of the organization:* Such interventions are relevant to the organization and its members. They are based on valid information about organization's functioning. They provide members opportunities for making free and informed choices.

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2. *Interventions that are based on causal knowledge of intended outcomes*: Such interventions are based on valid knowledge and are intended to produce specific results.

3. *Interventions that transfer change management competence to organization members:* These interventions aim for making organization members capable of carrying out planned change activities on their own and gain skill and knowledge in managing change.

7.3.2 Organizational Factors affecting Interventions

Now let us understand the organizational factors that determine the success of OD interventions:

Readiness for change: The success of interventions is dependent on how prepared is the organization for a planned change. The determinants that indicate this readiness to change are sensitivity towards pressures for change, management commitment to break the status quo, availability and mobility of necessary resources.

Feasibility and capability to change: This refers to the availability of change-related knowledge and skills in the organization, the resources available for supporting change and the experience of the organization in pervious change situations. To summarize the knowledge and skills would help in leading and motivating change which has to be complemented with necessary infrastructure for supporting the transition.

Cultural context: The planned intervention should take into account the cultural values and assumptions that are held by the organizational members as the reaction of the members towards the change is largely dependent on the same.

Capabilities of the change agent: For ensuring the success of OD interventions, it is important to ensure that the OD consultants should assess their experience and expertise against the needs of the organization, failing which they would not be able to guide the organization through the process of change.

OD interventions follow a well-planned strategy to chalk out a plan for implementing interventions which includes:

- Defining the goals of the programs/interventions

- Identifying the parts of the organization that are most receptive to OD programs

- Concentrating on the key leverage points in the organization

- Concentrating on the most pressing problems in the client organization

- Ensuring the availability of resources and the necessary infrastructure for the program.

The conditions that give rise to the need for OD interventions can be enumerated as follows:

- The organization realizes that there is a problem in the organization that needs to be fixed (corrective action – to fix it).

- Organization sees an unrealized opportunity and wants to derive competitive advantage out of it (enabling action – to seize the opportunity).

- The organization identifies that its characteristic features are no longer aligned towards its organization purpose and objectives (alignment action – to get things back 'in sync').

- The organization realizes that the vision of the organization needs to be revamped so as to meet the new realities of the internal and external environment (action for new vision – actions to build necessary structures, processes and culture to make new vision a reality).

Example: Tesla Sees an Unrealized Opportunity

The announcement of production of "Tesla Bot" by CEO Elon Musk, which was put ahead of the Cybertruck and other vehicles, including the Semi and the Roadster emphasizes that the robot, code-named Optimus, has the potential to be more significant than the vehicle business over time. This serves as an illustration about Musk's showmanship and Tesla's impetus on working on unrealized opportunities ahead of their competitors. The same is achieved by working on exciting products scheduled for years into the future that help to energize employees, customers and investors.

Source:https://www.cnbc.com/2022/01/27/musk-tesla-robot-top-priority-for-new-product-development- (accessed on 15/05/2022)

Check Your Progress - 1

1. Which of the following refers to the capabilities of the change agents for identifying planned changed activities?
    a. Transfer of change management competence
    b. Judicious fit with the needs of the organization
    c. Availability of casual knowledge of intended outcomes
    d. Readiness to change
    e. Level of change target

7.4 Characteristics of OD Intervention

Now let us understand the characteristics of OD interventions:

Goal specificity: The goals should be specific so as to ensure that they are implemented efficiently.

Programmability: There needs to be clearly defined and drawn procedures in line with the goals set so as to ensure smooth implementation

Level of change target: OD interventions need to be directed towards the entire organization so that it helps the organization to achieve its strategic goals and objectives.

Internal support: The success of OD interventions depends upon the commitment of the top management in facilitating the change and providing the necessary resources and infrastructure for successful implementation of change.

Exhibit 7.1 illustrates about 'Infy Ikigai' intervention at Infosys for coping up with Covid-19 pandemic.

Exhibit 7.1: Infy Ikigai at Infosys

Upon conducting an employee survey amidst Covid-19, Infosys found that its employees complained about decline in work-life balance, high levels of stress due to disproportionate meetings and absolutely no day off, added to it was managing the dual responsibilities of work and household. As a response to the survey, Infosys conceptualized an initiative 'The Infy Ikigai' which focused on the importance of stepping away from the physical & mental demands of everyday lives and stressed upon taking care of oneself. This involved the following:

- Creating a culture where leaders & managers lead by example when it comes to focusing on their mental health, prioritizing work life balance when the life around seems out of balance.

- No meetings/no calls day, dedicating wellness hours to take care of themselves.

- Automation was enabled in case of multiple operational activities so as to reduce mental stress arising out of completing repetitive tasks like status reporting. Automation was done of multiple operational activities.

- Weekly expert talks by professionals underscoring the importance of drawing digital boundaries, coping with stress, resilience building, managing dual responsibilities of home & work.

- Manager enablement sessions on importance of me time, understanding boundaries and personal space of their team members.

- Creating dialogues & conversations around these topics and leaving nudges to ensure the importance of taking days off.

Source: https://www.infosys.com/about/corporate-responsibility/social/employee-wellbeing/driving-culture-wellness.html (accessed on 15/05/2022)

7.5 Classification of OD Interventions

Robert Blake and Jane Mouton classified OD Interventions on the basis of causal mechanisms:

- Discrepancy interventions are initiated when contradictions occur in attitudes and actions

- Theory interventions are rolled out where behavioral science knowledge and theory are explained

- Procedural interventions for explaining how things are being done.

- Relationship interventions that focus on interpersonal relationships

- Experimentation interventions where different methods are tested before arriving at the final decision.

- Dilemma intervention which is rolled out for examining possible choices

- Perspective interventions which aim at looking at the historical events and anticipating the future perspectives so as to plan for an action for the present.

- Organization structure intervention which stresses on evaluation of structural causes for ineffectiveness

- Cultural interventions that focus on examining traditional precedents and practices

Now let us understand the classification of OD interventions that represent the major organization change methods used in OD:

1. *Human Process Interventions:* This type of intervention represents the earliest change programs and derive from the fields of psychology, applied fields of group dynamics and human relations. These are the interventions that focus on people within the organization and processes through which they accomplish organizational goals. These processes can be enlisted as communication, problem-solving, group decision making and leadership.

   The human process interventions include the following:

   - *Process consultation:* This intervention deals with interpersonal relations and social dynamics that occur in work teams. The role of the consultant here is to help the members in the group to diagnose group functioning and formulate suitable solutions in the areas of dysfunctional conflicts, poor communication and ineffective norms in order to equip the members to identify and resolve problems.

   - *Third-party intervention:* This is a type of process consultation that involves a third party intervener to help the members of the workgroups to resolve their conflicts by using methods like problem solving, bargaining and conciliation.

- *Team building:* Team building helps the members of the workgroups to diagnose group processes and further includes thorough investigation of the group's task, member roles and strategies for effective task accomplishment. Here the consultant acts as a resource person offering expertise in line with the task performed by the group.

The scope of the change programs initiated under this approach are enlisted below:

- *Organization confrontation meeting:* This involves identification of problems, setting up of action targets and working on the identified problems. It is usually used when the organization is confronted with immediate problem-solving.

- *Intergroup relations:* Interventions are designed to improve relations between the groups and departments within the organization. The intergroup conflict model helps two groups to identify the causes of their conflict and arrive at appropriate solution with the help of a facilitator.

- *Large-group intervention:* In this case, the interventions involve different stakeholders for articulating the new vision for the organization and developing novel and better ways of working. The major impetus in this case is on proposing value directions for future actions.

- *Comprehensive Interventions:* These interventions are comprehensive in terms of the extent to which the total organization is involved and/or the depth of cultural change

2. *Techno-structural interventions:* These interventions focus on the technology as well as the structure used in the organization. This approach is rooted into engineering, sociology and psychology. The impetus here is both on productivity as well as human fulfilment.

Now let us discuss the techno-structural interventions that deal with organization restructuring:

- *Structural design:* This change process is concerned with division of labor and determining the design and structural hierarchies to understand the appropriateness to the internal and external environment.

- *Downsizing:* This intervention aims at cost reduction and elimination of bureaucratic control by bringing down the size of the workforce through layoffs, organization redesign and outsourcing as a part of the organizational strategy.

- *Reengineering:* There is a radical redesign of the organization's essential work processes for achieving faster and more responsive task performance.

3. Human Resources Management Interventions: These interventions aim at developing, integrating and supporting people in the organization. Now let us understand the interventions that are concerned with performance management:

- *Goal setting*: This change program focuses on improving organizational effectiveness by bringing about a judicious fit between the personal and organizational objectives.

- *Performance appraisal:* This intervention involves assessing the work-related achievements, strengths and weaknesses. This provides feedback to the organization members and serves as a linkage between goal setting and reward management.

- *Reward systems:* This involves formulation and administration of rewards for enhancing employee motivation and morale.

The three change methods associated with developing organizational talent are enlisted below:

- *Coaching and mentoring:* This helps the managers and the executives to clarify their goals, deal with potential stumbling block and improving their performance.

- *Career planning and development:* This intervention assists the people to choose career paths for achieving their career objectives.

- *Management and leadership:* Management development initiatives focus on building competencies that are required for the future roles.

4. Strategic Interventions: These interventions link the internal functioning of the organization with the external environment. These interventions derive from economics, anthropology, strategic management and organization theory. The interventions that are included under this head are enlisted below:

- *Integrated strategic change:* This is an OD intervention that helps the members of the organization to manage transition between a current strategy and organization design and the future strategic orientation.

- *Organization redesign:* This intervention focuses on the architecture of the organization and its interaction with the work design, practices and information systems.

- *Culture change:* This helps the organization to promote beliefs, norms, behavior and values that are appropriate to the strategy adopted and the environment.

Figure 7.1 depicts different types of OD Interventions linked to organizational issues.

Figure 7.1: Types of OD Interventions

Strategic Change Interventions

1) Transformational Change
2) Continuous Change
3) Transorganizational Change

Strategic Issues:
What functions, products, services, markets
How to gain competitive advantage
How to relate to environment
What values will guide organizational functioning

Techno-structural Interventions

1) Restructuring Organizations
2) Employee Involvement
3) Work Design

Technology/Structure Issues:
How to divide labor
How to coordinate departments
How to produce products and services
How to design work

Human Resource Issues:
How to attract competent people
How to set goals and reward people
How to plan and develop people's careers

Human Resources Management Interventions:

1) Performance Management
2) Developing Talent
3) Managing workforce Diversity and wellness

Human Process Issues:
How to communicate
How to solve problems
How to make decisions
How to interact
How to lead

Human Process Interventions

1) Interpersonal and group process approaches
2) Organization process Approaches

Source: Thomas G. Cummings, Christopher G. Worley, Organization Development and Change, 11th edition, Cengage Learning, 2020

Activity 7.1

Pharmaceutical company, Glaxo Smithkline, is confronted with a major challenge that affected its growth opportunities due to the emergence of new players in the industry with patented drugs. Explain which OD intervention would prove to be beneficial to Glaxo Smithkline.

Answer:

The outcomes of the OD interventions can be enumerated as follows:

- *Feedback:* New information is gathered through feedback which leads to change. Feedback is important for many interventions such as process consultation, sensitivity training, and coaching and survey feedback.

- *Awareness of changing socio-cultural norms or dysfunctional current norms:* Interventions make people aware of the changing socio-cultural norms. Awareness of dysfunctional current norms leads to changes. When people find discrepancy, they tend to modify their behavior. This is observed in interventions like team-building activities, culture analysis, grid OD and socio-technical systems.

- *Increased interaction and communication*: Increased interaction and communication between individuals causes changes in attitudes and behavior. The more the constructive interaction and communication between the individuals the more positive are the results. This is seen in almost all the OD interventions.

- *Confrontation:* Confrontation is a process wherein differences are minimized for effective interactions. It underlies conflict resolution as is seen in team building interventions and Beckhard's confrontation meeting interventions.

- *Education:* Educational activities upgrade knowledge and concepts, beliefs and attitudes and skills. Education is the primary mechanism operating in behavioral modeling, self-directed teams and T-groups.

- *Participation:* Participation plays an important role in OD interventions. For goal-setting, problem-solving and generating new ideas, it is always good and beneficial to have large number of people's participation. Participation activities are seen in quality circles, collateral organizations, quality of work life programs, team building, survey feedback and confrontation meeting interventions.

- *Increased accountability:* Accountability increases when people are made to clarify their responsibilities. Performance enhances when people show accountability towards their work as is seen in quality circles, MBO, self-managed teams and life and career planning activities.

Example: 15Five - Platform for Collecting Employee Feedback

15Five is an employee engagement platform that helps employees take 15 minutes to answer a survey from their managers, and managers need five minutes to review. It also facilitates creation of custom survey questions and set different reviewers for different employees. This platform can help the organization in achieving the outcomes of feedback, confrontation and communication and interaction that have been discussed above.

Source: https://www.15five.com (accessed on 15/05/2022)

Activity 7.2

Hindustan Unilever Limited, HUL, runs 'Consumer Shoes', a consumer insight initiative for tracking consumers' sentiments and perceptions. Explain how such feedback will help in devising OD interventions.

Answer:

Check Your Progress - 2

2. Which of the following interventions deals with interpersonal relations and social dynamics that occur in work teams?

   a. Process consultation

   b. Survey feedback

   c. Third party intervention

   d. Team building

   e. Confrontation meeting

3. Which of the following interventions involves a third party intervener to help the members of the workgroups to resolve their conflicts?

   a. Process consultation

   b. Survey feedback

   c. Third party intervention

   d. Team building

   e. Confrontation meeting

4. Which of the following interventions help the members of the workgroups to diagnose group processes and further include thorough investigation of the group's task, member roles and strategies for effective task accomplishment?

   a. Process consultation

   b. Survey feedback

   c. Third party intervention

   d. Team building

   e. Confrontation meeting

Block 3: Organization Development Interventions

5. Which of the following interventions refer to the extent to which the total organization is involved and/or the depth of cultural change?
    a. Process consultation
    b. Survey feedback
    c. Comprehensive intervention
    d. Team building
    e. Confrontation meeting

6. Which of the following interventions aim at cost reduction and elimination of bureaucratic control?
    a. Human process interventions
    b. Techno-structural interventions
    c. Human resource management interventions
    d. Strategic interventions
    e. Comprehensive interventions

7. Which of the following outcomes of OD interventions upgrade knowledge and concepts?
    a. Feedback
    b. Increased communication
    c. Education
    d. Confrontation
    e. Participation

8. Which of the following outcomes of OD is achieved when members are made to clarify their responsibilities?
    a. Feedback
    b. Increased communication
    c. Education
    d. Confrontation
    e. Accountability

9. Which of the following OD intervention helps the members of the organization to manage transition between a current strategy and organization design and the future strategic orientation?
    a. Human process interventions
    b. Techno-structural interventions
    c. Human resource management interventions
    d. Strategic interventions
    e. Comprehensive interventions

10. Which of the change methods associated with developing organization talent focuses on building competencies that are required for the future roles?

    a. Human process interventions

    b. Techno-structural interventions

    c. Human resource management interventions

    d. Strategic interventions

    e. Comprehensive interventions

7.6 Summary

- OD interventions are a set of structured activities in which selected organizational units engage in a series of tasks which lead to organizational improvement.

- Effective interventions are designed to fit to the needs of the organization and are based on causal knowledge of intended outcomes and should transfer change management competence to organization members.

- The organizational factors that affect interventions are enumerated as readiness for change, feasibility and capability to change, cultural context and capabilities of change agent.

- Goal specificity, programmability, level of change target and internal support are the characteristic features of OD interventions.

- OD interventions can be classified into human process interventions, techno-structural interventions, human resource management interventions and strategic interventions.

- The outcome of the OD interventions is feedback mechanism that brings about and awareness about the changing socio-cultural norms by facilitating interaction and communication along with confrontation, education, participation and increased accountability.

7.7 Glossary

Comprehensive Interventions: These interventions are comprehensive in terms of the extent to which the total organization is involved and/or the depth of cultural change

Human Process Interventions: Human process interventions attempt to improve people's working relationships with one another.

Intervention: Intervention is a deliberate process by which change is introduced into people's thoughts, feelings and behavior. They are actions taken to produce desired changes.

Organization Confrontation Meeting: This involves identification of problems, setting up of action targets and working on the identified problems.

Process Consultation: This intervention deals with interpersonal relations and social dynamics that occur in work teams.

Reengineering: There is a radical redesign of the organization's essential work processes for achieving faster and more responsive task performance.

Strategic Change Interventions: These interventions aim to bring transformation in organizations, sometimes revolutionary and their emphasis is on improving the organizations effectively.

Strategic Interventions: Strategic interventions relate to strategic plans of the organization including vision, mission and goals.

Techno-Structural Interventions: When changes take place in tasks, structures, and technical sub systems in the organization, it is referred to as techno-structural interventions.

Third-party Intervention: This is a type of process consultation that involves a third party intervener to help the members of the workgroups to resolve their conflicts by using methods like problem solving, bargaining and conciliation.

7.8   Self-Assessment Test

1. Describe OD interventions.
2. Enumerate the important features of OD interventions.
3. Explain human process and comprehensive interventions.
4. List out techno-structural interventions.
5. Appraise the important strategic change interventions.

7.9   Suggested Reading/Reference Material

1. Julie Hodges (2020). Organization Development: How Organizations Change and Develop Effectively, 1st edition, Springer Publisher.
2. Thomas G. Cummings, Christopher G. Worley (2020). Organization Development and Change, 11th edition, Cengage Learning.
3. Donald L Anderson (2021). Organization Development: The Process of Leading Organizational Change, 5th edition, 2021
4. Mee-Yan_Cheung Judge, Linda Holbeche (2021). Organization Development: A Practitioner's Guide for OD and HR, 3rd edition, Kogan Page.
5. Ishwar Dayal (2021). Handbook of Organization Development: Ways to Remain Competitive, 1st Edition, Ane Books Pvt. Ltd.

7.10   Answers to Check Your Progress Questions

1. **(a) Transfer of change management competence**

   These interventions aim for making organization members capable of carrying out planned change activities on their own and gain skill and knowledge in managing change.

2. **(a) Process consultation**

   This intervention deals with interpersonal relations and social dynamics that occur in work teams.

3. **(c) Third-party intervention**

   This is a type of process consultation that involves a third party intervener to help the members of the workgroups to resolve their conflicts by using methods like problem solving, bargaining and conciliation.

4. **(d) Team-building**

   Team building helps the members of the workgroups to diagnose group processes and further includes thorough investigation of the group's task, member roles and strategies for effective task accomplishment.

5. **(c) Comprehensive intervention**

   These interventions are comprehensive in terms of the extent to which the total organization is involved and/or the depth of cultural change.

6. **(b) Techno-structural intervention**

   These interventions focus on the technology as well as the structure used in the organization.

7. **(c) Education**

   Education is the primary mechanism operating in behavioral modeling, self-directed teams and T-groups and upgrade knowledge and concepts.

8. **(e) Accountability**

   Accountability is achieved when members are made answerable and need to clarify their responsibilities

9. **(d) Strategic intervention**

   Strategic interventions help the members of the organization to manage transition between a current strategy and organization design and the future strategic orientation.

10. **(c) Human resource management intervention**

    Management development initiatives focus on building competencies that are required for the future roles and is a part of human resource management intervention.

Unit 8

Human Process Interventions

Structure

"Technology works best when it facilitates human hope, activism, engagement and intervention."

- Mal Fletcher

8.1   Introduction

As has been popularized by Mal Fletcher, human process interventions focus on improving interpersonal relationships and group dynamics for enhancing efficiency and improving organizational effectiveness. In the previous unit, we have discussed the nature of OD interventions and the classification of OD interventions as have been propounded by various scholars from time to time.

Human process interventions focus on people within the organization and the processes through which they accomplish organizational goals. These are the earliest interventions in OD.

This unit focuses on the various individual, interpersonal, group and organization interventions of OD.

8.2   Objectives

By the end of this unit, you would be able to

- Enumerate the techniques for improving self-awareness
- Explain the nature and types of individual interventions
- Describe various types of interpersonal interventions
- Analyze the different types of intergroup interventions
- Enlist and explain the various types of organization interventions

8.3 Individual Interventions

Individual interventions aim to help people to improve their communication skills with others, generally through feedback. Feedback can be personal and helps in increasing the individual's awareness of how their behavior affects others.

Before we go ahead with the various individual interventions, let us first understand the techniques that are used for improving self-awareness and enhancing interpersonal relationships in the organization:

1. The Johari Window, developed by psychologists Joseph Luft and Harrington Ingham, is a technique for helping people to understand about themselves and the relationship that they have with others. In the corporate settings, it is primarily used as a heuristic exercise for self-awareness, personal development, improving communication, interpersonal relationships, group dynamics, team development and inter-group relationships.

   The Johari Window (Refer Figure 8.1) consists of two parts. While the first part focuses on what an individual knows about self, the second factor relates to what other people know about an individual. The model further divides the two parts into four quadrants as has been given below:

Figure 8.1: Johari Window

	Known to Self	Not Known to Self
Known to others	**Open**	**Blind**
Not Known to others	**Hidden**	**Unknown**

Source: ICFAI Research Center

The four quadrants relate to knowledge about self in four categories:

- *Open self* – The open quadrant refers to the behavior, feelings and motivations of an individual which are known to self and also to others. The ability of individuals to build trust depends on open area and it is characterized by disclosing information to others and learning about the reactions of others to the information disclosed about themselves.

- *Blind self* – Blind self is unknown to self but known to others. Other people know what the person actually is, but he himself is unaware of the same. This area can be reduced by seeking feedback from people.

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- *Hidden self*– People may have certain aspects about self that they are aware of but might not want others to know. Hidden self is the quadrant which is known to self but not known to others. The individual here, though knows about himself, does not want to share it with others.

- *Unknown self*– The unknown self-quadrant represents that neither the self nor others know what the person is. It is mysterious in nature. The intrapersonal conflict is high in this situation as feelings and notions of the individual are not known to self and others.

A healthy balance between the four quadrants might help an individual to maintain healthy relationship with others. Hence, individuals need to disclose about themselves to bring about such a healthy balance.

Johari Window is a communication model that helps in improving the understanding between individuals. The importance of Johari Window is enumerated below:

- One can build trust with others by disclosing information about oneself

- With the help of feedback from others, one's awareness about self, increases and one can improve one's personality.

- The ultimate goal of Johari Window is to increase the open area. Any change in one quadrant will affect the other quadrants also by giving or receiving honest feedback.

2. Kurt Lewin popularized the *T-Group methodology* or what is called as *sensitivity training,* a psychological technique in which intensive group discussions and interactions are used to increase individual awareness of self and others. It helps the individuals to be aware of their goals, prejudices and promote sensitivity towards others while contributing to the dynamics of group interactions.

   Sensitivity training helps people to understand themselves and also others through laboratory training. The objectives of laboratory training are enumerated below:

   - To help people understand themselves better
   - To create better understanding of others.
   - To gain insight into the group process
   - To develop specific behavioral skills

   The features of sensitivity training are enumerated below:

   - In sensitivity training, an attempt is made to change the behavior through a leaderless unstructured group with an ambiguous task. The members belonging to different departments, roles, gender, culture, ability etc. are brought together in an open environment and participants discuss different issues in an interactive way.

- It is an experimental learning where group members explore and learn insights on behavior, freedom, acceptance, and responsibility by participating freely with one another, by sharing their experiences, reactions and feedbacks.

- The behavior scientist creates opportunities for everybody to express their beliefs, ideas, feelings, perceptions and attitudes.

- It helps individuals to get to know each other in meaningful ways and accept the differences.

- Everybody learns by deepest and most profound insights on behaviors by observation and participation rather than being taught or told to do an activity.

- Sensitivity training develops communication skills of the participants and develops them as good listeners. It also helps the participants to form into informal groups and teams and work more effectively.

However, care should be taken that the feedback is descriptive rather than judgmental and it should be specific rather than general.

3. Closely connected to sensitivity training is The Myers-Briggs Type Indicator (MBTI), an introspective self-report questionnaire indicating differing psychological preferences in how people perceive the world and make decisions. It provides an insight into one's personality, motivations, natural strengths, and potential areas of growth. Using a relatively short, non-invasive forced-choice questionnaire, the tool helps individuals gain a conscious understanding of their thinking and communication preferences vis-a-vis other people.

   Teams are mini-organizations within the larger organizational setting with different individuals following own communication processes, norms, roles, responsibilities, procedures, cultures and group dynamics. It is not easy for many to remain open minded enough to deal with those who are different from self.

   Lack of awareness and appreciation of individual differences, inability to value diversity and resolving conflicts can severely hamper the effectiveness of teams thus OD process.

   During OD, use of MBTI tool can create awareness that differences in point of views among members are the root cause of many interpersonal conflicts. Hence, recognizing and rewarding different points of view can indeed strengthen team effectiveness.

   For instance, lack of diversity in a team can lead to dis-functioning as too many extroverts in a team or too many introverts would prove ineffective in organizational setting. MBTI as a tool predicts "personality type" based on observed behaviors, which helps assemble together more balanced teams.

Use of MBTI for the above example has been discussed below:

- Ask the group to identify people who belong to the same types and share their characteristics.

- Ask the group how they might work more effectively with those who have different types.

- Use it as an introductory exercise to know the expectations and needs of the participants and enumerate the session objectives and goals.

- To build an awareness of how differences help for the overall performance of a team, about strengths and weaknesses of individuals to help in assigning roles to the project.

- The teams which regularly incorporate MBTI type culture into the team meetings would be more successful. Some teams use cards in front of team members as an indicator of the participant's preferences. It also reduces conflicts based on opposing type preferences.

However, MBTI is not the be-all and end-all for team building. It may be introduced in the beginning of a team or when team faces problems. Anyone who relies solely on single approach to team building is typically doomed to fail. As the team evolves and needs change, many more aspects will become important. Further training which addresses other issues present in the team can only help to reinforce effectiveness of the MBTI'.

Having understood the techniques for self-awareness and improving interpersonal relationships, let us have a look at the individual interventions. Individual interventions include *coaching, counseling, training and development and role- playing.* All these four individual interventions help employees in improving their skills and performance.

8.3.1 Coaching

When a young person joins an organization, he requires some guidance and support from an experienced person. The receiver is the mentee and the one who provides guidance is called the mentor.

New employees need some supportive relationship with their supervisors. The immediate bosses set challenging tasks to the new employees and also provide support to achieve the set goals and suggest ways to overcome the barriers that arise in achieving the goals. This process of assistance and guidance provided by supervisors to their subordinates in job performance is called coaching.

Coaching helps subordinates understand their strengths and weaknesses while understanding work-related aspects.

Coaching, mentoring and counseling are many a time synonymously used, but they have their differences too.

Cummings and Worley (2020) pointed out the differences between the three as follows:

Coaching includes involvement with organization members on a regular basis to help clarify their goals, learn to lead, deal with stumbling blocks and improve their performance.

Features of coaching can be enumerated as follows:

- It is a specialized form of organization intervention for increasing the capacity of individuals as opposed to groups or organizations.
- It focuses on personal learning that gets transferred into organizational results.

Mentoring involves establishing a relationship between managers or someone more experienced and it can be even from other organizations and the clients. Mentoring is often more directive with the mentors, intentionally transferring specific knowledge and skill and guiding the client's activities.

Counseling has more psychological dimension. It is close to therapeutic relationship. It is about getting people to see things from a different view point and encouraging them to take action to solve their problems themselves. It is a highly skilled intervention focused on helping individuals address underlying psychological problems.

The Chartered Institute of Personnel Development (CIPD) differentiates between coaching, mentoring and counseling. It is helpful to understand these differences as, although many of the processes are similar, they are generally delivered by individuals with different qualifications and different relationships with their client. Table 8.1 depicts the differences between mentoring and coaching whereas Table 8.2 depicts the differences between counseling and coaching.

Table 8.1: Differences between Mentoring and Coaching

Mentoring	Coaching
Ongoing relationship that can last for a long period of time	Relationship generally has a set duration
Can be more informal	Generally more structured in nature and meetings are scheduled on a regular basis
More long-term and takes a broader view of the person	Short-term (sometimes time-bounded) and focused on specific development areas/issues
Focus is on career and personal development	Focus is generally on development/issues at work

Contd….

Agenda is set by the mentee, with the mentor providing support and guidance to prepare them for future roles	The agenda is focused on achieving specific, immediate goals
Mentoring revolves more around developing the mentee	Coaching revolves more around specific development areas/issues

Table 8.2: Differences between Counseling and Coaching

Counseling	Coaching
Broader focus and greater depth	Narrower focus
Goal is to help people understand the root causes of long-standing performance problems/issues at work	The goal is to improve an individual's performance at work
A short-term intervention, but can last for longer time periods due to the breadth of issues to be addressed	Tends to be a short-term intervention
Counseling can be used to address psycho-social as well as performance issues	Coaching does not seek to resolve any underlying psychological problems.
The agenda is generally agreed by the individuals and the counsellor	The agenda is typically set by the individual, but in agreement/ consultation with the organisation
Other stakeholders are rarely involved	Other stakeholders are involved

Now let us understand about reverse mentoring and appreciative inquiry:

'Reverse mentoring' is an intervention where the mentee is more experienced than the mentor. Here, older executives are paired with and mentored by younger employees, who are the Generation Y, digitally literate group on topics such as social media, digital technology and current trends. Reverse mentoring helps older executives to speed up in such areas.

Example: Reverse Mentoring at Ernst & Young

With an objective to reskill and upskill their employees to cope up with technological innovations and work on data analytics, robotic process automation and AI, Ernst & Young, a multinational professional services network has rolled out a new initiative by pairing E&Y US experienced executives with young graduates who are well versed with current technology thereby representing a shift in the talent landscape.

For details, check out   https://www.linkedin.com/pulse/raise-your-hand-become-mentor-carolyn-slaski (accessed on 12/4/2022)

According to Bushe G. R (2013) *appreciative inquiry* is a method for studying and changing social systems (groups, organizations, communities) that advocates collective inquiry into the best of what is in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur.

The following points would help us to acknowledge the importance of appreciative inquiry:

- When we look at our lives, we leverage our strengths to face our challenges and we focus on what we want and wish for, rather than what we don't want.

- Appreciative inquiry, when used in coaching, builds on developing an individual's strengths and helps a person envision a preferred future that is based on their past positive experience.

- Individuals coached from an appreciative perspective find that they are energized and are able to mobilize untapped creativity and inspiration towards achieving their vision.

8.3.2 Counseling

Employee counseling is providing help and support to the employees to face difficult situations. Many times, people come across problems either in their work or in their personal life, which affect their performance adversely. Counseling is guiding, supporting, advising and helping the employees to resolve their problems amicably. Generally, psychological Counseling, is used by the experts to analyze work related performance and behaviors of the employees to help them cope with the problems.

Counseling has become an essential function of managers. Organizations sometimes take the help of an external agent or professional counselors to take up counseling activities. Counseling is given to employees on the following aspects:

- When interpersonal relationships are damaged
- When employees are stressed with work related problems
- When there is decline in performance
- When personal problems affect performance
- When health or any other problems crop up

Counseling is given by the consultants where dysfunctional behavior is observed and the aim is to suitably modify the behavior of the member and bring him back to normalcy.

Counseling helps employees and organizations in several ways - in increasing organizational productivity and boosting the morale of employees for better performance.

Closely connected to coaching and counseling activities are life and career planning activities and planning and goal-setting activities. Let us understand them in detail:

- *Life and career planning activities*: Activities that enable individuals to focus on their life and career objectives concentrate on how to achieve these objectives, examples of which are producing life and career inventories, discussing goals and objectives, and assessing capabilities, needed additional training and areas of strength and deficiency.

- *Planning and goal-setting activities:* Planning and goal-setting interventions aim to improve required skills at individual, group and organization levels. These activities include theory and experience in goal-setting, problem-solving models, planning paradigms, ideal organization versus real organization discrepancy models. All these activities require exceptional skills.

8.3.3 Training & Development

Training and development interventions are among the oldest and widely used strategies for organizational change. They provide new or existing organization members with the skills and knowledge they need to perform work. The focus of training interventions has broadened from classroom methods aimed at hourly workers to varied methods, including simulations, action learning, computer-based or on-line training and case studies, intended for all levels and types of organization members.

Training and development intervention is applicable to all career stages and helps employees gain the skills and knowledge needed for successfully fulfilling current job responsibilities. It includes workshops and different training programs.

8.3.4 Role-Playing

Role- playing is a type of intervention where people adopt the roles of others from real life and enact them. In this technique, a problem situation is simulated and the participants are asked to take up a role of a person in the situation and enact. The participants are trained to tackle different situations and problems that arise in the organization.

8.4 Interpersonal Interventions

Interpersonal interventions try to improve the relations between employees and also help in resolving disputes by third party interventions. They help managers and employees to assess and improve human processes such as communication, interpersonal relations, decision-making and task performance.

Interpersonal interventions include shuttle diplomacy, mediation and process consultation.

8.4.1 Shuttle Diplomacy

Shuttle diplomacy, or mediated communication, can be useful in the early stages when direct communication is likely to be counterproductive. The essence of shuttle diplomacy is the use of a third party to convey information back and forth between the parties, serving as a reliable means of communication and is less susceptible to the grandstanding of face-to-face or media-based communication.

The intermediary serves not only as a relay for questions and answers, but can also provide suggestions for moving the conflict toward resolution and do so in private. By keeping the communication private and indirect, the parties will not feel a need to use the debating tactics they commonly use in public conversations, and will be able to build up a level of trust that could not have been developed in those circumstances. Once this trust and a certain level of mutual understanding is developed, then face-to-face communications help.

Example: Hybrid Diplomacy through Virtual Summits

The activities of Asia Pacific Economic Cooperation, known as APEC acts as an instance for shuttle diplomacy. It conducts hybrid global summits for international agreements. With hundreds of meetings during quarterly clusters of talks to promote free, fair and open trade among its members, it acts as an intermediary for promoting industrial peace.

For details, check out https://news.microsoft.com/apac/features/the-art-of-diplomacy-gets-a-tech-makeover-looking-beyond-coffee-and-corridors-to-a-post-pandemic-world/ (accessed on 24/5/2022)

8.4.2 Mediation

According to Moore (2003) mediation is 'the intervention in a negotiation or a conflict of an acceptable third party who has limited or no authoritative decision-making power and who assists the involved parties to voluntarily reach a mutually acceptable settlement of the issues in dispute'.

Mediators help resolve workplace disputes by asking both sides to temporarily set aside their differences and attempt to create a solution that benefits the employees in conflict as well as the company.

Some of the strategies adopted by mediators for obtaining amicable solutions are:

- Encouraging the aggrieved parties to air their grievances.

- Understanding each side's position

- Always remaining neutral

- Asking participants to meet in a neutral setting to ease tensions

- Helping both sides realize the points of agreement and disagreement

- Focusing on points that they agree on and highlight common ideas

- Providing a framework for resolution.

- Asking both sides to offer recommendations for resolving the conflict

- Encouraging both sides to make concessions, paving the way for conflict resolution

- Encouraging open communication

8.4.3 Process Consultation

Edgar Schein is the proponent of this intervention. Process consultation is generally contrasted with expert consultation[1] and is frequently seen by its advocates as a superior style of management consulting. According to Schein, process consultation is "the creation of a relationship that permits the client to perceive, understand, and act on the process events that occur in client's internal and external environment in order to improve the situation as defined by the client" (Cummings, T & Worley C 2020).

The following points would help us to understand the same in detail:

- 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 organizations to solve its problems by making it aware of organizational processes, the consequences of these processes and the mechanisms by which they can be changed. It is to enable the organization to address its problems by itself.

- In this method, 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.

Following are the advantages of process consultation intervention:

- *Partnership between client and consultant:* The consultant and the client act as equals. The client provides the knowledge of the organization's nature, business, and issues; and the consultant provides the knowledge of the techniques, ways of thinking, and practices that can solve the problem.

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[1] Expert consultation consisting of packaged solutions with a toolkit of best practice methods, however is neither the best prescription for growth nor the best fit like process consultation.

- *Proper maintenance of mutual responsibility*: The client owns the problem and determines the solution. The consultant helps the client to see the issues and find what needs to be done.

- *Increased capacity for lessons learned:* By providing help that is learning-based, process consultation ensures increased ability by the client to continue to deal with the situation.

- *Better fit with current organizational needs:* In the process consultation model, the process consultant ensures that the tools which are employed best fits the organization's needs and interests.

In the modern organizations, where constant change and continual improvement is a necessity, process consultation has undergone development and modification and hence is called second generation form of process consultation. Process consultation is applied in novel ways to meet the competitive goals of the organization:

- *Orientation is towards ongoing ability and learning*: The focus of process consultation is on solving the problems. But in the second generation form of process consultation, there may be more emphasis on *problem solving ability* rather than problem solving.

- *Increased involvement and participation*: The new generation of process consultants will increasingly work with internal consultants, teams, and all levels of the organization to meet new challenges and conditions.

- *Wider application of techniques and methods*: As everyone becomes involved in all phases of the organization and everyone becomes responsible for the organization's development, there will be a need for more people to know and use more principles and more practices in more situations.

- *Links to mission, values and vision*: The second generation process consultation will increasingly make use of mission, values and vision in analysis, diagnosis, and prescription for organizational development and for *creation of a better organization*.

Check Your Progress - 1

1. Which of the following blocks represents 'Known to self and not known to others' in Johari window?

   a. Open self

   b. Hidden self

   c. Blind self

   d. Unknown self

   e. Blocked self

2. Which of the following interventions involves a third party moving back and forth between the parties for conveying information?

   a. Process Consultation

   b. Counseling

   c. Shuttle Diplomacy

   d. Team Building

   e. Role Play

3. In which type of intervention do people adopt the roles of others from real life and enact them?

   a. Process Consultation

   b. Counseling

   c. Shuttle Diplomacy

   d. Team Building

   e. Role Play

4. Which of the quadrants of the Johari Window represents that block about a person which neither the self nor others know?

   a. Open self

   b. Hidden self

   c. Blind self

   d. Unknown self

   e. Blocked self

5. Which of the following is the intervention which involves facilitation of negotiation by a third party who assists the parties involved to reach at mutually acceptable dispute settlement?

   a. Process consultation

   b. Role play

   c. Mediation

   d. Team building

   e. Survey feedback

6. Which of the following interventions involves a third party to help the individuals and groups to learn about human and social processes and solve problems that stem from those events?

   a. Process consultation

   b. Role play

   c. Mediation

   d. Team building

   e. Survey feedback

7. Which of the following interventions involves a new recruit receiving job related guidance and support from an experienced senior in the organization?

   a. Coaching

   b. Role play

   c. Mediation

   d. Counseling

   e. Reverse mentoring

8. Which of the following quadrants represents the area that is unknown to the self but known to others?

   a. Open self

   b. Hidden self

   c. Blind self

   d. Unknown self

   e. Blocked self

8.5 Group/Intergroup Interventions

The role individual employees and groups play is crucial to any successful implementation of change. The prevalence of negative group dynamics may be high among the employees and managers whose stakes are high for the successful change.

The leader or the change agent attempts to deal with the social dynamics among the employees by designing various interventions. Group/intergroup interventions are aimed at making teams and groups effective in their performance and try to bring overall improvement in the organization. They help members to interact with each other to perform their tasks efficiently.

Group interventions are aimed at the process, content or structure of the group. These interventions include *team building, leadership training and survey feedback*.

8.5.1 Team Building

In an organization, people are required to work together to achieve the goals. OD has focused considerably on team building. Team building refers to a broad range of planned activities that help groups improve the way they accomplish tasks, help members enhance their interpersonal and problem-solving skills and increase team performance (Cummings and Worley).

The following points would help us in understanding team building in a better way:

- Team building can be applied within groups or at the intergroup level where activities are interdependent.

- Team building is applicable to the case of interdependence. The objective of the team building is to improve the co-ordination among the team members which will result in increasing the groups' performance.

- Team building helps in goal setting and development of interpersonal relations among team members.

- Organizations consist of different teams such as permanent work groups, temporary project teams, and virtual teams. Team building is an effective approach to improving team work and task accomplishment.

Now let us understand the significance of team building interventions:

- The goal of team building interventions is to improve the effectiveness of teams within the organization. Team building interventions are directed towards diagnosis, task accomplishments, team relationships and team and organizational processes.

- Team Building interventions also facilitate other OD interventions such as employee involvement, work design, restructuring, strategic change and process consultation.

- In fact, most techno-structural, human resource management and strategic interventions depend on some form of team building for effective implementation.

8.5.2 Leadership Training

Management and leadership development programs are one of the most popular OD interventions aimed at developing talent and increasing employee retention. These programs build an individual's skills, socialize leaders in corporate values and prepare executives for strategic leadership roles (Benjamin and Conger 1999).

Leadership development programs are intended for developing the skills required for making organizations effective. The focus is on the organization unlike career development programs where the focus is on the individual.

Leadership training programs train leaders to become passionate and confident about their work. They provide training in team building and instill leadership qualities within each individual.

Now let us understand the application stages in leadership development programs:

- *Perform a process of needs assessment*: Needs assessment determines the competencies believed to characterize affective leaders in the organization which includes

    a. Strategy assessment: It involves understanding the knowledge and experiences future leaders will need to execute the business strategy which includes tasks, activities and decisions that leaders should perform after training.

    b.   Organizational assessment: This focuses on the systems that may affect the ability to transfer learning and development experiences back to the organization.

    c.   Individual assessment: It aims to understand the existing pool of people who should be candidates for the program

- *Develop the objectives and design of training*: It establishes outcome objectives that describe the results expected and how they are achieved.

- *Deliver the training*: This stage is implementation stage and participants are invited to attend the program.

- *Evaluate the training*: This final stage assesses the training program to determine whether the objectives set are realized.

Exhibit 8.1 illustrates the leadership development program at Wipro.

Exhibit 8.1: Global 100 Leadership Development Program at Wipro

The global 100 leadership development program at Wipro provides management graduates at Wipro with a global perspective and dynamic experience to develop into next generation of leaders. The rotational leadership development program focuses on cultivating a diverse and customized experience during its 15-month duration with three rotations across their various business units. The program participants are then hired as Global Business Managers.

The program includes the following:

As global manager, the participants will experience three rotational assignments in delivery, sales and digital consulting business.

Rotation assignment varies between three and six months in home country and international locations. On-the-job learning is complemented by two week-long learning and development summits at Wipro's corporate headquarters in Bangalore, covering business fundamentals as well as interpersonal and leadership skills.

At the end to the program, based on business interests, career goals and performance, each Global Business Manager is deployed to a leadership role in either sales, program management or consulting to drive business growth at Wipro.

Source: https://careers.wipro.com/global100-program (accessed on 25/5/2022)

8.5.3 Survey Feedback

In survey feedback intervention, surveys are conducted in order to get relevant data through questionnaires. The information collected pertains to the issues of the organization, where change is required.

The underlying idea behind survey feedback is to improve the performance of the participants. Feedback is given to them after analyzing the data.

Survey feedback interventions help in bringing required organizational changes and improving the organizational climate. There are several types of surveys conducted, the nature of which is outlined in Table 8.3.

Table 8.3: Different Types of Surveys

Sl. No.	Type of survey	Nature of survey
1	Customer Surveys	Try to find out what customers want or really think about the products and services
2	Customer Satisfaction Surveys	Try to find out how satisfied are the customers on products and services
3	Employee Surveys	Try to find out how engaged are the employees in the organization or find out how to improve performance of employees
4	Education Surveys	Try to find out how effective is our education system from students, parents and teachers
5	Marketing Surveys	Try to find out from customers about the quality of products, for understanding competition and prices or for improvements that can be made.
6	Health Surveys	Try to find out from patients, relatives and staff on the quality and levels of satisfaction on health care
7	Hospitality surveys	Try to find out the effectiveness of hospitality services.
8	Research surveys	Try to find out the demographic trends, customer needs and determine potential customers.

As is depicted by Table 8.3, there are several types of surveys which help in gathering information and improve through feedback. These are generally done through questionnaires.

8.6   Organization Interventions

Organizational interventions aim to improve the effectiveness of organizations. They include strategic planning and problem analysis interventions.

8.6.1 Strategic Planning Intervention

Strategy is an important component in accomplishing organizations' business plans and objectives.

The following points would help us to understand strategic planning in detail:

- Strategic planning is a review and planning process that is undertaken to make appropriate decisions about an organization's future in order to make them effective.

- Strategic planning involves clearly defining the organization's mission and an assessment of its current state and future needs.

- Strategic planning also requires a well-thought out plan for how to properly allocate time, human capital and financial resources.

- By following a strategic planning process, an organization can improve business outcomes and avoid taking on unanticipated risks due to lack of foresight.

Example: Strategic Planning at GE

Industrial powerhouse GE, split into three divisions, focused on healthcare, aviation and energy transition, considered as a 'defining moment' by its CEO Culp who is optimistic that it would enable greater focus, tailored capital allocation and strategic flexibility to drive long-term growth and value for customers, investors, and employees. This serves as an instance for strategic planning.

For details, check out https://edition.cnn.com/2021/11/09/investing/ge-split/index.html (accessed on 25/5/2022)

8.6.2 Problem Analysis Intervention

Problem analysis, otherwise called problem tree analysis helps to find solutions by mapping out the anatomy of cause and effect.

Let us understand the steps in the problem tree analysis:

- The first step in problem tree analysis is to agree upon the problem or issue to be analyzed, which is the focal point at the center and becomes the trunk of the tree.

- Then the causes and consequences of the problem are identified. The roots of the tree are the root causes of the problem and the branches represent the consequences of the problem.

Bergan and Kratochwill (1990) identified the essential components of a comprehensive problem-solving model:

- *Problem identification*- The nature of the problem is to be identified

- *Problem analysis*- A thorough analysis by finding the causes and effects are to be determined

- *Intervention development*- It needs to be ascertained as to which intervention will bring the desired results
- *Implementation* – The intervention is to be implemented in a planned way
- *Intervention evaluation*- It is necessary to evaluate the implementation of the intervention by taking feedback.

In problem analysis the following measures are to be adopted:

- The problem has to be broken into manageable and definable parts
- The inter connected and also contradictory causes needs to be identified
- The *who* and *what* of the problem needs to be identified
- It has to be established as to any further information or evidence or resources are required
- It is necessary to deal with the current issues rather than past and future issues
- The process of analysis helps build a sense of understanding, purpose and action.
- The causes of the problem are the roots and the effects of the problem are the branches.
- The focal problem stands in the center as depicted in Figure 8.2
- The heart of the exercise is discussion and dialogue. The outcome factors are arranged and rearranged, often forming sub dividing roots and branches

Problem analysis intervention helps in finding out the causes and also suggests solutions the problems.

Check Your Progress - 2

9. Which of the following is the other name for problem analysis?
   a. Problem Identification
   b. Problem solving
   c. Problem Tree Analysis
   d. Intervention Development
   e. Intervention Evaluation

10. Which of the following is the third essential component of a comprehensive problem-solving model?
    a. Intervention Development
    b. Intervention Evaluation
    c. Problem Identification
    d. Problem Analysis
    e. Implementation

8.7 Summary

- The Johari Window, developed by psychologists Joseph Luft and Harrington Ingham, is a technique for helping people to understand about themselves and the relationship that they have with others.

- Sensitivity training is a psychological technique in which intensive group discussions and interactions are used to increase individual awareness of self and others.

- Closely connected to sensitivity training is The Myers-Briggs Type Indicator (MBTI), an introspective self-report questionnaire indicating differing psychological preferences in how people perceive the world and make decisions.

- The process of assistance and guidance provided by supervisors to their subordinates in job performance is called coaching.

- Mentoring involves establishing a relationship between managers or someone more experienced and it can be even from other organizations and the clients.

- Reverse mentoring is an intervention where the mentee is more experienced than the mentor. Here, older executives are paired with and mentored by younger employees.

- Counseling is guiding, supporting, advising and helping the employees to resolve their problems amicably.

- Interpersonal interventions try to improve the relations between employees and also help in resolving disputes by third party interventions. They include shuttle diplomacy, mediation and process consultation.

- Group interventions are aimed at the process, content or structure of the group. These interventions include team building, leadership training and survey feedback.

- Organizational interventions aim to improve the effectiveness of organizations. They include strategic planning and problem analysis interventions.

8.8 Glossary

Coaching: The process of assistance and guidance provided by supervisors to their subordinates in job performance is called coaching.

Counseling: Employee counseling refers to providing help and support to the employees to face difficult situations.

Leadership training: Management and leadership development programs are aimed at developing talent and increasing employee retention. These programs build an individual's skills, socialize leaders in corporate values and prepare executives for strategic leadership roles.

Mediation: Mediation helps in resolving workplace disputes by asking both sides to temporarily set aside their differences and attempt to create a solution that benefits the employees in conflict as well as the company.

Problem analysis: Problem analysis, otherwise known as the problem-tree analysis helps to find solutions by mapping out the anatomy of cause and effect around an issue

Process consultation: Process consultation 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

Role playing: Role playing is a type of intervention where the participants are provided with a work situation and are asked to enact the same.

Shuttle diplomacy: The essence of shuttle diplomacy lies in the use of a third party to convey information back and forth between the parties thus serving as a reliable means of communication

Strategic planning: Strategic planning is a review and planning process that is undertaken to make appropriate decisions about an organization's future in order to make it effective

Survey feedback: Survey feedback interventions help in bringing required organizational changes and improving the organizational climate. Participants are given feedback after collecting and analyzing data.

Team building: Team building is an effective approach to improving team work and task accomplishment. The goals of Team Building interventions are the improvement and increased effectiveness of various teams within the organization.

Training & Development: Training and Development interventions provide new or existing organization members with the skills and knowledge that help them to perform their job better.

8.9   Self-Assessment Exercises

1. Explain the nature and types of human process interventions

2. Describe the importance of individual interventions.

3. Evaluate survey feedback as an OD intervention.

4. Appraise how leadership and development programs help in developing talent and improving employee retention.

5. Analyze the importance of process consultation to meet the organizational objectives amidst competition.

8.10 Suggested Reading/Reference Material

1. Julie Hodges (2020). Organization Development: How Organizations Change and Develop Effectively, 1st edition, Springer Publisher.

2. Thomas G. Cummings, Christopher G. Worley (2020). Organization Development and Change, 11th edition, Cengage Learning.

3. Donald L Anderson (2021). Organization Development: The Process of Leading Organizational Change, 5th edition.

4. Mee-Yan_Cheung Judge, Linda Holbeche (2021). Organization Development: A Practitioner's Guide for OD and HR, 3rd edition, Kogan Page.

5. Ishwar Dayal (2021). Handbook of Organization Development: Ways to Remain Competitive, 1st Edition, Ane Books Pvt. Ltd.

8.11 Answers to Check Your Progress Questions

1. (b) Hidden self

Hidden self is the quadrant which is known to self but not known to others. The individual here, though knows about himself, does not want to share it with others.

2. (c) Shuttle diplomacy

Shuttle diplomacy involves a third party moving back and forth between the parties for conveying information.

3. (e) Role play

Role play is a type of intervention where the participants are provided with a work situation and are asked to enact the same.

4. (d) Unknown self

The unknown self-quadrant represents that neither the self nor others know what the person is.

5. (c) Mediation

Mediation involves facilitation of negotiation by a third party who assists the parties involved to reach at mutually acceptable dispute settlement.

6. (a) Process consultation

Process consultation involves a skilled third party (consultant) working with the individuals and groups to help them learn about human and social processes and to solve problems that stem from process events.

7. **(a) Coaching**

    When a new recruit receives job related guidance and support from an experienced person, it is called coaching.

8. **(c) Blind self**

    Blind self is unknown to self but known to others. Other people know what the person actually is, but he himself is unaware of the same.

9. **(c) Problem tree analysis**

    The other name for problem analysis is problem tree analysis.

10. **(a) Intervention development**

    Intervention development involves choosing the intervention that would help in bringing about the desired results.

Unit 9

Comprehensive Interventions

Structure

"The stage of the development of the productive forces determines the political and ideological superstructure of society which are crystallized into a system of social organization."

- Earl Browder

9.1 Introduction

As has been popularized by Earl Browder, OD interventions involve the entire organization and address in depth cultural changes. They involve collaborative efforts between the client organization and the consultant in identifying organizational problems in the context of the internal and external organization and come up with feasible solutions for promoting organizational development. In the last unit, we have discussed various individual, interpersonal and intergroup interventions designed for improving interpersonal relationships and group dynamics. Further we have discussed strategic planning and problem analysis as tools for improving organizational effectiveness.

This unit focuses on confrontation meeting which aims on identifying organizational problems and solutions. The unit also discusses the contribution of appreciative inquiry and later provides an insight on the grid approach to organizational improvement and Schein's cultural analysis.

9.2   Objectives

After going through this unit, you will be able to:

- Explain the various comprehensive interventions

- Describe how confrontation meeting identifies organizational problems and solutions

- Examine the importance of strategic management activities

- Analyze the contribution of appreciative inquiry to organizational excellence

- Appraise grid organizational development as an approach to organizational improvement

- Illustrate Schein's cultural analysis

9.3   Comprehensive Interventions

Comprehensive interventions refer to well-coordinated, systemic and seamless design for providing instructional interventions that integrate multiple supplemental interventions within small group and one-to-one settings. The important comprehensive interventions that are discussed in this unit have been enumerated below:

- Beckhard's confrontation meeting

- Strategic management activities

- Appreciative inquiry

- Blake and Mouton's grid organizational development

- Schein's cultural analysis

Example: Comprehensive Intervention for Cultural Integration

In 2020, SAP Inc. announced spin out of its Qualtrics unit with an IPO. This news came less than 2 years since it acquired Qualtrics. One of the reasons for failure of this M&A is stated to be the cultural incompatibility between the two firms leading to an integration failure between SAP and Qualtircs. Schein's cultural analysis is a comprehensive intervention that can help in effective integration in such cases.

For details, check out: https://www.toolbox.com/hr/hr-strategy/articles (accessed on 31/05/2022)

The following sections would help us to understand all these interventions in detail.

9.4   Beckhard's Confrontation Meeting

The confrontation meeting, developed by Richard Beckhard, is a one-day meeting of the entire management to analyze its problems. It is an intervention designed

to mobilize the resources of the organization to identify problems, set priorities and action targets and begin working on identified problems.

The following points would help us to understand it better:

- This intervention is particularly useful when an organization is under stress and when there is a difference between the top executive and other employees.

- The confrontation meeting is a quick, simple and reliable way which is to generate data about an organization, analyze the causes and set action plans for organizational improvement.

- Confrontation meeting is an activity which allows entire management group, composed of individual from all levels of the organization to take a quick reading on its own health and within matter of hours to set action plan for improving it.

The steps involved in confrontation meeting are enumerated below:

- Step 1: *Climate Setting* (45-60 minutes): The top management introduces the session by explaining the goals and issues concerned to the participants. It facilitates for open and free discussions. The consultant then the topic for solving the organizational problems.

- Step 2: *Information Collecting* (1 hour): Small groups of seven to eight members from different functional areas and working sessions are formed to think about the problem vividly. The groups discuss about the obstacles, de-motivators, poor procedures and policies, unclear goals and prevailing poor attitudes. Then they will ponder on the alternatives that would improve the conditions.

- Step 3: *Information Sharing* (1 hour): All the groups share the information they have gathered and a final list is prepared by integrating the entire information.

- Step 4: *Priority Setting and Group Action Planning* (1 hour and 15 minutes): Participants form into functional and natural work teams, headed by a top manager for identifying the priority problem, confront with the members and determine ways to communicate the results of the confrontation meeting to the subordinates. This activity completes the confrontation meeting for all the managers except the top management group.

- Step 5: *Immediate follow-up by Top Management Team* (1-3 hours): The top management team decides on the follow-up actions and communicates to other management groups.

- Step 6: *Progress Review* (2 hours): A follow-up meeting is held to review the actions resulting from the confrontation meeting.

Beckhard believes that the confrontation meeting provides a quick and accurate means for diagnosing and solving organizational problems.

Example: Acuvate - Tool for Confrontation Meeting

Firms like Hindustan Unilever, Biogen, Reckitt to name a few, deploy acuvate, a crisis communication suite which helps them in confrontation meetings by broadcasting company communications from SharePoint and manage the same on the HRIS system. The effectiveness of the solution is measured using Power BI reports and dashboards.

For details, check out https://acuvate.com/crisis-communication/ (accessed on 31/05/2022)

9.5   Strategic Management Activities

Strategic change alters the overall game plan of an organization like vision and mission of the firm. A decision to pursue single business or to diversify into new businesses, or implement merger or acquisition or close down operations are some of the examples of strategic change. Most people understand that organizations today operate in an uncertain environment whose impact on the productivity or sales or finance is unpredictable and uncontrollable.

Organizations frequently react or respond to the environment to handle any unexpected crisis or a problem arising from actions of the competitors. Organizations may also be involved in incremental changes carried out within the sub systems or elements of an organization to accomplish the goals of an organization. For instance, to ensure succession, organization may periodically make changes in the roles and responsibilities of employees so that the right kind of employees may be molded to take up the future responsibilities.

Strategic management is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization.

Strategic management activities transform the static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change.

The steps in strategic planning & management are enumerated below:

- *Analysis or assessment*, where an understanding of the current internal and external environments is developed

- *Strategy formulation*, where high level strategy is developed and a basic organization level strategic plan is documented

- *Strategy execution*, where the high level plan is translated into more operational planning and action items, and

- *Evaluation or sustainment / management phase*, where ongoing refinement and evaluation of performance, culture, communications, data reporting and other strategic management issues occurs.

Strategic management process is most often described as a rational and analytical one. The process consists of the following activities:

1. *Environmental Scanning threats and opportunities analysis:* This involves analyzing each threat and opportunity according to its time frame (i.e. short-term or long-term). Significance and likelihood of occurrence can help to focus on the most important threats and opportunities.

   In identifying threats and opportunities in the organizations' environment, three questions need to be kept in mind:

   - Which threats are critical and how can they be avoided and turned into opportunities?
   - Which opportunities are critical and must be exploited?
   - Which threats and opportunities are short-term and which are long-term?

2. *Organizational analysis mission, strength and weakness analysis:* Organizational analysis begins with an analysis of how the organization is performing and why? It gives a board statement about purpose, philosophy and goals, which guides executive actions, by evaluating the present strengths and weakness of the organization. (Refer to Exhibit 9.1 which illustrates the strength and weakness analysis of Zara.)

3. *Strategic goal setting:* This involves fixing annual objectives in line with long-term objectives as well as specifying functional strategies consistent with the grand strategy. Goals are the ends toward which activity is aimed and they should be understandable, measurable, achievable and challenging. Goals can be measured in terms of quality, cost and time-frame.

4. *Strategic actions:* This refer to the action plans for achieving the goals and flow from the goals of the organization. A strategy sets forth a general program of action and an implied development of employees and resources to obtain goals.

   Strategic action can be considered from the following three approaches:

   i. Functional approach which includes marketing strategies, new product development strategies, human resource strategies to name a few. Here the emphasis is on short and medium term plans and is limited to the domain of each department's functional responsibilities with each functional unit trying to contribute to the overall corporate objectives.

   ii. Product approach which includes defining how to achieve the vision. It involves working backwards from the desired end state. This is accomplished by formulating goals and initiatives to guide strategy with a time line to achieve.

iii. Business unit groping approach which includes aggregated strategies of single business firm or a strategic business unit (SBU) in a diversified corporation. According to Michael Porter, a firm must formulate a business strategy that incorporates cost leadership, differentiation or focus in order to achieve a sustainable competitive advantage and long-term success in its chosen arenas or industries.

All these approaches involve choosing target markets and products, product development plans, capital expenditure plans and marketing plans. For all major actions, two aspects- (i) timing and (ii) sequencing should be considered. All strategic actions will also need mobilizing and effective utilization of resources.

5. *Strategy implementation:* It refers to the spelling out effective policies or operating procedures to channel actions for implementing the strategy. This involves translating strategies into organizational actions, which involves strategies leadership i.e., identifying policies; rules; key results areas, developing management teams, forming teams, allocating responsibilities, making operational plans and day to day decisions.

6. *Strategy Control:* This includes both monitoring process and control resources by analyzing the deviation from standards and goals. Controlling is the measurement and correction of performance in order to ensure that enterprise objectives and plans are being accomplished. Strategic control can be done at individual level and group level through the periodic strategic meetings.

As the business environment is not static, strategic management process will be a continuous activity to stay ahead in the competition, improve market share by entering into new markets and serving the existing markets better.

Exhibit 9.1: Strength and Weakness Analysis of Zara

ZARA is a Spanish apparel retailer based in Arteixo, Spain. Let us have a look at the strength and weakness analysis of Zara.

Major strengths of Zara are enumerated below:

- Evolved processes: Zara takes just three weeks to design, produce and sell clothes post identifying a new trend.

- Stores: Zara has 2249 stores, the largest in the fashion retail stores in the world.

- Supply chain: Zara has 10 logistics centers that deliver to almost any location in the world within 48 hours.

Contd….

Some of the weaknesses of Zara are explained below:

- Fast fashion: Fast fashion being the strength of Zara often causes a challenge in terms of sustainability.

- Physical stores: Zara having the maximum physical stores, too much reliance on physical sales has affected its sales during pandemic.

Zara needs to strengthen its online presence. Further, retail houses are currently working with Artificial Intelligence and Big Data companies to create AI-enabled systems that can predict consumer behavior. With the development of such system, Zara can have the capability of predicting and fulfilling customer needs.

Source: https://pestleanalysis.com/2020/zara-swot-analysis/ (accessed on 31/05/2022)

9.6   Appreciative Inquiry

As we know, appreciative inquiry is based on the assertion that the organization is 'a miracle to be embraced' rather than 'a problem to be solved'. Appreciative inquiry is an approach to the areas of organizational performance and learning that was developed as an alternative to the "ground-up" restructuring that is used for organizational change. Appreciative inquiry is built on two fundamental principles:

- Appreciation of people and the organizational system

- Articulation of organizational best practices as a means of creating a better vision for the future.

The following points help us in understanding the importance of appreciative inquiry:

➢ Its aim is to generate new knowledge and to assist members of an organization to collectively envision a desired future.

➢ Using the appreciative inquiry process, organizations examine and identify areas where their current systems are successful and then determine ways to make those successes more constant.

➢ The process of appreciative inquiry involves storytelling and interviewing to draw the best of the past in order to effectively visualize a successful future.

Example: Women at Microsoft - An Instance for Appreciative Inquiry

Women at Microsoft is an employee resource group that actively helps to attract, retain, and develop women around the world. Its programs focus on sparking girls' interest in technology careers, supporting women-focused initiatives and organizations, and providing career and professional development resources for women once they are employees at Microsoft.

Contd….

This serves as an instance for appreciative inquiry which helps Microsoft to engage and connect to communities within and outside Microsoft for finding the best that could be and collective design of a desired future state that is compelling.

For details, check out https://microsoft.com/newengland/2020/09/27/ microsoft -employee-resource-groups-building-community/ (accessed on 18/4/2022)

Check Your Progress - 1

1. Which of the following is the first step in confrontation meeting?
   a. Information collecting
   b. Information setting
   c. Climate setting
   d. Follow-up
   e. Anarchy

2. In which of the following situations, does an organization seek confrontation meeting?
   a. Stress
   b. Progress
   c. Anarchy
   d. Losses
   e. Gains

3. Which of the following is a functional strategy in strategic management?
   a. Cost Leadership
   b. Differentiation
   c. Strategic leadership
   d. Making operational plans
   e. New product development

4. Which of the following is the basic premise of appreciative inquiry?
   a. Looking at the organization positively
   b. Looking at the problems of organizations
   c. Identifying the problem shooters
   d. Maintaining order and peace
   e. Making operational plans

9.7   Blake and Mouton's Grid Organizational Development

GRID training is an outgrowth of the managerial grid approach to leadership. Managerial grid helps the managers in evaluating their concern for people and productivity. It also stresses the importance of team management leadership styles. Figure 9.1 depicts the various quadrants of managerial grid.

Figure 9.1: Managerial Grid
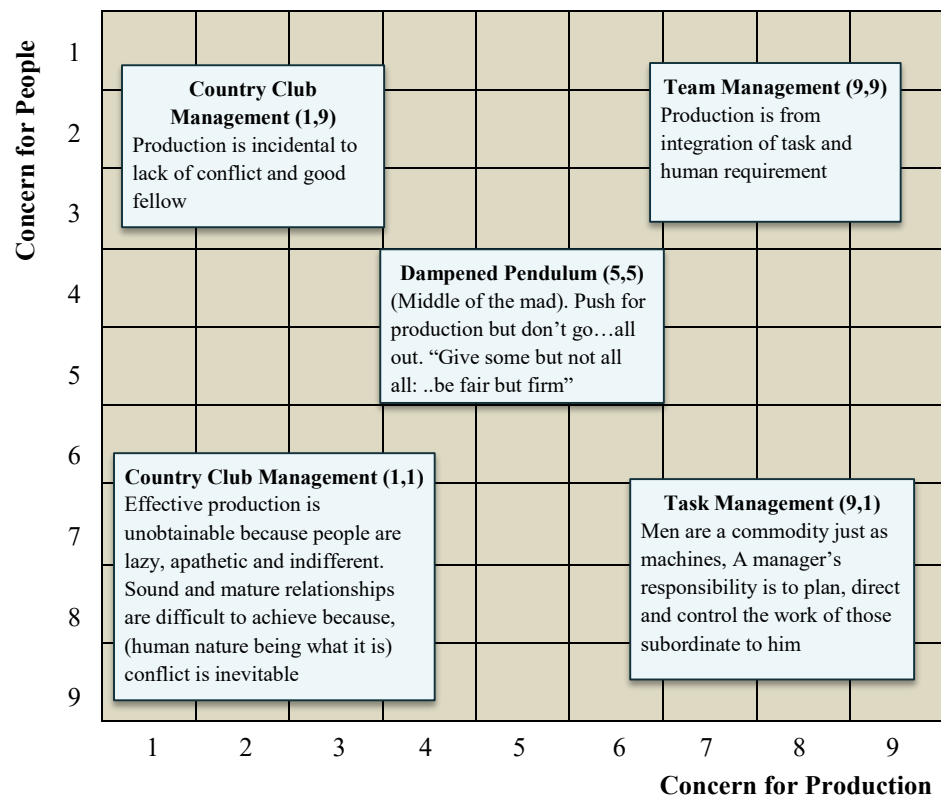
Source: ICFAI Research Center

In Grid OD, the consultant uses questionnaires to determine the existing styles of managers. Grid organizational development program, developed by Blake and Mouton is a six-phase program, lasting for about 3-5 years. It is conducted by internal members who have been trained in grid concepts.

The Grid OD program is an extension of managerial grid developed by Blake and Mouton for improving the managerial practices of managers on two dimensions- 'concern for people' and 'concern for production'. The most effective managers are those who are placed in the 9.9 grid.

Grid OD program is based on 9.9 explanation of managerial grid which states that '9.9 is the best way of doing business to achieve excellence'. Grid training for OD is completed in six phases. The same are enumerated below:

- *Laboratory-seminar training*, which aims at acquainting participants with concepts and material used in grid training

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- *Team development phase*, involving the coming together of members from the same department to chart out as to how they will attain a 9 x 9 position on the grid

- *Inter-group development*, that aims at overall OD. During this phase, conflict situations between groups are identified and analyzed

- *Organizational goal setting*, which is based on participative management, where participants contribute to and agree upon important goals for the organization.

- *Goal attainment*, which aims at achieving goals which were set during the phase of organizational goal setting; and

- *Stabilization* that involves the evaluation of the overall program and making suggestions for changes if appropriate

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Example: Effective Team Development to Attain 9.9 Grid

TCS worked on an assignment with Puma Energy on automating their refinery processes. Handling such an intense work requires large teams on both sides working around the clock in perfect synchronization; a team of about 200 of engineers, designers, architects, program and delivery managers. HR Muscle, a leading firm in employee engagement, designed Grid training intervention for them to experience collaboration.

For more details, check out https://www.hrmuscle.com/gallery/team-building-for-tcs-epuma/ (accessed on 18/4/2022)

9.8   Schein's Cultural Analysis

Edgar Schein proposed a model of organizational culture which propounds that basic assumptions shape values and these values shape practices and behavior. The same becomes the visible part of culture. Organizations do not adopt a culture in a single day and in fact learn from past experiences and start practicing it every day thus forming the culture of the workplace. There are three major components to any organization's culture: artefacts, espoused values, and basic underlying assumptions, which help in cultural analysis. The same have been explained in the Schein's model of organizational culture which identifies three distinct levels and components in organizational cultures:

- *Artefacts:* There are six major types of artefacts: symbols, physical structures, language, stories, rituals, and ceremonies. Artefacts include any tangible, overt or verbally identifiable elements in an organization. architecture, furniture, dress code or office jokes to name a few instances of artefacts. Artefacts are the visible elements in a culture and they can be recognized by people not part of the culture.

- *Espoused values: Espoused values* are the beliefs, philosophies, and norms that a company explicitly states.

The following points would help us to understand about espoused values better:

a. Espoused values can range from published documents, such as a company's vision or mission statement, to verbal statements made to employees by executives and managers.

b. Espoused values are the organization's stated values and rules of behavior.

c. They speak about how the members represent the organization both to themselves and to others. This is often expressed in official philosophies and public statements of identity.

d. Espoused values can be a projection for the future, of what the members hope to become.

- *Assumptions:* Assumption stated by Edgar Schein states that, "In an occupation such as engineering, it would be inconceivable to deliberately design something that is unsafe; it is a taken-for-granted assumption that things should be safe".

The following points would help us to understand about assumptions better:

a. *Basic underlying assumptions* are the taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behavior in a given situation.

b. These assumptions represent the deepest and least observable part of a culture and may not be consciously apparent, even to organizational veterans.

c. These assumptions are typically so well integrated in the office dynamic that they are hard to recognize from within.

Now let us understand the Schein's model of cultural analysis.

Schein's model of cultural analysis is a dynamic model that focuses on explaining the concept of culture and the way it affects the organization in line with the understanding of the group dynamics.

Following are the steps that are involved in Schein's cultural analysis:

- The first step is to establish purpose

- Next comes forming groups of managers/employees

- The next step requires the above formed groups to identify their assumptions. There needs to be thorough understanding of the distinction between artefacts, espoused values and assumptions. It is important to go for brainstorming on assumptions.

- Once the underlying assumptions are identified, the next step involves a need for identifying and writing down artefacts. It is equally important to understand the values behind artefacts.

- The next step involves classifying the assumptions into two categories i.e. the cultural assumptions that help in reaching goals and that which hinders reaching goals.

- Following the classification, the consultant helps the groups to focus on the helpful assumptions and change those cultural assumptions that hinder.

Schein's cultural analysis is a complex and difficult intervention. Expertise on the part of consultant is required to do cultural analysis.

Example: Schein's Cultural Analysis - Intervention for Cultural Incompatibility

In 2017, the Amazon-Whole Foods merger is an instance of vertical integration which led to suboptimal results due to the incompatibility between the cultures of the said companies. Amazon's culture is characterized by efficiency, technology and being non-personal whereas Whole Foods is driven by more idealistic set of values. Such integration failures can be addressed by Schein's cultural analysis that we have discussed.

For details, check out https://www.toolbox.com/hr/hr-strategy/articles (accessed on 30/5/2022)

Check Your Progress - 2

5. Which of the following refers to 9.9 in managerial grid?
   a. Country club
   b. Team management
   c. Middle of the road
   d. Impoverished management
   e. Task management

6. To which category does company's vision and mission statement belong?
   a. Artefacts
   b. Espoused values
   c. Beliefs
   d. Assumptions
   e. Symbols

7. Which of the following refers to taken for granted beliefs?
   a. Artefacts
   b. Values
   c. Assumptions
   d. Symbols
   e. Task management

8. Which of the following is the first step in Schein cultural analysis?

    a. Establish purpose

    b. Brainstorm on assumptions

    c. Identify artefacts

    d. Forming groups of managers/employees

    e. Identify organization's assumptions

9. Which phase of grid training aims at acquainting participants with concepts and material used in grid training?

    a. Laboratory-seminar training

    b. Team-development phase

    c. Inter-group development

    d. Organizational goal-setting

    e. Goal attainment

10. Which of the following activities is involved in the stabilization phase of Grid OD training process?

    a. Acquainting participants with concepts

    b. Coming together of members from the same department

    c. Participants contributing to and agreeing upon important goals for the organization

    d. Achieving goals which were set during the phase of organizational goal setting

    e. Evaluation of the overall program and making suggestions for changes

9.9   Summary

- Comprehensive interventions refer to well-coordinated, systemic and seamless design for providing instructional interventions that integrate multiple supplemental interventions within small group and one-to-one settings.

- Confrontation meeting is an intervention designed to mobilize the resources of the organization to identify problems, set priorities and action targets and begin working on identified problems.

- The steps involved in confrontation meeting are: climate setting, information collecting, information sharing, priority setting and group action planning, immediate follow-up and progress review.

- Strategic management is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization.

- Strategic management process comprises environmental scanning, organizational analysis, strategic goal setting, strategic actions, strategy implementation and strategy control.

- Appreciative inquiry is based on the assumption of looking at the organization positively and aims to generate new knowledge and to assist members of an organization to collectively envision a desired future.

- Grid OD program is based on 9.9 explanation of managerial grid which states that '9.9 is the best way of doing business to achieve excellence'.

- The six phases of Grid training for OD are laboratory-seminar training, team development phase, inter-group development, organizational goal setting, goal attainment and stabilization.

- Edgar Schein model of organizational culture propounds that basic assumptions shape values and these values shape practices and behavior.

- Three distinct levels in organizational culture as have been popularized by Edgar Schein model of organizational culture are artefacts and behaviors, espoused values and assumptions.

9.10   Glossary

Appreciative Inquiry: Appreciative Inquiry aims to generate new knowledge and to assist members of an organization to collectively envision a desired future through positive approach.

Artefacts: Artefacts include any tangible, overt or verbally identifiable elements in an organization. Architecture, furniture, dress code, office jokes, all are examples of organizational artefacts.

Assumptions: Assumptions are the taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behavior in a given situation.

Confrontation meeting: Confrontation meeting is a quick, simple and reliable way in which management group generates information about its major problems, analyze its causes and develops action plans to correct them and set action plans for organizational improvement.

Cultural Analysis: Edgar Schein proposed a model of *organizational* culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of culture

Environment Scanning: Environmental Planning involves analyzing each threat and opportunity according to its time frame

Espoused values: *Espoused values* are the beliefs, philosophies, and norms that a company explicitly states.

Grid OD: The Grid OD program is an extension of Managerial Grid, developed by Blake and Mouton for improving the managerial practices of managers. Grid OD program is based on 9.9 explanation of Managerial Grid which states that '9.9 is the best way of doing business to achieve excellence'.

9.11   Self-Assessment Test

1. Analyze confrontation meeting as an OD intervention

2. Enumerate the steps in strategic planning and management that help in decision making.

3. Describe how appreciative inquiry can help in organization development.

4. Explain the six phases of grid organization development.

5. Appraise Edgar Schein's cultural analysis model.

9.12   Suggested Reading/Reference Material

1. Julie Hodges (2020). Organization Development: How Organizations Change and Develop Effectively, 1st edition, Springer Publisher.

2. Thomas G. Cummings, Christopher G. Worley (2020). Organization Development and Change, 11th edition, Cengage Learning.

3. Donald L Anderson (2021), Organization Development: The Process of Leading Organizational Change, 5th edition.

4. Mee-Yan_Cheung Judge, Linda Holbeche (2021). Organization Development: A Practitioner's Guide for OD and HR, 3rd edition, Kogan Page.

5. Ishwar Dayal (2021), Handbook of Organization Development: Ways to Remain Competitive, 1st Edition, Ane Books Pvt. Ltd.

9.13   Answers to Check Your Progress Questions

1. (c)   Climate setting

The first step in confrontation meeting involves climate setting where the top management introduces the session by explaining the goals and issues concerned to the participants for open and free discussion.

2. (a)   Stress

At times of stress, the organization needs confrontation meeting.

3. (d)   Making functional plans

Making functional plans is a functional strategy in strategic management.

4. **(a) Looking at the organization positively**

   Appreciative inquiry is based on the assumption that organization is a miracle to be embraced rather than a problem to be solved. It propounds looking at the organization positively.

5. **(b) Team management**

   9,9 in the managerial grid is the desirable quadrant that aims at effective team management.

6. **(b) Espoused values**

   Company vision and mission statements come under the category of espoused values.

7. **(c) Assumptions**

   Assumptions refer to taken for granted beliefs.

8. **(a) Establish purpose**

   The first step in Schein's cultural analysis is to establish the purpose.

9. **(a) Laboratory-seminar training**

   Laboratory-seminar training phase of grid training aims at acquainting participants with concepts and material used in grid training.

10. **(e) Evaluation of the overall program and making suggestions for changes**

    The stabilization phase of Grid OD training process involves evaluation of the overall program and making suggestions for changes.

Organization Development

Course Structure

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