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Editorial Team Dr. PVL Ramana Dr. Sitamma Mikkilineni IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Dr. Radha Mohan Chebolu Prof. M. Showry IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Content Development Team Dr. Sheela Rosalyn Prof. R. Muthukumar IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Dr. K. Veena Dr. Anuradha Chavali IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Prof. Smita Kulkarni Dr. P K Mulay IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Prof. Shankar Anappindi IFHE (Deemed-to-be-University), Hyderabad Proofreading, Language Editing and Layout Team Ms. M. Manorama Mr. K. Venkateswarlu IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Ms. C. Sridevi IFHE (Deemed-to-be-University), Hyderabad ©

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## BLOCK 2: FOUNDATIONS AND PROCESS OF

ORGANIZATION DEVELOPMENT The second block in the course on Organization Development deals with important foundations and processes of OD. It introduces several OD practitioners.

It consists of three units

from unit 4 to unit 6.

The fourth unit discusses the foundations of OD and deals with several theoretical implications. The fifth unit focuses on the process of OD. The sixth unit deals with

action research and OD and illustrates by giving examples. In unit four, Foundations of OD, an overview of the foundations of organization development - theory and practice is presented. It describes the models and theories of planned change, concentrating on the change models of Kurt Lewin and Burke and Litwin. One of the important and earliest theories of planned change was provided by Kurt Lewin. A second foundation of OD is system theory which views organizations as an open system and this is followed by socio technical systems. Other important foundations of OD discussed in this unit are: teams and team work, participation and empowerment, parallel learning structures, normative re-educative strategy of changing and action research. In unit five, Managing OD Process, we examine the process of OD and how to manage it. First, we try to define

diagnosis and understand the steps involved in OD process. This

makes us understand how organizations function and implement required changes. Complex adaptive systems are based on diagnostic models and the six-box model helps us to understand where to look and what to look for when diagnosing organizational problems. The unit ends with the description and analysis of leading and managing change. In unit six, Action Research and OD, we explain Action Research as 'learning by doing' and that it is collaborative and client-consultant enquiry.

Action Research involves collection of data for identified problems and taking action after analyzing the alternative courses of action.

Pioneering research is done by Kurt Lewin, Lester Coch, Whyte and Collier with respect to Action Research.

We discuss their contributions to Action Research in order to understand Action Research more vividly. This unit discusses in detail

Action Research as a process and as a problem solving approach

with suitable examples. iii

Unit 4 Foundations of Organization Development Structure 4.1 Introduction 4.2 Objectives 4.3

**66%**

**MATCHING BLOCK 3/15**

**W**

Models and Theories of Planned Change 4.4 Kurt Lewin's Change Model 4.5 Burke and Litwin Model 4.6

Systems Theory 4.7 Socio Technical System 4.8 Participation and Empowerment 4.9 Teams and Team work 4.10 Parallel Learning Structures 4.11 Normative Re-educative Strategy of Changing 4.12

Summary 4.13 Glossary 4.14 Self-Assessment Test 4.15 Suggested Readings/Reference Material 4.16 Answers to Check Your Progress Questions "

An understanding of your organization's parts and connections is required to help everything work together." - Chris Hutchinson

4.1 Introduction As has been advocated by Chris Hutchinson, every organization needs to assess its current functioning and achieve its goals by improving the total system - the organization as well as its subsystems both within and outside the organization, in the context of the environment that affects it. In the previous unit we have discussed the values, assumptions and beliefs of an organization. We have understood in detail about the sources and types of values. Organization Development (OD) is a comprehensive process that uses behavioral science knowledge and practices to help organizations to enhance their capabilities to change and thereby contribute to elevated organizational effectiveness. One of the important and earliest theories of planned change was

#### Block 2: Foundations and Process of Organization Development 2

provided by Kurt Lewin. A second foundation of OD is system theory which views organizations as open system, followed by the theory of socio-technical systems. This unit presents an overview of the foundations of organization development theory and practice. It describes the models and theories of planned change, concentrating on the change models of Kurt Lewin and Burke and Litwin. Further, it focuses on parallel learning structure and normative re-educative strategy of changing.

#### 4.2 Objectives After studying this unit, you will be able to:

- Explain the foundations to OD
- Analyze the traditional models and theories of planned change
- Explain the contemporary action research models

4.3 Models and Theories of Planned Change Organizational change refers to alteration in any of the components of the organization - it may be changes either in people, task, technology or structure. Change may also be necessitated due to the changes in political, economic, social, technological, environmental and legal framework in the external environment. Organizational change can be categorized into two types: Planned change: Planned change is a deliberate and conscious effort by the organization to move from the current state to a desired state. Planned change can be:

- Due to internal factors: It is the strategic move by the organization to bring about some changes in the internal components of the organization. Bringing about a change in the organization structure and introducing a new technology is an instance of planned internal change.
- Due to external factors: Every organization operates in an external framework or environment. Organizations initiate changes to bring about a judicious fit between the internal and external environment.

Technological innovation in the industry is an instance of change in the external environment but when it is adapted in the organization to enhance work efficiencies and improve overall productivity, it is referred to planned external change. Unplanned change: Unplanned change is spontaneous and is introduced in response to some sudden unanticipated changes in the internal or external environment. Instance for unplanned change can be changes in the norms of the regulatory authorities.

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Change and Change Orders The aim of OD is to help leaders to address and embrace change from external and internal forces. Organization may go for changes due to the following reasons:

- The organization may need to make changes in the organization due to downsizing, outsourcing and restructuring in organizations.
- In order to stay ahead of competitors, uniquely cater to the needs of the customers, align the activities of the organization with its goals and mission and facilitate continuous improvement techniques, organization may introduce necessary changes.
- To facilitate creativity and innovation in the organization and improve team- building, there is a need to bring about changes in the organization structure.
- The advent of technology forces the organization to bring about relevant changes. Depending upon the magnitude of the change, organizational change can be categorized into: First-order or incremental changes: This involves fundamental changes but require minor adjustments in systems, processes or structures in order to maintain and develop the organizations. Second-order or discontinuous changes: These are transformational and radical changes that transform the nature of the organizations. Table 4.1 depicts these differences in detail. Table 4.1: Differences between First-Order and Second-Order Changes

First-Order Changes	Second-Order Changes
Changes are linear and continuous	Changes are multi-dimensional, multi-level and discontinuous
There are modifications made in line with the existing components in the organization	Radical changes are introduced which are entirely different from the current way of working
Primary change levers are people, task, technology and structure	Primary change levers are attitudes, values and beliefs
No fundamental changes in assumptions of organization members	Radical changes involving reframing of assumptions about the organization
Small-scale adaptive and incremental changes are introduced	Large-scale and disruptive changes are introduced
Also referred to as developmental or transactional changes	Also referred to as transformational changes

Source: ICFAI Research Center

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Example: Wipro HOLMES - Enabling Automation Solutions Wipro HOLMES Remote Worker solution eliminates the need for end users to contact IT support agents by providing them with a suite of self-healing functions, guided self-help modules, self-help solutions and conversational assistants. With the primary change lever, being technology, it serves as an instance for first-order change. For details, check out <https://wiprodigital.com/2020/03/29/using-ai-to-help-solve-remote-working-it-issues/> (accessed on 13/05/2022)

Activity 4.1 Motor Inc., a leading automobile company based in Gurgaon believed that its management structure was one of the reasons for the delay in implementing its recall strategy. Enumerate the changes that Motor Inc. should incorporate to fix the issue. Answer:

#### 4.4 Kurt Lewin's Change Model One of the earliest models of planned change

was propounded by Kurt Lewin. According to Kurt Lewin, a particular set of behavior at any moment is the result of two types of forces - one that strives to maintain the equilibrium and another which disturbs the equilibrium and drives for change. When both the forces are equal, there is an equilibrium which is known as quasi-stationary equilibrium. Force field analysis would help us to understand this better. Force field analysis is a management technique developed by Kurt Lewin for diagnosing situations. It is a useful decision-making technique, which helps in making a decision by analyzing the forces for and against a change. It is a specialized method of weighing pros and cons of change. According to Lewin, in any situation there are two types of forces - driving forces and restraining forces that influence any change that occurs. The driving forces are those which promote change or lead change to the desired state. Restraining forces are those that restrict or inhibit change or what is called as current state. Force field analysis demonstrates how forces for and against change balance. To get the organization to change, it is essential to increase the forces for change while reducing the resistance to change or act upon both simultaneously.

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Now let us discuss the steps involved in force field analysis: ? Define the current state and the desired state of change ? Find out the driving and restraining forces of change ? Assess the relative strength of each force on a 5 or 10 point scale (from low to high) ? Find the total score for driving and restraining forces ? Change occurs when the total value of driving forces exceed restraining forces ? Equilibrium is reached when values of driving forces equal the values of restraining forces. Let us understand the same with an example (Refer Table 4.2). Here a company wants to install new machinery in their plant. Table 4.2: Driving and Restraining Forces Nature Driving Forces Value Restraining Forces Value External Forces New technology 5 Industry structure 3 Competition 4 Hostile labor Unions 3 Economic regulation 3 Market forces 3 Customer demands 2 Internal Forces Decline profits 5 Fear of loss of jobs 5 Pressure for efficiency 4 Hostility to management 4 Leadership change 3 Skill anxiety 2 Culture 2 Total=26 Total=20 Source: ICFAI Research Center From the above example, we notice that the sum of driving forces (26) is higher than the sum of restraining forces (20). Hence the force field analysis suggests that new machinery can be installed in the plant and changes can be brought in easily. Now let us understand the stages involved in the Kurt Lewin change model.

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The three-stage model of change proposed by Kurt Lewin is explained below: 1. Unfreezing: This stage is characterized by making individuals aware of the rationale behind the change. This involves creating a perceived need for the change by making it evident that the current behavior is inadequate. According to Edgar Schien, the same can be achieved by: ? Reducing strength of forces which maintain current equilibrium ? Disintegrating the old behavior ? Withdrawing the social support ? Using rewards and punishments for breaking the existing way of doing things 2.

Moving/Restructuring/Changing: This is the stage where the actual change is implemented and new learning occurs. The vacuum that is created in the unfreezing stage needs to be filled by identifying new and more effective behaviors that needs to be followed and bringing about associated changes in people, task, technology and structure in the organization. There is a need for developing new organizational values, attitudes and behaviors to help move the organization to a new level of behavior. This stage is characterized by individuals trying to learn to behave in new ways since they are provided with alternatives to choose from. According to Kelman, changing phase can be understood in the following context: ? Compliance: It occurs when the organization members are forced to change either by rewards or by punishment ? Internalization: It occurs when the organization members are forced to encounter a situation that calls for a new behavior ? Identification: It occurs when individuals recognize the best model among the various alternatives provided to them in line with their personality 3. Refreezing: This stage calls for internalizing the change and making it a permanent part of the organization. The new equilibrium is stabilized and the newly learnt behavior is refreezed. This can be achieved by positive reinforcement in terms of rewarding appropriate new behaviors, providing necessary support and facilitation in terms of time, effort and resources. Care should be taken to ensure that the organization members do not revert to the old behaviors. Lewin's change management model is linked to force field analysis. He considered that, to achieve change effectively, it is necessary to look at all the options for moving from the existing present to a desired future state, and then to evaluate the possibilities of each and decide on the best one, rather than just aiming for the desired goal.

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Kurt Lewin model can help a manager in the following aspects: ? Making a radical change ? Minimizing the disruption of the structure's operations ? Making sure that the

change is adopted permanently Figure 4.1: Three Stage Process of Change Source: ICFAI Research Center The following actions can be followed according to the Lewin's Model: 1. Conduct a brief analysis of the current situation ? List the driving forces ? List the restraining forces 2. Evaluating the fundamental forces of social behavior to determine the readiness or opposition of the businesses to adapt to new change. (Refer Table 4.3). Table 4.3: Driving and Restraining Forces Nature Driving Forces Value Restraining Forces Value External Forces Govt regulation 5 Nature of Industry 4 Technology 4 Technology barriers 4 Adoption by Competitors 3 Government invasion 4 Customer perception 2 Customer resistance 3 Growth 3 Rise of costs 4 Internal Forces Decline profits 3 Lack of skills 5 Pressure for efficiency 3 Employee resistance 4 Modernization of business 3 Business Inflexibility 3 Incentives 2 Regressive mindset 4 Total 27 35 Source: ICFAI Research Center

Unfreezing: Creating motivation and readiness for change A feeling of anxiety and guilt Lack of confirmation Pain and discomfort Has to develop psychological safety to replace the old behavior Restructuring: Helping to judge things Identifying a new role model, mentor Analyzing the environment Motivating the person for change Making him feel that change is desirable and possible Refreezing: Integrating to new point of view Total personality /self- concept Significant relationships- knowing whether others approve the change Stabilizing the change Stage 1 Stage 2 Stage 3

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a) Does the impact of driving forces far exceed the impact of the restraining forces? Also, it is highly unlikely that the impact of driving forces would be equal to the impact of the restraining forces. If so, nothing much is needed to be done to enable the businesses to adapt to change. b) Does the impact of restraining forces far exceed the impact of the driving forces? Then the following options are possible. Firstly, abandoning the plan of going digital mode as it is too difficult to change the status quo by trying to reduce the restraining forces. The second option is to design diverse strategies to increase the driving forces and reduce the restraining forces. 3. Design the following strategies to reduce those restraining forces and increase driving forces to push for change. a) Analyze the business and create an awareness to understand why change is necessary and how it impacts the business. b) Communication and education to assist them and allow participation to provide stimulus for change c) Design the compelling message and allow the business men to involve in the decision making processes d) Creating a rewards system and offer incentives to decrease opposition Once the status has been "unfrozen" by increasing the readiness for change, the changes can be executed by well-planned strategy. As the changes do not guarantee predictable results, several formal and informal options can be tested through trial-and-error methods to alter the pattern of behaviors and create new status quo. Finally, reinforce the change to ensure that old behaviors do not resurface and ensure long-term effectiveness by consolidating what really worked. Modification of Lewin's Model Lewin's model of change was modified by Ronald Lippitt, Jeanne Watson, and Bruce Westley. They expanded Lewin's three stage model into seven stage model of change. Now let us understand the various stages in the Seven stage model of change:

Stage 1 - Developing a need for change Stage 2 - Establishing a change relationship Stage 3 - Diagnosing the problem

Stage 4 - Examining alternative goals or routes Stage 5 - Transforming intentions into actual change efforts Stage 6 -

Generalizing and Stabilizing change Stage 7 - Achieving a terminal relationship

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In the seven stage model, stages 1 & 2 represent unfreezing stage of Lewin's change model, stages 3, 4 & 5 represent the moving or changing stage of the Lewin's change model and stages 6 & 7 represent the refreezing stage of Lewin's change model. Example: Infosys Workplace Suite - Enabling Seamless Migration to Digital Services To provide necessary support and facilitation to its employees in their digital transformation journey, Infosys came up with Migration Factory, an Azure- powered conversational Bot that enables knowledge-sharing and self-service capabilities to the end users during migration to Office 365. For details, check out <https://www.infosys.com/services/microsoft-cloud-business/offerings/workplace-suite.html> (accessed on 17/05/2022) 4.5 Burke and

Litwin Model of Organizational Change The model developed by Warner Burke and George Litwin

depicts the casual relationships between the key organization variables and differentiates between the transformational and transactional dynamics in the organization by providing guidelines for bringing about first-order or transactional changes and second- order or transformational changes. Table 4.4 helps us to understand the difference between transactional and transformational change. 1. Transformational factors: It comprises strategy, leadership and organizational culture. These are usually addressed by the top management of the organization. The strategy addresses

external environment dealing with competition, markets, economy, vision, mission etc. that have a huge impact on the organization. The leadership is actively responsible for taking decisions and the organization culture that determines

behavior of the people in the organization on the basis of the beliefs, values, conventions and habits prevailing in the organization. 2. Transactional factors: The structure, management practices, systems and work climate form the

transactional factor of change. These factors are dealt with by the operational managers of the organization. The

changes in the strategy result in changes in the organizational structure as well as the roles and responsibilities of the employees. The systems and procedures which evolve over time and get standardized need to be changed. The change

in the work climate that comprises the values, perceptions, attitudes, feelings and behaviors of the employees who work in the organizations become important. 3. Individual factors: The change in the key elements of the organization

demands change in several individual factors. The changes in skills as well as abilities are important to ensure that right skills are in place. It also brings

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about the needs and values, ultimately the motivation of the employees. The changes in individual factors will have direct

impact on the performance of the employees. Table 4.4: Transactional and Transformational Change Transactional

Change Transformational Change Called as evolutionary, adaptive, incremental or continuous change Called as

revolutionary, radical, discontinuous First order changes Both first order and second-order changes

84%

**MATCHING BLOCK 1/15**

W

Interventions directed towards structure, management practices and systems result in first-order changes  
 Interventions directed towards mission and strategy, leadership and organization culture result in second- order changes Change

84%

**MATCHING BLOCK 2/15**

W

Interventions directed towards structure, management practices and systems result in first-order changes  
 Interventions directed towards mission and strategy, leadership and organization culture result in second- order changes Change

in organizational climate Change in organizational culture Change is easy Change is difficult Source: ICFAI Research Center As is evident from the table, transformational changes are those that reshape business strategies and processes and result in the shift in work culture. These changes may be a response to extreme or unexpected market changes. There is a change in the mission and strategy, leadership styles and organization culture. Interventions directed toward these factors bring changes in organization culture permanently which in turn change individual performance and organizational performance. Transformational changes include: ? Strategic and cultural changes ? Radical changes in technology ? Radical changes in product and service offering Transactional changes on the other hand leads to modifications in the people, task, technology and structure component of the organization which leads to change in the organization climate, motivation levels and individual and team performance. Example: TCS' SBWS - Transactional Model For enabling remote working, TCS introduced a transactional change initiative, TCS' Secure Borderless Workspaces (SBWS) which facilitates remote access for employees, sets up a suitable cybersecurity framework and all project management practices and systems needed to ensure that work allocation, monitoring and reporting continues as normal. For details, check out <https://www.tcs.com/tcs-secure-borderless-workspaces- shows-the-way> (accessed on 16/5/2022)

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Systems Theory Systems theory is one of the significant foundation to OD. It views organizations as open systems in active exchange with the environment. It is a powerful tool to understand the dynamics of organizations and organizational change. According to Fagen, system is a "set of objects together with relationships between the objects and between their attributes". Von Bertalanffy advocated that "Systems are elements standing in interaction". The properties of open systems are: ? Environment: That which directly or indirectly affects the performance and outcomes of the organization ? Inputs: It consists of resources such as energy, information, people, money to name a few. ? Outputs: The deliverable of organization are outputs. Outputs are the end products of transformation ? Transformation: It is the process of conversion of inputs into outputs ? The boundaries of an open system are feedback, equifinality which refers to the cause and effect relationship that exists between the initial state and the final outcome of the system and alignment refers to the relationship between the parts of the system. All systems follow input throughput-output mechanisms. Figure 4.2: Input-Throughput-Output Mechanisms of Systems Source: ICFAI Research Center Systems take inputs from environment in the form of energy, information, money, people, raw materials to name a few. Throughput transforms or converts the inputs and changes them into outputs. Each system operates within a boundary. The components within the organization are considered as the elements of internal environment whereas the components outside the organization are considered to be the external environment.

Environment Input Output Boundary Throughput System

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To summarize, system refers to a group of components that are interrelated and interdependent. Systems can be categorized into: Open system: When there is interaction between the internal and external environment, we call it as open system. Closed system: When there is no interaction between the internal and external environment, we call it as a closed system. An organization is an open system that comprises people, task, technology and structure which are a part of the internal environment and organizations operate in an external environment comprising competitors, customers, regulatory authorities, financial and marketing intermediaries to name a few. The organization strives to bring about a judicious fit between the internal and external environment

so as to ensure survival and growth. The organization is viewed as an open system in interaction with its environment and consists of five primary components: ? Goals and values subsystem: This includes vision, mission of the organization and the goals of the organization in terms of profits, growth to name a few. ? The technical subsystems: This includes primary functions, activities and operations. ? The structural subsystem: This includes designs, policies and procedures. ? The psycho-social subsystem: This includes network of social relationships and behavioral patterns. ? The managerial subsystems: This includes managerial functions like directing, organizing, and coordinating all activities towards the basic mission of the organization. It also integrates the activities of other subsystems. One of the diagnostic tools for OD is congruence model which helps in accessing the elements that are responsible for performance, the nature of organization culture, the goodness of fit among the various elements to name a few. The organization's performance rests upon the alignment of the components of the organization - work, people, formal and informal or arrangements. The tighter the fit, greater is the congruence and higher is the performance. Sometimes, radical changes are required for congruence among its elements. Example: LEGO's Journey towards Sustainability Lego Inc, a Danish toy production company, planned to invest \$ 400 million over the next three years in its sustainability and social responsibility initiatives covering both long-term investments and ongoing costs that includes its ambitions to make all of its packaging sustainable by the end of 2025. This serves as an instance of Lego's interaction with the external environment. Contd....

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For more details, check out: <https://www.toynews-online.biz/2020/09/16/lego-to-invest-400m-over-next-three-years-in-its-sustainability-and-social-responsibility-drive/> (

accessed on 15/5/2022) Check Your Progress - 1 1. Which of the following refers to

moving from current state to desired state? a. Transformation b. Planned change c. Unplanned change d. Coaching e.

Refreezing 2. Which is the third stage of Kurt Lewin's change model? a. Refreezing b. Transformation c. Unfreezing d.

Unplanned change e. Resistance 3. Which of the following serves as an instance for transactional leadership? a. Coach of

a football team b. Role models c. CEOs d. Political leaders e. Competitors 4. Which of the following refers to the

conversion of inputs into outputs? a. Planned change b. Unplanned change c. Transformation d. Refreezing e. Resistance

4.7 Socio Technical System (STS) Theory Socio technical system theory was developed by Eric Trist, Fred Emery and

others at Tavistock Institute in the 1950s. The essence of the theory is that all organizations consist of two interrelated

systems-a social system and a technical system. Changes in one of the systems will lead to changes in the other system.

If both the systems optimize their performance, productivity in the organization and employee satisfaction will increase.

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STS recognizes the interaction between people and technology in work places. It is about the social aspects of people

and society and technical aspects of organizational structure and processes. The aim of STS is to achieve excellence in

technical performance and quality in people's work lives through joint optimization of social and technical systems. The

principles of socio technical system theory are enumerated below: ? Optimizing the social and technical systems ?

Forming autonomous work groups ? Training group members in multiple skills ? Providing work-related information and

feedback to the organization members ? Identifying the core tasks to help in designing appropriate workflows and

organization structure Now let us have a look at some perspectives on socio-technical systems: ? Researchers, at the

Tavistock Institute in London stated that what was needed was a fit between the technical sub-system and the social

subsystem which together made up an organization. ? Fremont Kast and James Rosenzweig's views on STS makes it

evident that an organization is viewed as an open socio-technical system of coordinated human and technical activities.

Organizational functions and processes are not isolated elements but as parts reacting and influencing other system

elements. Changes in any one part of the organization's processes can have effects throughout the organization because

all processes are related. Exhibit 4.1 illustrates about socio-technical approach followed at Microsoft. Exhibit 4.1: Diversity

and Inclusion at Microsoft Microsoft's

86%

**MATCHING BLOCK 4/15**

**W**

mission is to empower every person and every organization on the planet to achieve more

and they try to achieve it by each member irrespective of level, role or function contributing towards promotion of diversity and inclusion and bringing the best out of diverse culture. Microsoft engages and connects to communities inside and outside Microsoft through several opportunities in partnership with their employee resource groups. Some of the employee resource groups at Microsoft are: ? Representing employees with conditions such as hearing loss, blindness, visual impairments, ADD, mobility disabilities, and dyslexia, the Microsoft Disability employee resource group drives internal visibility and collaborates with product teams to design, develop, and build accessible, inclusive products. Contd....

Unit 4: Foundations of Organization Development 15 ?

Military at Microsoft advocates for current and former military members, spouses, and supporters worldwide. The group works closely with Microsoft Software & Systems Academy (MSSA) to provide transitioning service members and veterans with critical technology career skills. ? The Families employee resource group provides resources, shared experiences and information, and serves as a voice of support for the diverse families across Microsoft. Signature events include 'Bring Your Kids to Work Day' and the annual 'MS Adoption Fair'. ? The Hispanic/Latinx employee resource group (HOLA) serves as a resource for promoting products and services to Hispanic and Latinx communities and organizations worldwide. The group also helps inspire future Hispanic and Latinx employees and advance the careers of current ones. ? Women at Microsoft actively help to attract, retain, and develop women around the world with its programs focusing on sparking girls' interest in technology careers, supporting women-focused initiatives and organizations, and providing career and professional development resources for women employees at Microsoft. ? Indigenous at Microsoft is an employee resource group that strives to honor, share and celebrate Indigenous cultures within and beyond Microsoft while shaping inclusive technology to empower future generations. Source: <https://www.microsoft.com/en-us/diversity/default.aspx> (accessed on 13/05/2022)

4.8 Participation and Empowerment Participation and empowerment are the building blocks of organizations. Participation is involvement of employees in all activities of organization, including decision-making. Keith Davis defines participation as 'the mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them'. From the definition we understand that participation includes - involvement, contribution and responsibility. 'Employee participation in the organizations' indicates that employees involve themselves physically, mentally and emotionally so as to contribute to the best of their abilities and take responsibility for their actions. Likert's participative management propounds that employees are 'highly involved in setting goals, making decisions, improving methods, and appraising results'.

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Employee participation: OD interventions emphasize employee participation in all activities. Employee participation results in higher productivity and elevates the motivation and morale of the employees. It also fosters innovation and creativity. According to Keith 'It is the mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them'. From the definition we understand that participation includes - involvement, contribution and responsibility. Participation enhances empowerment and empowerment in turn enhances performance and individual well-being. The important components of empowerment are: ? Involving all those who are part of the problem or part of the solution ? Decisions to be made by those who are closest to the problem ? Pushing decision-making to lower people in the organization ? Adopting the concept of 'open-book management', coined by Jack Stack which says that every employee of a company should think and act like an owner of the business ? Acting collectively to solve problems and influence important issues ? Increasing the effectiveness of organizational members by involving them in the process of change ? Providing the necessary skills and information to employees to make good decisions on their own

Employee Empowerment: Empowerment is a theory of social change - a change from 'hierarchical to an egalitarian type of society' and in the context of organizations, it is re-distribution of power. In fact, the entire field of OD is about empowerment. Now let us see what is included in employee empowerment: ? Employee participation ? Employee involvement ? Employee collaboration ? Employee involvement in decision-making ? Enhancing self-efficacy of employees ? Delegation of responsibilities and authority ? Autonomy in the job ? Redistribution of resources ? Sharing of power

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Empowerment can be classified into two categories: ? Structural empowerment: This includes delegation of decision-making from the formal structure to the employees and enabling them to act on their own. ? Psychological empowerment: This includes creating intrinsic motivation based on cognition by increasing the competence to perform effectively with a sense of autonomy and influence over job outcomes. OD practitioners are facilitators of empowerment in the organization, by which ? Employees feel they are making the difference ? Employees regard learning and competence as important ? Employees feel they are part of the organization and community ? Employees believe their work is exciting and productive. Table 4.5 depicts the differences between employee participation, engagement and empowerment. Table 4.5: Differences between Employee Participation, Engagement and Empowerment

	Participation	Engagement	Empowerment
Taking part in work related activities	Taking part in the work related activities with high commitment	Taking part in the work related activities with freedom and autonomy	The state of being related to a larger whole
Understanding the vision, mission and goals of the organization and relating to individual tasks	Performing the accomplished roles with freedom to make choices and decisions	Involvement in the work	Involvement in the work to accomplish the roles assigned
Participation in work with ownership and responsibility	Low participation leads to alienation	High participation leads to high engagement	A sense of pride and feeling that they are part of the organization

Source: ICFAI Research Center Example: Employee Empowerment at Google 'I am Remarkable' is a Google Initiative for empowering women and other

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**MATCHING BLOCK 5/15**

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underrepresented groups to celebrate their achievements in the workplace and beyond.

For details, check out <https://iamremarkable.withgoogle.com/> (accessed on 13/05/2022)



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Activity 4.2 Pune and RCC Hinjewadi plants of Volkswagen have introduced three interesting programs for its women employees by name 'Sakhi Group', to exchange ideas about the influence of women on the global economy best practices. Explain the benefits of running such programs. Answer: 4.9 Teams and Team Work A team, according to Katzenbach and Smith is "a group of interdependent people, who share a common purpose, have common work methods and hold each other accountable". Now let us understand the importance of teams: ? Individual behavior is rooted in the socio cultural norms and values of the work teams ? Individuals cannot perform alone, much of the activities can be performed in teams ? Teams create synergy-Synergy is the process of putting two or more elements together to achieve a sum total is far greater than the sum total of individual element. ? Teams satisfy people's need for social interaction, status, recognition and respect. However, there are certain problems with teams too. Let us understand the same: ? Social loafing is an antithesis of synergy where people working together on a common task may actually decrease their individual effort. Loafers are those who do not contribute anything individually with an assumption that other team members will do but they expect to share the credit. ? Absence of team identity: Members may not feel mutually accountable to one another for the team objectives. ? Difficulty making decisions: Many a times, unclear roles, missing information and lack of team alignment may make decision making difficult. ? Inability to resolve conflicts: Creates competition within the workplace which may result in conflicts. ? Lack of participation: Some personalities may tend to dominate the conversation thereby limiting participation.

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Groupthink: Groupthink is a phenomenon that occurs when the desire for group consensus overrides people's common sense desire to present alternatives, critique a position, or express an unpopular opinion. Here, the desire for group cohesion effectively drives out good decision-making and problem solving. Teams can be effective by overcoming these problems and adopting appropriate measures. Example: Asana - For Managing Projects and Tasks One of the most well-known project management tools, Asana, allows users to assign tasks to other members, add followers to projects and monitor deadlines. It comes handy to the remote teams. For details, check out: <https://asana.com/> (accessed on 13/05/2022) 4.10 Parallel Learning Structures The concept of parallel learning structures was introduced by Dale and Zand in 1974 which co-exist within formal organizational structures. These are also known as collateral structures, consisting of steering committees and several working groups to study the organization and identify the changes to be implemented. These are the groups that operate in parallel with the formal structures where the formal chain of command is minimal. Now let us compare the traditional and parallel learning structures: ? In traditional structures, the chain of command follows from top to bottom in a hierarchical way whereas parallel learning structures are specially designed to foster organizational learning and innovation with a culture of creativity and openness. ? The traditional leadership model is pyramid-shaped, with directives flowing down from a president or CEO whereas a parallel learning structure uses a roundtable approach to arrive at a group consensus-based approach for adopting new ideas. But top management will always have the final say in decision-making. These structures are formed to solve the problems that remain unresolved by formal structures. It is an OD intervention which enables an organization to manage change and innovation without disrupting the formal structures. Example: IBM's Product-type Structure Google's cross-functional matrix structure has a large degree of flatness that supports the company's growth and innovative competitiveness. Along with Contd....

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the formal structure, Microsoft Disability, their employee resource group strives to drive internal visibility and collaborates with product teams to design, develop and build accessible inclusive products. This serves as an instance of parallel learning structure. For details, check out <http://panmore.com/ibm-organizational-structure-product-management> (accessed on 14/05/2022) Check Your Progress - 2 5. Who among the following advocated socio-technical system theory? a. Eric Trist b. Vohra c. Dale d. Zand e. Kurt Lewin 6. Which of the following is included in employee participation? a. Employee involvement b. Job satisfaction c. Employee decision-making d. Employee turnover e. Employee grievances 7. Which of the following is the term that is used to refer to people working together on a common task who do not contribute anything individually with an assumption that other team members will contribute? a. Synergy b. Social loafing c. Team Building d. Empowerment e Indifference 8. Which of the following is the other name for parallel learning structures? a. Technical systems b. Formal structures c. Steering committees d. Collateral structures e. Virtual structures

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Which of the following is not an advantage of adapting parallel learning structures? a. Quick decisions take place b. Helpful in initiating changes c. Bringing talented employees to the forefront d. Rational self interest e. Power dynamics

4.11 Normative Re-educative Strategy of Changing Chin and Benne describe three types of strategies for changing: ? Empirical-rational self-interest change: The basic assumption underlying the empirical-rational model is that individuals are rational and will follow their rational self-interest. Change when it is perceived by the employees to be useful, then they would accept it. ? Normative-re-educative strategy of change: In the normative-re-educative approach, change is based on norms and values. Norms are socially accepted beliefs held by groups. Change comes through re-education of people by which old norms are replaced by new ones. ? The individual is seen as actively in search of satisfying needs and interests. The individual does not passively accept what comes, but takes action to advance his/her goals. Further, changes occur at the more personal level of values and habits. Additionally, the individual is guided by social and institutional norms. ? Power-coercive strategies of change: The power-coercive approach relies on influencing individuals and systems to change through legislation and external leverage where power of various types is the dominant factor. Power-coercive strategies emphasize political, economic, and moral sanctions, with the focus on using power of some type to "force" individuals to adopt the change. Of these three types of changes, OD falls in the first and second type i.e. normative re-educative strategy of change and empirical-rational self-interest change. Example: CareerHub - Serving Individual Needs for Reskilling and Upskilling The IT service firm, TCS has CareerHub that offers to mentor its employees. For the freshers, the company runs the TCS iON, a digital collaborative learning platform on cloud that offers improved learning to newly joined employees. This serves as an instance for normative-re-educative strategy of change. For details, check out <https://www.tcs.com/tcs-careers> (accessed on 15/05/2022)

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Check Your Progress - 3 10. Which of the following refers to influencing individuals and systems to change through legislation and external leverage where power of various types is the dominant factor? a. Empirical rational model b. Normative-re-educative approach c. Socio-technical systems d. Power-coercive approach e. Parallel learning

4.12 Summary ? Organizational change refers to alteration in any of the components of the organization. It may be changes either in people, task, technology or structure. ? Planned change is a deliberate and conscious effort by the organization to move from the current state to a desired state. ? Unplanned change is spontaneous and is introduced in response to some sudden unanticipated changes in the internal or external environment. ? Depending upon the magnitude of the change, organizational change can be categorized into incremental change and discontinuous change. ? The three stages in Kurt Lewin's change model are unfreezing, moving or changing and refreezing. ? Burke and Litwin model depicts the casual relationships between key organization variables and differentiates between the transformational and transactional dynamics in the organization. ? An organization is an open system that comprises people, task, technology and structure which are a part of the internal environment and organizations operate in an external environment comprising competitors, customers, regulatory authorities, financial and marketing intermediaries to name a few. ? One of the diagnostic tools for OD is congruence model which helps in accessing the elements that are responsible for performance, the nature of organization culture, the goodness of fit among the various elements to name a few. ? STS recognizes the interaction between people and technology in work places. It is about the social aspects of people and society and technical aspects of organizational structure and processes.

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Participation is defined as the mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them. ? Structural empowerment includes delegation of decision-making from the formal structure to the employees and enabling them to act on their own. ? Psychological empowerment includes creating intrinsic motivation based on cognition by increasing the competence to perform effectively with a sense of autonomy and influence over job outcomes. ? A team, according to Katzenbach and Smith, is "a group of interdependent people, who share a common purpose, have common work methods and hold each other accountable". ? Parallel learning structures are the groups that operate in parallel with the formal structures where the formal chain of command is minimal. 4.13 Glossary Changing or Moving: This stage of Kurt Lewin's change model is the one where the actual change is implemented and new learning occurs. Empowerment: It is a theory of social change - a change from 'hierarchical to an egalitarian type of society' and in the context of organizations, it is re- distribution of power. Force Field Analysis: Force field analysis demonstrates how forces for and against change balance. To get the organization to change, it is essential to increase the forces for change while reducing the resistance to change or act upon both simultaneously. Groupthink: Groupthink occurs when the desire for group cohesion effectively drives out good decision-making and problem solving. Normative Re-educative Strategy: Change comes through re-education of people by which old norms are replaced by new ones. Parallel Learning Structures: The groups that operate in parallel with the formal structures where the formal chain of command is minimal. Refreezing: This stage of Kurt Lewin's change model calls for internalizing the change and making it a permanent part of the organization. Social Loafing: When people working together on a common task may actually decrease their individual effort with an assumption that other team members will contribute, it is referred to as social loafing. Synergy: It is the process of putting two or more elements together to achieve a sum total which is far greater than the sum total of individual element. Unfreezing: This stage of Kurt Lewin's change model includes breaking down the existing way of doing things in the organization.

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Organization Development 24 4.14 Self-Assessment Test 1. Explain planned change process. 2. Analyze Kurt Lewin's theory of planned change. 3. Distinguish between transactional and transformational change models. 4. Describe the mechanism of systems as input-throughput and output process. 5. Enumerate the advantages of team-building for organization development. 4.15

Suggested Reading/Reference Material 1. Julie Hodges, Organization Development: How Organizations Change and Develop Effectively, 1 st edition, Springer Publisher, 2020 2. Thomas G. Cummings, Christopher G. Worley, Organization Development and Change, 10 th edition, Cengage Learning, 2020 3. Donald L Anderson, Organization Development: The Process of Leading Organizational Change, 5 th edition, 2021 4. Mee-Yan Cheung Judge, Linda Holbeche, Organization Development: A Practitioner's Guide for OD and HR, 3 rd edition, Kogan Page, 2021 5. Ishwar Dayal, Handbook of Organization Development: Ways to Remain Competitive, 1 st Edition, Ane Books Pvt. Ltd, 2021 4.16 Answers to Check Your Progress Questions 1. (

b) Planned change Planned change refers to moving from the current state to desired state. 2. (a) Refreezing To make change a permanent part of the organization by stabilizing after the changes have been made so that a new equilibrium is attained is known as refreezing. 3. (a) Coach of football team The coach of football team serves as an instance of transactional change as coaching comes under first order change. 4. (c) Transformation Conversion of inputs into outputs is referred to as transformation. 5. (a) Eric Trist Eric Trist proposed socio-technical theory to achieve excellence in technical performance and quality in people's work lives through joint optimization of social and technical systems.

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a) Employee involvement Employee participation refers to the physical, mental and emotional involvement of the employees for voluntary contribution towards the organizational goals. 7. (b) Social loafing Social loafing is an antithesis of synergy where people working together on a common task may actually decrease their individual effort. 8. (d) Collateral structures Parallel learning structures are otherwise referred to as collateral structures, consisting of steering committees and several working groups to study the organization and identify the changes to be implemented. 9. (e) Power dynamics Power dynamics refers to the ways in which power works in a setting and can negatively impact parallel learning structures. 10. (d) Power-coercive approach The power-coercive approach relies on influencing individuals and systems to change through legislation and external leverage where power of various types is the dominant factor.

Unit 5 Managing Organization Development

Process Structure 5.1 Introduction 5.2 Objectives 5.3 Understanding OD process 5.4 Theoretical Framework of OD Diagnosis 5.5 Systems Theory - Complex Adaptive Systems 5.6 Six-Box Model 5.7 Leading and Managing Change 5.8 Summary 5.9 Glossary 5.10 Self-Assessment Test 5.11 Suggested Readings/Reference Material 5.12 Answers to Check Your Progress Questions "

The relevant question is not simply what shall we do tomorrow, but rather what shall we do today in order to get ready for tomorrow." - Peter F. Drucker 5.1 Introduction As has been advocated by Peter F. Drucker, an effective diagnostic model allows organizations to identify their strengths, weaknesses and opportunities for improvement. This would, in turn, help them in devising an appropriate intervention strategy for growth and development. In the previous unit, we have discussed the models and theories of planned change along with parallel learning structures. We have also discussed normative red-educative strategy of changing. Management aims at getting things done effectively and efficiently while the organization development focuses on doing things better by enhancing the health of the organization. Organizational diagnosis is a collaborative and systematic process of understanding the current state of the organization and devising strategies to reach the desired state of growth and expansion. The focus of this unit is on examining the framework of organizational

diagnosis and understand the steps involved in OD process. This unit would discuss the system theory and the process of leading and managing organizational change.

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Objectives After studying this unit, you should be able to: ?

Examine the

framework of organizational diagnosis ? Explain complex adaptive systems as diagnostic model ? Describe the Six-Box model ? Appraise the process of leading and managing change 5.3 Understanding OD Process OD is an important technique for introducing change. The process of OD requires highly motivated people who can initiate changes by introducing interventions in collaboration with OD practitioners. Changes may be required in the business models, strategies and sometimes to the vision and mission of the organizations. We need to understand the components and steps involved in such change process of OD. The components of OD process are: ? Diagnosis:

Diagnosis is a collaborative process between organizational members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention. ? Collection of

data: Data collection is done by employing methods like questionnaire method, interviews and observation. ? Action interventions: Diagnostic activities are those activities designed to provide an account of things to know the effects & consequences of actions. Action interventions refer to the action taken for bringing about the desired changes. As organizations differ in their practices and processes, it is difficult to propose one single model for OD which is suitable to the needs of different organizations. Now let us discuss some of the models propounded by OD theorists: ? According to Blake and Mouton, managerial grid is a theoretical framework to understand dynamics of organizational culture and study the actual dynamics of work team. ? According to Beckhard, the steps in OD process include diagnosis, strategy planning, education, consulting and training and evaluation. ? According to French and Bell, the steps in OD process include diagnosis, action, process maintenance, monitoring and evaluation. Cummings and Worley popularized the following steps in managing OD processes: ?

Entering and contracting: These are the initial steps in the OD process. They involve defining the problems faced by the organization or the opportunities

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available for growth and establishing a collaborative association between the OD practitioner and the organization members for setting the parameters for designing and implementation of interventions. ? Diagnosing organization: This step involves collecting relevant information about current operations, thorough analysis of the data and drawing inferences based on analysis results so as to propose specific actions that need to be taken for improving the organizational performance. ? Diagnosing groups and jobs: Diagnosis of large groups in the organization follow the same dimensions and relational fits as is done in case of organizational-level diagnoses. Small groups however have their own diagnostic models based on the tasks that they perform or the nature of decisions that they take. ? Collecting and analyzing diagnostic information: Data is collected and analyzed by using interviews, force field analysis, or quantitative techniques - mean, standard deviation, correlation would help in organizing and examining the information to make evident the underlying causes of organizational problems or to identify the potential areas for growth and development. ? Feeding back diagnostic information: This step is concerned with identifying the content of the data that needs to be fed back and formulating a feedback mechanism that ensures ownership of the data. This ownership of data motivates the organizational members to solve their problems. Application of the data so collected and the feedback process, known as survey feedback, provides the organization with information that helps them in taking informed decisions. ? Designing interventions: Effective intervention is designed to bring about a fit between the needs of the organization and the intended outcomes and to transfer necessary competence to manage changes brought therein so as to improve organizational effectiveness. ? Leading and managing change: The change agents need to carefully plan and implement changes to ensure their success. This includes motivating the people to accept the changes and removing resistance if any, creating a vision that builds on an organization's core ideology, taking care of the power equations in the organization so as to prevent resistance of any sort, support and facilitation during the transition period of moving from the current to the desired state and sustaining the momentum for the changes to ensure they are completed as planned. This needs proper resource allocation, development of skills and competencies to name a few.

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Evaluating and institutionalizing OD interventions: This final stage of OD cycle involves providing feedback to the practitioners and the organization members about the progress and impact of the intervention. This information acts as input for further improvements. Institutionalizing is the process of ensuring that the results of successful change programs persist over time. The steps enumerated above needs to be followed systematically and should be applied according to the objectives set and situations encountered. Example: Wipro Holmes - AI Enabled Solution for Revenue Shaping Building on principles of responsible AI,

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Wipro Holmes' revenue shaping solution enables organizations to address the complex challenges of accurately predicting revenue and costs with speed and agility. The solution augments decision-making by recommending actionable interventions and assists business leaders in proactively shaping the enterprise strategy. By applying Holmes Augmented Intelligence capabilities to critical finance functions, enterprises can accelerate performance and drive business outcomes.

For details, check out <https://www.wipro.com/newsroom/>

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newsflash/wipro- holmes-receives-best-breakthrough-technology-solution-vendors-in- partnership-vip-award-at-nrf-2022/ (

accessed on 17/5/2022) Activity 5.1 Anshul Gupta, CEO of Wallemart was promoted as the CEO. Upon assuming office, Anshul Gupta wanted to improve organizational performance which was steeply down for some years. Enumerate the steps in OD process that needs to be implemented in this case. Answer: 5.4 Theoretical Framework of Organizational Diagnosis Diagnosis is the process of understanding the current functioning of an organization which acts as an input for designing change interventions. It involves three steps: ? Collecting information about the current position ? Analysis of the data so collected ? Drawing conclusions for potential change and improvement

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Diagnosis helps in understanding organizational problems and helps in offering appropriate interventions for solving problems and making use of opportunities for enhancing effectiveness of organizations. Organization development is primarily dependent on organizational diagnosis which includes the process of collecting information, sharing the same with the organization members and a collaborative effort is made for devising a suitable intervention. Example:

'Googlegeist' - Annual Survey Tool at Google 'Googlegeist' is an annual survey of all employees of Google where they are asked to rate their managers, jobs and life at Google. While many employees would shy away from an HR questionnaire, more than 90% of Googlers fill it out every year. Such surveys help in diagnosis. For details, check out

<https://fortune.com/2022/03/15/google-googlegeist-survey-employees-unhappy-with-pay/> (accessed on 16/5/2022)

A systematic approach is essential to make accurate diagnosis of the problems an organization faces. The diagnosis demands analysis of the market and an expertise in gathering valid data to discriminate between the symptoms and root causes of the diseases, organizations face. Often, significant factors like attitudes, assumptions, available resource, etc., must be taken into account during the diagnostic phase. 5.5 Systems Theory - Complex Adaptive Systems System theory propound that the parts of a system are interrelated and interdependent. Systems are complex networks of interrelationships. System thinking suggests that all forces and events are interconnected, interdependent components of a complex entity. Complex Adaptive Systems For many years, scientists saw the universe as a linear place, where simple rules of cause and effect apply. They thought that they would understand the universe as a whole if they understood the parts. They also believed that the whole could be predicted and controlled. A new theory that emerged in this direction is the complexity theory-a theory based on relationships, emergence, patterns and iterations. A theory that maintains that the universe is full of systems like weather systems, immune systems, and social systems to name a few and that these systems are complex and constantly adapting to their environment as complex adaptive systems. These can be illustrated as in the following diagram.

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Complex adaptive systems (CAS) are special cases of complex systems. They are complex as they are diverse and made up of multiple interconnected elements and adaptive in that they have the capacity to change and learn from experience.

Figure 5.1: Complex Adaptive Systems Source: [www.trojanmice/articles/complexadaptivesystems.htm](http://www.trojanmice/articles/complexadaptivesystems.htm) The agents in the system are all the components of that system. These agents interact and connect with each other in unpredictable and unplanned ways. Characteristics of CAS (Rouse, 2000) ? They are nonlinear and dynamic and do not inherently reach fixed- equilibrium points. As a result, system behaviors may appear to be random or chaotic. ? They are composed of independent agents whose behavior is based on physical, psychological, or social rules rather than the demands of system dynamics. ? Because agents' needs or desires reflected in their rules, are not homogeneous, their goals and behaviors are likely to conflict. In response to these conflicts or competitions, agents tend to adapt to each other's behaviors. ? Agents are intelligent. As they experiment and gain experience, agents learn and change their behaviors accordingly. Thus overall system behavior inherently changes over time. ? Adaptation and learning tend to result in self-organization. Behavior patterns emerge rather than being designed into the system. The nature of emergent behaviors may range from valuable innovations to unfortunate accidents. ? There is no single point(s) of control. System behaviors are often unpredictable and uncontrollable, and no one is "in charge." Consequently, the behaviors of complex adaptive systems can usually be more easily influenced than controlled.

Feedback Feedback Pattern Regularities Agents

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Example: Fedex Supply Chain - Independent Service Operator Fedex Supply Chain (formerly known as GENCO) is a logistics provider in the United States and Canada. It has networked groups that are connected through the Independent System Operator (ISO) and do not interact with each other directly on pricing strategies as guided by the regulations. But these networked groups learn from the previous day's market outcomes as to which bids were accepted and the market clearing prices as in real power exchanges and uses this information in formulating new bidding strategies. This serves as an instance for agent component of CAS. Check Your Progress - 1 1. What is the first step in managing the OD process? a. Entering and contracting b.

Designing interventions c. Leading and Managing Change d. Evaluating and Institutionalizing OD Interventions

e. Implementation of intervention 2. Who framed the term 'Managerial Grid'? a. Beckhard b. Weisbord c. Blake and Mouton d. French and Bell e. F.W. Taylor 3. Which of the following refers to the process of understanding the current functioning of an organization and providing information for designing change interventions? a. Analysis and interpretation of data b. Designing change interventions c. Leading and managing change d. Diagnosing e. Industry analysis 4. Which of the following is an essential feature of Complex Adaptive Systems? a. They are static b. They are linear c. They are nonlinear d. They are composed of dependent agents e. Agents are non-intelligent

Source: <https://www.fedex.com/en-us/logistics.html> (accessed on 23/5/2022)

## Unit 5: Managing Organization Development Process 33 5.6

**Six-Box Model** The six-box model is a framework developed by the American analyst Marvin Weisbord to assess the functioning of organizations. Weisbord identified six critical areas to look for organizational problems as represented in Figure 5.2. Let us understand each one of them in detail. Figure 5.2: Six-Box Model

Source: ICFAI Research Center ? **Purpose:** It refers to the mission and goals of the organization and provides an answer to the type of business they are in. Companies should make its employees realize and understand their purpose, vision, mission and goals in order to bring meaning to their work. ? **Structure:** The authority and responsibility relationships in the organizations is characterized by the organization structure. The model represents a particular way of looking at organizational structure and design. Modern organizations are going for open and flat structure to promote creativity and innovativeness by promoting workplace flexibility and workflow automation. ? **Rewards:** Rewards refer to the intrinsic and extrinsic motivation provided by the organization for ensuring voluntary contributions from the employees. Purpose What 'businesses' are we in? Structure Dividing the work Rewards Incentive for achieving the targets Assistive Mechanism Adequate coordinating technologies Relationship Managing conflict among people with technologies Leadership Keeping the boxes in the balance Outside Environment

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**Assistive mechanisms:** It refers to planning, controlling, budgeting, and information systems that serve to meet organizational goals by promoting collaborative technologies. ? **Relationships:** It refers to the way in which organizational members interact with technology and people in their work and the way they manage conflicts at workplaces to ensure harmonious industrial relations and enhanced productivity. ? **Leadership:** Collaborative leadership is the capacity to engage people to work for common goals despite differences in conviction, cultural values and operating norms do exist. Leaders need to take their views but it does not mean the opinions are consensual. Innovation through partnerships, learning goals help in exploring opportunities to acquire knowledge from others, teamwork without politics help in collaborations. The model also follows the basic 'systems' approach to organizational functioning including inputs and output and external environment. Inputs are money, people, ideas, and machinery which are used to fulfill the organization's mission. Two premises which are not apparent in Weisbord's model are crucial to understanding the boxes in the model: ? **Formal versus informal systems:** Formal systems are those policies and procedures in the organization which are responsible for carrying out the tasks whereas, informal systems are those behaviors which actually occur beyond the authority delegated by the organization. The wider is the gap between the formal and informal systems within the organization, the less effective the organization is. ? **The fit between the organization and the environment:** Discrepancy between the existing organization and the way the organization should function to meet external demands also needs to be considered for understanding change. Take for instance, if an organization has problems with its products, it could be due to any one of the reasons: ill-advised structures, poor leadership, unclear purposes and lack of helpful mechanisms. Example: 'Big Belly' – Employee Relationship Platform of Viacom18 Viacom18 Media Pvt. Ltd., India's fast growing entertainment network, introduced 'Big Belly', a social innovative platform built on crowdsourcing where the employees can contribute ideas and send early entries. It builds an emotional connect with the employees and helps in breaking silos, facilitates idea generation and sharing and improves communication. This serves as an instance for relationship component of six-box model. Source: <https://www.viacom18.com/careers> (accessed on 23/5/2022)

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**Activity 5.2 InforeTech**, a customer service software firm developed a culture that facilitates translating goals into human actions. It wanted its employees to understand the list of behaviors and attitudes that are recognized and rewarded in the organization. Explain what can be done in line with the Six-Box model to achieve the same. Answer: 5.7 **Leading and Managing Change** Once diagnosis reveals the causes for problems or potential opportunities for development, interventions to solve the problem or make use of the opportunity are undertaken. With implementation comes the need for leading and managing change. Now let us discuss the key activities associated with leading and managing change: 1. **Motivating Change** Organizational change calls for moving from the current state to the desired state amidst uncertainty. This may result in resistance to change. The following interventions need to be undertaken to motivate employees to embrace changes: ? **Creating readiness for change:** The organization members need to be sensitized towards the internal and external pressures for change and underline the discrepancies between the existing and desired states and make them ready for accepting change for mutual benefit of the individual as well as the organization. ? **Overcoming resistance to change:** Change can generate technical resistance when there is a change in processes and technology, political resistance when there is a change in power dynamics in the organization and cultural resistance which arises due to conformity to existing values, norms and assumptions about how things should operate. ? **Resistance to change** can be overcome by providing the necessary support and facilitation to the members during transition, communicating the rationale of the change so as to reduce the uncertainty and anxiety arising due to the same and provide them with a platform for expressing their fears and concerns. There should be encouragement of participation and involvement of resisters in the change implementation process.

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Creating a Vision The next activity involved in leading and managing change is creation of a vision of what the organizational members want it to be. Vision development is driven by the values and preferences of the organizational members about how their organization should look like and how it should function. Now let us discuss in detail the composition of compelling vision which includes the following activities: ? Describing core ideology: Vision describes core values and purpose that guides the organization - provides valued direction for designing, implementing and assessing organizational change. ? Constructing the envisioned future (bold and valued outcomes): Envisioned future represents people's ideals, fantasies, dreams what they want the organization to look like. 3. Developing political support Organizations are coalitions with different preferences and interests. The power structure differs in the organization and moreover each individual will have his/her own self-interest and would be concerned with how the changes affect their own power and influence. The following points need to be considered for developing political support: ? Assessing change agent: The power, knowledge, personality and the support that the change agent draws has to be assessed. ? Identifying key stakeholders: After understanding the power base, change agent can identify powerful individuals and groups who stand to gain or lose from changes so as to determine which group needs to be influenced to accept and support change. ? Influencing stakeholders: This involves gaining the support of stakeholders to motivate change. ? Knowledge and support: The change agent needs to have adequate knowledge to put things into place, use social networks to promote and should have the personality traits like openness and perseverance so as to complement the rigidity of the formal system with an informal association. 4. Managing the transition ? While managing the transition, activity planning ensures that there is a roadmap for change and facilitates midpoint reviews. ? It is equally important to identify the key people involved in the change process and ensure commitment of the change agents as well as other organizational members. ? A change management structure needs to be created by including people who have the power to mobilize resources to promote changes.

#### Unit 5: Managing Organization Development Process 37 5.

Sustaining the momentum ? Attention must be directed to sustaining energy and commitment for implementing change. ? There is a need for providing resources for change so as to ensure smooth and planned changes. ? It is essential to build a support system for change agent comprising network of people with whom the change agent has close personal relationships, who provide emotional support to cope up with stress arising out of change. ? Developing new competencies and skills to meet the changed demands of new knowledge, skills and behavior, conducting training and development programs and providing necessary support through job counseling, coaching, and experiential simulations is also equally essential. ? Reinforcing new behavior calls for linking formal rewards to the desired behavior and can take the form of identifying best team player, informal recognition, encouragement, praise to name a few. All such initiatives go a long way in reinforcing the drive to change. ? Staying in the course is something which should be a priority as members need time to practice, develop and learn new behavior. Overnight changes do not occur and there is a need for persistent leadership. Exhibit 5.1 illustrates the change management process initiated by Infosys to meet the Covid-19 restrictions. Exhibit 5.1: Leading and Managing Change at Infosys with the Outbreak of Covid-19 Pandemic Integrated into their Enterprise Risk Management program, Infosys has a well- defined Business Continuity Management System (BCMS) that guides their typical response to events such as catastrophes, natural or man-made disasters that could disrupt or severely constrain our operations. With the advent of Covid-19 and the resultant restrictions to contain the spread of the same, the BCMS program of Infosys addressed all aspects of business continuity including governance, situation monitoring, risk assessment, mitigation planning and tracking, and stakeholder communications, liaison with external entities, scenario planning and secondary risk assessment. To ensure continuity for their client projects, Infosys had taken the following actions: ? Bringing additional focus to communication, co-ordination and partnership with clients. Contd....

#### Block 2: Foundations and Process of Organization Development 38 ?

Implemented the agreed-upon business continuity plans in coordination with our clients. ? Enabled remote working for our employees worldwide via secure laptop and desktops. Only essential and critical services for our clients and our own operations are being supported from our campuses in India. ? Increased bandwidth capacities for our data networks and monitoring usage. ? Enabled extensive use of collaboration platforms. ? Published guidelines for employees to work from home, including sensitizing them about the aspects of confidentiality, data privacy and cyber threats. ? Implemented information security controls for remote working and activity monitoring. ? Worked with local authorities to provision for adequate internet bandwidth and utilities. Source: <https://www.infosys.com/newsroom/features/2020/covid-19-update.html> (accessed on 16/5/2022) Check Your Progress - 2 5. Who among the following is the propounder of the six-box model? a. Marvin Weisbord b. Bechhard c. Lippit d. Ahmad e. F.W. Taylor 6. Which of the following elements is represented as action for managing conflict among people? a. Purpose b. Relationships c. Leadership d. Structure e. Practice 7. Which of the following elements is represented as incentive for doing all that needs doing in six-box model? a. Purpose b. Rewards c. Relationships d. Helpful mechanisms e. Practitioners

#### Unit 5: Managing Organization Development Process 39 8.

What does 'creating vision' describe? a. Core values and ideologies b. Organizational change aspects c. Change agents d. Interventions e. Structures 9. Which of the following involves making a road map for change? a. Creating vision b. Action planning c. Diagnosing problem d. Laying objectives e. Disruptive changes 10. Which of the following activities involves developing new competencies and skills? a. Creating vision b. Action planning c. Diagnosing problem d. Laying objectives e. Sustaining the momentum 5.8 Summary ? The process of OD requires highly motivated people who can initiate changes by introducing interventions in collaboration with OD practitioners. ? Cummings and Worley popularized the following steps in managing OD processes:

Entering and contracting, diagnosing organization, groups and jobs, collecting and analyzing and feeding back diagnostic information, designing interventions, leading and managing change, evaluating and institutionalizing OD interventions. ?

System thinking suggests that all forces and events are interconnected, interdependent components of a complex entity. ? Complex Adaptive Systems (CAS) are diverse and made up of multiple interconnected elements with capacity to change and learn from experience. ? Six-box model helps in assessing the functioning of the organizations by looking into the critical areas namely purpose, structure, rewards, helpful mechanism, relationships and leadership. ? The change agents need to carefully plan and implement changes to ensure their success. This includes motivating the people to accept the changes and removing resistance if any.

Block 2: Foundations and Process of Organization Development 40 ?

Creating a vision that builds on an organization's core ideology, taking care of the power equations in the organization so as to prevent resistance of any sort would also help in leading and managing change. ? Support and facilitation during the transition period of moving from the current to the desired state and sustaining the momentum for the changes to ensure they are completed as planned helps in management of change. 5.9 Glossary Complex Adaptive Systems: Complex networks of interrelationships and interdependence Creating a Vision: Vision describes the core values and purpose that guide the organization and provides valued direction for designing, implementing and assessing organizational change Diagnosis:

Diagnosis is a collaborative process between organizational members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention.

Entering and Contracting: Contracting OD practitioner and entering into agreement - clarifying the organizational issues - determining the relevant client and appropriate OD practitioner - initial proposals-deciding further course of action

Resistance to change: Uncertainty and fear for the unknown can lead to resistance to change. Six-Box Model: The six-box model, developed by American analyst Marvin Weisbord assesses the functioning of organization and is the generic framework for representing the structure and design of the organization. Sustaining the Momentum: Members need time to practice, develop and learn new behavior for sustaining the momentum of change. 5.10 Self-Assessment Test 1. Enumerate the steps involved in OD Process. 2. Explain organizational diagnosis. 3. Describe the 'Six-Box Model'. 4. Enlist the characteristics of 'Complex Adaptive Systems' with suitable illustrations. 5. Outline the activities involved in leading and managing change. 5.11

Suggested Reading/Reference Material 1. Julie Hodges, Organization Development: How Organizations Change and Develop Effectively, 1 st edition, Springer Publisher, 2020 2. Thomas G. Cummings, Christopher G. Worley, Organization Development and Change, 11 th edition, Cengage Learning, 2020

Unit 5: Managing Organization Development Process 41 3.

Donald L Anderson, Organization Development: The Process of Leading Organizational Change, 5 th edition, 2021 4. Mee-Yan\_

Cheung Judge, Linda Holbeche; Organization Development: A Practitioner's Guide for OD and HR, 3 rd edition, Kogan Page, 2021 5. Ishwar Dayal, Handbook of Organization Development: Ways to Remain Competitive, 1 st Edition, Ane Books Pvt. Ltd, 2021 5.12 Answers to Check Your Progress Questions 1. (

a) Entering and contracting These are the initial steps in the OD process. They involve defining the problems faced by the organization or the opportunities available for growth and establishing a collaborative association between the OD practitioner and the organization members for setting the parameters for designing and implementation of interventions. 2. (c) Blake and Mouton Managerial grid proposed by Blake and Mouton is a theoretical framework to understand dynamics of organizational culture and study the actual dynamics of work team. 3. (d) Diagnosing Diagnosing involves collecting relevant information about current operations, thorough analysis of the data and drawing inferences based on analysis results 4. (c) They are nonlinear Complex adaptive systems are nonlinear and dynamic and do not inherently reach fixed-equilibrium points. As a result, system behaviors may appear to be random or chaotic. 5. (a) Marvin Weisbord The six-box model is a framework developed by the American analyst Marvin Weisbord to assess the functioning of organizations. 6. (b) Relationships It refers to the way in which organizational members interact with technology and people in their work place. 7. (b) Rewards Rewards refer to the intrinsic and extrinsic motivation provided by the organization for ensuring voluntary contributions from the employees.

Block 2: Foundations and Process of Organization Development 42 8. (



a) Core values and ideologies Vision describes core values and purpose that guide the organization- provides valued direction for designing, implementing and assessing organizational change. 9. (b) Action planning

100%

**MATCHING BLOCK 10/15**

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Diagnosis is a collaborative process between organizational members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention. 10. (

e) Sustaining the momentum Organizational changes demand new knowledge, skills and behavior for sustaining the momentum.

Unit 6

Action Research and Organization Development Structure 6.1 Introduction 6.2 Objectives 6.3 Action Research Model 6.4 Action Research as a Process 6.5 Action Research as a Problem-Solving Approach 6.6

Summary 6.7 Glossary 6.8 Self-Assessment Test 6.9 Suggested Readings/Reference Material 6.10 Answers to Check Your Progress Questions "

No research without action, no action without research." - Kurt Lewin 6.1 Introduction As has been propounded by Kurt Lewin, the ability of an organization to learn and transform that erudition into action would result in competitive advantage. In the previous unit, we have discussed the theoretical framework of OD diagnosis. We have also tried to understand the systems theory and the Six-Box model as well as the ways to manage change in the organization. Action research is characterized by the cyclical processes for action, evaluation and critical reflection in line with the information gathered and bringing about necessary changes in the organization.

Pioneering research has been undertaken by Kurt Lewin, Lester Coch, Whyte and Collier with respect to action research.

The focus of this unit would be to understand the stages involved in the action research model. Further this unit would discuss

action research as a process and as a problem-solving approach. 6.2

Objectives After studying this unit, you will be able to: ? Enumerate the

stages involved in action research model ? Explain action research as a process ? Describe action research as a problem-solving approach

Block 2: Foundations and Process of Organization Development 44 6.3 Action Research Model The action research model underlies most current approaches to planned change and is often considered synonymous with OD. Initial research concerning the organization leads to conclude about the remedial action to be taken to solve the identified problem. This model illustrates the following: ? It depicts the phases by which planned change occurs ? The impetus of action research model is on the application of behavioral science knowledge ? It involves organization members in the change process in varying degrees ? The model recognizes that actions are based on the interactions between the consultant and organization members Now let us discuss the phases of planned change as has been depicted by the action research model. There are eight phases as has been explained below: ? Problem identification: This stage begins with identification of problem by the organizational leaders that needs to be solved with suitable intervention. ?

Consultation with the behavioral science expert: The next stage involves consultation between the organization leaders and OD practitioners about the problem in hand. Both the parties try to assess it and the practitioners are also briefed about the underlying assumptions and values. There needs to be an open and collaborative discussion for ensuring best results. ? Data gathering and preliminary diagnosis: This step is concluded by the OD practitioner along with the members of the organization. It involves gathering related information by making use of any or a combination of methods like observation, interviews, questionnaires and performance data and subsequently trying to analyze the causes of organizational problems. ?

Feedback to a key client or group: Since action research is a collaborative activity, the diagnostic data collected in the previous stage is provided to the client with care taken about the confidentiality of the source as well as privacy and ethical consideration. This information helps the members to determine the strengths and weaknesses of the organization or the unit in question. ? Joint diagnosis of the problem: The feedback is discussed thoroughly with the organizational team (client) for validation and further diagnosis. The purpose is to ensure that the consultant and the client arrive at a common frame of reference without communication gaps. ? Joint action planning: The OD consultant and the client jointly agree upon the course of action to be taken. The action that is derived at should be in line with the internal elements like people, task, technology and structure as well as the culture of the organization, not to forget the time and money involved in the intervention.

Unit 6: Action Research and Organization Development 45 ?

Action: This stage characterizes the actual transition from on state to another and includes introducing new methods and procedures, redesigning organization structures and work flows along with reinforcement of appropriate behavior as the organization moves from the current to a desired future state. ? Data gathering after action: Since the action research method is assumed to be a cyclical method, data needs to be collected after the change is implemented so as to measure the results and the same is fed back to the organization. Figure 6.1 depicts the stages in action research model. Figure 6.1: Stages in Action Research Model Source: ICFAI Research Center

Problem Identification Consultation with Behavioural Science Expert Data Gathering & Preliminary Diagnosis Feedback to Key Client or Group Joint Diagnosis of Problem Joint Action Planning Action Data Gathering After Action

Block 2: Foundations and Process of Organization Development 46

Activity 6.1 Tampa Electric Company known as TECO Energy Inc., a US-based energy related holding company, adopted a new approach to monitor and resolve problems related to poor performance and work habits like absenteeism and bad attitudes. Describe the steps that need to be followed by TECO Energy Inc. for finding a solution to their problem.

Answer: Example: Trust Building at Blue Star Blue Star deploys the services of Bodhi Consultants, OD specialists, who make use of Bodhi's Trust Model Core for facilitating competence, openness, relatedness and empowerment thus contributing to trust building in the organization. For details, check out <http://bodhi.co.in/o-d-intervention/> (accessed on 14/05/2022) Check Your Progress - 1 1. In which of the following stages do the OD consultant and the client agree upon the course of action to be taken and the moving stage propounded by Kurt Lewin is initiated? a. Problem identification b. Joint action planning c. Data gathering and preliminary diagnosis d. Consultation with behavioral science experts e. Data gathering after action 2. Which of the following stages involve transition from the actual state to the desired state? a. Problem identification b. Joint action planning c. Data gathering and preliminary diagnosis d. Consultation with behavioral science experts e. Action

Unit 6: Action Research and Organization Development 47 3.

Which of the following is the first step in the action research model? a. Problem identification b. Feedback to the key client or group c. Data gathering and action d. Consultation with behavioral scientists e. Joint action planning 6.4 Action Research as a Process Now let us discuss action research as a process. It is characterized by its collaborative nature which makes it highly participative, consultative and learning oriented. In this process, OD practitioner acts as a facilitator and the entire process of action research not only helps in introducing changes but also in generating new knowledge by analyzing and evaluating the results of the actions. Figure 6.2: Action Research as a Process

Source: ICFAI Research Center As has been depicted in Figure 6.2, action research as a process involves the following: ?

A sequence of events and activities within each iteration ? A cycle of iteration of these activities – treating the same problem several times

Action Research as a Process Collection of

96%

**MATCHING BLOCK 8/15**

W

Data Feedback of Data to Client System Members Action Planning Based on the

96%

**MATCHING BLOCK 9/15**

W

Data Feedback of Data to Client System Members Action Planning Based on the

Analysis of Data Taking Action Evaluating the Consequences of Actions

Block 2: Foundations and Process of Organization Development 48

Example: Integrify - Software for Workflow Management at Abbott. Inc. Abbott deploys Integrify software that follows a service-based approach including support and consulting for best practices and process improvements. The software has been developed for operational ease and uses a drag-and-drop editor for most workflows along with complete knowledge base for the users, not to forget the enterprise upgrades that are available for specific or complicated needs. For details, check out <https://www.integrify.com/customers/> (accessed on 14/05/2022) 6.5 Action Research as an Approach to Problem-solving As a problem-solving approach, action research aims to find solutions to the identified problems. The features of action research as a problem-solving approach have been enumerated below: ? It is normative in nature as it provides guidelines on what ought to be done in the organization to deal with the identified problem. ? It emphasizes on the centrality of objectives/goals. ? It involves collaboration between the individuals within and outside the organization. Action research method is followed by an organization, when it tries to accomplish the following objectives: 1. When an organization is confronted with a problem and tries to find a suitable corrective solution for the same, then it follows action research method. 2. When an organization sees an unrealized opportunity and tries to come up with a proactive solution to seize the opportunity, then it may deploy action research method. 3. Action research process is also used as a reflective process of progressive problem solving to bring about a judicious fit between the internal and external environment of the organization. 4. When an organization seeks transformative change by improving its people, task, technology and structure with reflective thinking, then it deploys action research method. 5. When an organization aims to revamp its organization culture and make its new vision, a reality, it follows action research method.

Unit 6: Action Research and Organization Development 49

Exhibit 6.1 illustrates about world's first intelligent aquafarm which indicates transformative change by improving technology with reflective thinking. Exhibit 6.1: Intelligent Aquafarm The Nueva Pescanova Group, a leading multinational company specialized in the fishing, farming, processing and commercialization of seafood products, realized

**98%****MATCHING BLOCK 11/15****W**

that the sea could no longer meet the world's growing demand for seafood, so they turned to aquafarming. Microsoft helped revolutionize this decades-old practice by bringing technology and sustainability to Pescanova's aquafarms. The

approach followed by Pescanova for having a better crop is to go for a Smartfarm that allows farmers to understand the needs of the shrimp and ensure that they are healthier, grow faster and have better survival rates. The methods adopted are enumerated below: ?

**100%****MATCHING BLOCK 15/15****W**

From the beginning, this was more than just an infrastructure project. It was also a social mission to invest in the communities where Pescanova operates. At every step, Pescanova and Microsoft kept this in mind. ?

Shrimp survival rates went up after Smartfarm was implemented on Pescanova's aquafarms. ?

**100%****MATCHING BLOCK 12/15****W**

Higher shrimp survival rates meant that more of Pescanova's crop went to market, which drove increased market share and revenue. ?

**100%****MATCHING BLOCK 13/15****W**

The Microsoft team went to the aquafarms to teach farmers how to use these new technologies. Farmers were able to amplify the knowledge they already had with Smartfarm. ?

**100%****MATCHING BLOCK 14/15****W**

With the increase in work and profits from Smartfarm technologies, Pescanova was able to hire more people from the community on their aquafarms.

Source: [https://www.microsoft.com/en-us/industriesolutions/our-stories/pescanova?activetab=pivot\\_1:primaryr9/2022](https://www.microsoft.com/en-us/industriesolutions/our-stories/pescanova?activetab=pivot_1:primaryr9/2022) (accessed on 14/5/2022) Activity 6.2 The National Child Labour Policy in India was formulated with the basic objective of suitably rehabilitating children withdrawn from employment. The Government of India launched several schools for the welfare of working children in the areas of high concentration of child labour. Explain the objective behind this initiative and what are the prerequisites for successful implementation of the same? Answer:

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Check Your Progress - 2 4. Which of the following involves a sequence of events and activities within each iteration? a. Problem identification b. Data gathering c. Data gathering after action d. Action research as a process e. Consultation with behavioral science experts 5. Which of the following provides guidelines for on what ought to be done? a. Problem identification b. Data gathering c. Data gathering after action d. Normative science e. Problem identification 6. Which of the following helps an organization to achieve a judicious fit between its internal and external environment? a. Action research process b. Data gathering c. Data gathering after action d. Normative science e. Problem identification 6.6 Summary ? Action research refers to the collaborative approach adapted by the organization for diagnosis of organization problem and developing a solution based on the diagnosis in consultation with OD practitioners. ? The stages of action research model include problem identification, consultation with the behavioral science expert, data gathering and preliminary diagnosis, feedback to a key client or group, joint diagnosis of the problem, joint action planning, action and data gathering after action. ?

Action research as a process is characterized by its collaborative nature which makes it highly participative, consultative and learning oriented. ? Action research is a normative science to problem-solving which provides guidelines on what ought to be done in the organization to deal with the identified problem.

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and Organization Development 51 6.7

Glossary Action Research as a Process: As a process, action research involves a sequence of activities within each iteration that treat the same problem several times to ensure coming up with ideal solution. Action Research: Action research process is used as a reflective process of progressive problem solving to bring about a judicious fit between the internal and external environment

of the organization. Normative Science: Normative Science tells us what is ought to be done in a particular situation. OD Practitioner: OD practitioner makes use of behavioral science to provide ideal solutions to the organization and systems and align the same to the capability and strategy of the organization. 6.8 Self-Assessment Test 1. Explain the steps involved in action research method. 2. Enumerate the essentials of action research when it is considered as a process. 3. Describe action research in the context of problem solving. 6.9

Suggested Readings/Reference Material 1. Julie Hodges, Organization Development: How Organizations Change and Develop Effectively, 1 st edition, Springer Publisher, 2020 2. Thomas G. Cummings, Christopher G. Worley, Organization Development and Change, 11 th edition, Cengage Learning, 2020 3. Donald L Anderson, Organization Development: The Process of Leading Organizational Change, 5 th edition, 2021 4. Mee-Yan\_

Cheung Judge, Linda Holbeche; Organization Development: A Practitioner's Guide for OD and HR, 3 rd edition, Kogan Page, 2021 5. Ishwar Dayal, Handbook of Organization Development: Ways to Remain Competitive, 1 st Edition, Ane Books Pvt. Ltd, 2021 6.10 Answers to Check your Progress Questions 1. (

b)

Joint action planning In the stage of joint action plan, the OD consultant and the client jointly agree upon the course of action to be taken and the moving stage as has been propounded by Kurt Lewin is initiated. 2. (e) Action This stage characterizes the actual transition from on state to another and includes introducing new methods and procedures, redesigning organization structures and work flows along with reinforcement of the appropriate behavior.

Block 2: Foundations and Process of Organization Development 52 3. (

a) Problem identification Problem identification is the first step in action research model. This stage begins with identification of problem by the organizational leaders that needs to be solved with suitable intervention. 4. (d) Action research as a process Action research as a process involves a sequence of events and activities with each cycle of iteration treating the same problem several times. 5. (d) Normative science Normative science tells us what is ought to be done in a particular situation. 6. (a) Action research process Action research process is used as a reflective process of progressive problem solving

to bring about a judicious fit between the internal and external environment of the organization.

Organization Development Course Structure Block 1: Introduction to Organization Development Unit 1 Nature and Definition of Organization Development Unit 2 Historical Overview of Organization Development Unit 3 Values, Assumptions and Beliefs of

Organization Development

Block 2: Foundations and Process of Organization Development

Unit 4 Foundations of Organization Development Unit 5 Managing Organization Development Process Unit 6 Action Research and

Organization Development

Block 3: Organization Development Interventions Unit 7 An overview of Organization Development Interventions Unit 8 Human Process Interventions Unit 9 Comprehensive Interventions

Block 4: Structural and Strategic Interventions Unit 10 Techno-Structural Interventions Unit 11 Strategic Interventions Unit 12 Strategic Change Interventions

Block 5: Recent Trends in Organization Development Unit 13 Role and Competence of Organization Development Practitioner Unit 14 Power, Politics and Organization Development Unit 15 New Dimensions of Organization

Development Unit 16 Future of Organization Development

## Hit and source - focused comparison, Side by Side

**Submitted text** As student entered the text in the submitted document.

**Matching text** As the text appears in the source.

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**SUBMITTED TEXT**

28 WORDS

**84% MATCHING TEXT**

28 WORDS

Interventions directed towards structure, management practices and systems result in first-order changes Interventions directed towards mission and strategy, leadership and organization culture result in second-order changes Change

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

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<b>2/15</b>	<b>SUBMITTED TEXT</b>	28 WORDS	<b>84% MATCHING TEXT</b>	28 WORDS
Interventions directed towards structure, management practices and systems result in first-order changes Interventions directed towards mission and strategy, leadership and organization culture result in second-order changes Change		interventions directed towards structure, management practices, and systems (policies & procedures) result in first order change. interventions directed towards mission and strategy, leadership, and organization culture result in second order change. •		
<b>W</b> <a href="https://www.slideserve.com/shea-buckley/organization-development">https://www.slideserve.com/shea-buckley/organization-development</a>				
<b>3/15</b>	<b>SUBMITTED TEXT</b>	21 WORDS	<b>66% MATCHING TEXT</b>	21 WORDS
Models and Theories of Planned Change 4.4 Kurt Lewin's Change Model 4.5 Burke and Litwin Model 4.6		Models and Theories of Planned Change Lewin's change Model Action Research Model The Burke- Litwin Model		
<b>W</b> <a href="https://www.authorstream.com/Presentation/gcmohanta29-2717117-models-theories-planned-change/">https://www.authorstream.com/Presentation/gcmohanta29-2717117-models-theories-planned-change/</a>				
<b>4/15</b>	<b>SUBMITTED TEXT</b>	16 WORDS	<b>86% MATCHING TEXT</b>	16 WORDS
mission is to empower every person and every organization on the planet to achieve more		mission is deeply inclusive: empower every person and every organization on the planet to achieve more.		
<b>W</b> <a href="https://www.microsoft.com/en-us/diversity/default.aspx">https://www.microsoft.com/en-us/diversity/default.aspx</a>				
<b>5/15</b>	<b>SUBMITTED TEXT</b>	12 WORDS	<b>100% MATCHING TEXT</b>	12 WORDS
underrepresented groups to celebrate their achievements in the workplace and beyond.		underrepresented groups, to celebrate their achievements in the workplace and beyond,		
<b>W</b> <a href="https://iamremarkable.withgoogle.com/">https://iamremarkable.withgoogle.com/</a>				
<b>6/15</b>	<b>SUBMITTED TEXT</b>	59 WORDS	<b>100% MATCHING TEXT</b>	59 WORDS
Wipro Holmes' revenue shaping solution enables organizations to address the complex challenges of accurately predicting revenue and costs with speed and agility. The solution augments decision-making by recommending actionable interventions and assists business leaders in proactively shaping the enterprise strategy. By applying Holmes Augmented Intelligence capabilities to critical finance functions, enterprises can accelerate performance and drive business outcomes.		Wipro Holmes' revenue shaping solution enables organizations to address the complex challenges of accurately predicting revenue and costs with speed and agility. The solution augments decision-making by recommending actionable interventions and assists business leaders in proactively shaping the enterprise strategy. By applying Holmes Augmented Intelligence capabilities to critical finance functions, enterprises can accelerate performance and drive business outcomes. "		
<b>W</b> <a href="https://www.wipro.com/newsroom/newsflash/wipro-holmes-receives-best-breakthrough-technology-solut...">https://www.wipro.com/newsroom/newsflash/wipro-holmes-receives-best-breakthrough-technology-solut ...</a>				
<b>7/15</b>	<b>SUBMITTED TEXT</b>	2 WORDS	<b>100% MATCHING TEXT</b>	2 WORDS
newsflash/wipro- holmes-receives-best-breakthrough-technology-solution-vendors-in- partnership-vip-award-at-nrf-2022/ (		Newsflash Wipro Holmes receives 'Best Breakthrough Technology Solution' Vendors In Partnership (VIP) Award at NRF 2022		
<b>W</b> <a href="https://www.wipro.com/newsroom/newsflash/wipro-holmes-receives-best-breakthrough-technology-solut...">https://www.wipro.com/newsroom/newsflash/wipro-holmes-receives-best-breakthrough-technology-solut ...</a>				

<b>8/15</b>	<b>SUBMITTED TEXT</b>	14 WORDS	<b>96% MATCHING TEXT</b>	14 WORDS
Data Feedback of Data to Client System Members Action Planning Based on the		Data Collection Feedback of data to client system members Action planning based on the		
<b>W</b> <a href="https://www.researchgate.net/profile/Aman-Arora-9/publication/338410107_organizational_developmen...">https://www.researchgate.net/profile/Aman-Arora-9/publication/338410107_organizational_developmen...</a>				
<b>9/15</b>	<b>SUBMITTED TEXT</b>	14 WORDS	<b>96% MATCHING TEXT</b>	14 WORDS
Data Feedback of Data to Client System Members Action Planning Based on the		Data Collection Feedback of data to client system members Action planning based on the		
<b>W</b> <a href="https://www.slideserve.com/shear-buckley/organization-development">https://www.slideserve.com/shear-buckley/organization-development</a>				
<b>10/15</b>	<b>SUBMITTED TEXT</b>	29 WORDS	<b>100% MATCHING TEXT</b>	29 WORDS
Diagnosis is a collaborative process between organizational members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for action planning and intervention. 10. (				
<b>SA</b> MM1921636_NidhiPande_OCD.docx (D92492841)				
<b>11/15</b>	<b>SUBMITTED TEXT</b>	34 WORDS	<b>98% MATCHING TEXT</b>	34 WORDS
that the sea could no longer meet the world's growing demand for seafood, so they turned to aquafarming. Microsoft helped revolutionize this decades-old practice by bringing technology and sustainability to Pescanova's aquafarms. The		that the sea could no longer meet the world's growing demand for seafood, so they turned to aquafarming. Microsoft helped revolutionize this decades-old practice by bringing technology and sustainability to Pescanova's aquafarms. Watch the		
<b>W</b> <a href="https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...">https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...</a>				
<b>12/15</b>	<b>SUBMITTED TEXT</b>	22 WORDS	<b>100% MATCHING TEXT</b>	22 WORDS
Higher shrimp survival rates meant that more of Pescanova's crop went to market, which drove increased market share and revenue. ?		Higher shrimp survival rates meant that more of Pescanova's crop went to market, which drove increased market share and revenue.		
<b>W</b> <a href="https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...">https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...</a>				
<b>13/15</b>	<b>SUBMITTED TEXT</b>	30 WORDS	<b>100% MATCHING TEXT</b>	30 WORDS
The Microsoft team went to the aquafarms to teach farmers how to use these new technologies. Farmers were able to amplify the knowledge they already had with Smartfarm. ?		The Microsoft team went to the aquafarms to teach farmers how to use these new technologies. Farmers were able to amplify the knowledge they already had with Smartfarm,		
<b>W</b> <a href="https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...">https://www.microsoft.com/en-us/industry/solutions/our-stories/pescanova?activetab=pivot_1:primary...</a>				

14/15	SUBMITTED TEXT	24 WORDS	100% MATCHING TEXT	24 WORDS
	With the increase in work and profits from Smartfarm technologies, Pescanova was able to hire more people from the community on their aquafarms.		With the increase in work and profits from Smartfarm technologies, Pescanova was able to hire more people from the community on their aquafarms.	
	<b>W</b> <a href="https://www.microsoft.com/en-us/industrysolutions/our-stories/pescanova?activetab=pivot_1:primary...">https://www.microsoft.com/en-us/industrysolutions/our-stories/pescanova?activetab=pivot_1:primary ...</a>			

15/15	SUBMITTED TEXT	37 WORDS	100% MATCHING TEXT	37 WORDS
	From the beginning, this was more than just an infrastructure project. It was also a social mission to invest in the communities where Pescanova operates. At every step, Pescanova and Microsoft kept this in mind. ?		From the beginning, this was more than just an infrastructure project. It was also a social mission to invest in the communities where Pescanova operates. At every step, Pescanova and Microsoft kept this in mind.	
	<b>W</b> <a href="https://www.microsoft.com/en-us/industrysolutions/our-stories/pescanova?activetab=pivot_1:primary...">https://www.microsoft.com/en-us/industrysolutions/our-stories/pescanova?activetab=pivot_1:primary ...</a>			