

# ORGANIZATIONAL DEVELOPMENT

# WHY ORGANIZATIONAL DEVELOPMENT (OD) REQUIRED?

➤ OD is required when organisation faces issues like:

- ✓ Poor product quality
- ✓ Low productivity
- ✓ Poorly designed tasks/ processes
- ✓ Poor team performance
- ✓ Poor morale
- ✓ Interpersonal conflicts
- ✓ Inter group conflicts
- ✓ Inappropriate organization structure
- ✓ Unclear goals
- ✓ Inappropriate leadership style



# NATURE OF OD

- OD's primary objective is to change the nature of the total Organisation
- OD draws heavily from Psychology, Sociology, etc.
- OD is based upon Theory and Research
- OD is a broader concept than Training and Development - as it includes Training and Development as one of its sub-systems
- OD is concerned with people for increasing Organizational Effectiveness
- OD is also concerned with improving Organizational Climate and Culture

# OBJECTIVES OF OD

- To increase the level of inter-personal trust among employees.
- To increase employee's level of satisfaction and commitment.
- To confront problems instead of neglecting them.
- To effectively manage conflict.
- To increase cooperation among the employees.
- To increase the organization problem solving.
- To put in place processes that will help improve the on going operations of the organization on a continuous basis.



# PROCESS OF OD

- Organization Development (OD) is a planned approach to improve employee and organizational effectiveness by conscious interventions in those processes and structures that have an immediate bearing on the human aspect of the organization.
- A normal OD process can be phased in following manner:
  - ✓ Problem Identification
  - ✓ Data Collection
  - ✓ Diagnosis
  - ✓ Planning and Implementation
  - ✓ Evaluation and Feedback

# PROCESS OF OD

**PROBLEM  
IDENTIFICATION**

**DATA COLLECTION**

**DIAGNOSIS**

**PLANNING &  
IMPLEMENTATION**

**EVALUATION &  
FEEDBACK**





# PROCESS OF OD

## ➤ Problem Identification:

- ✓ The first step in OD process involves **understanding and identification of the existing and potential problems in the organization.**
- ✓ The awareness of the problem includes **knowledge of the possible organizational problems of growth, human satisfaction, the usage of human resource and organizational effectiveness.**

## **Data Collection:**

- ✓ Relevant data is collected **through personal interviews, observations and questionnaires.**

# PROCESS OF OD

## ➤ **Diagnosis:**

- ✓ OD efforts begin with **diagnosis of the current situation.**
- ✓ Factors like attitudes, assumption, available resources and management practice are taken into account in this phase.



# PROCESS OF OD

## ➤ **Planning and Implementation:**

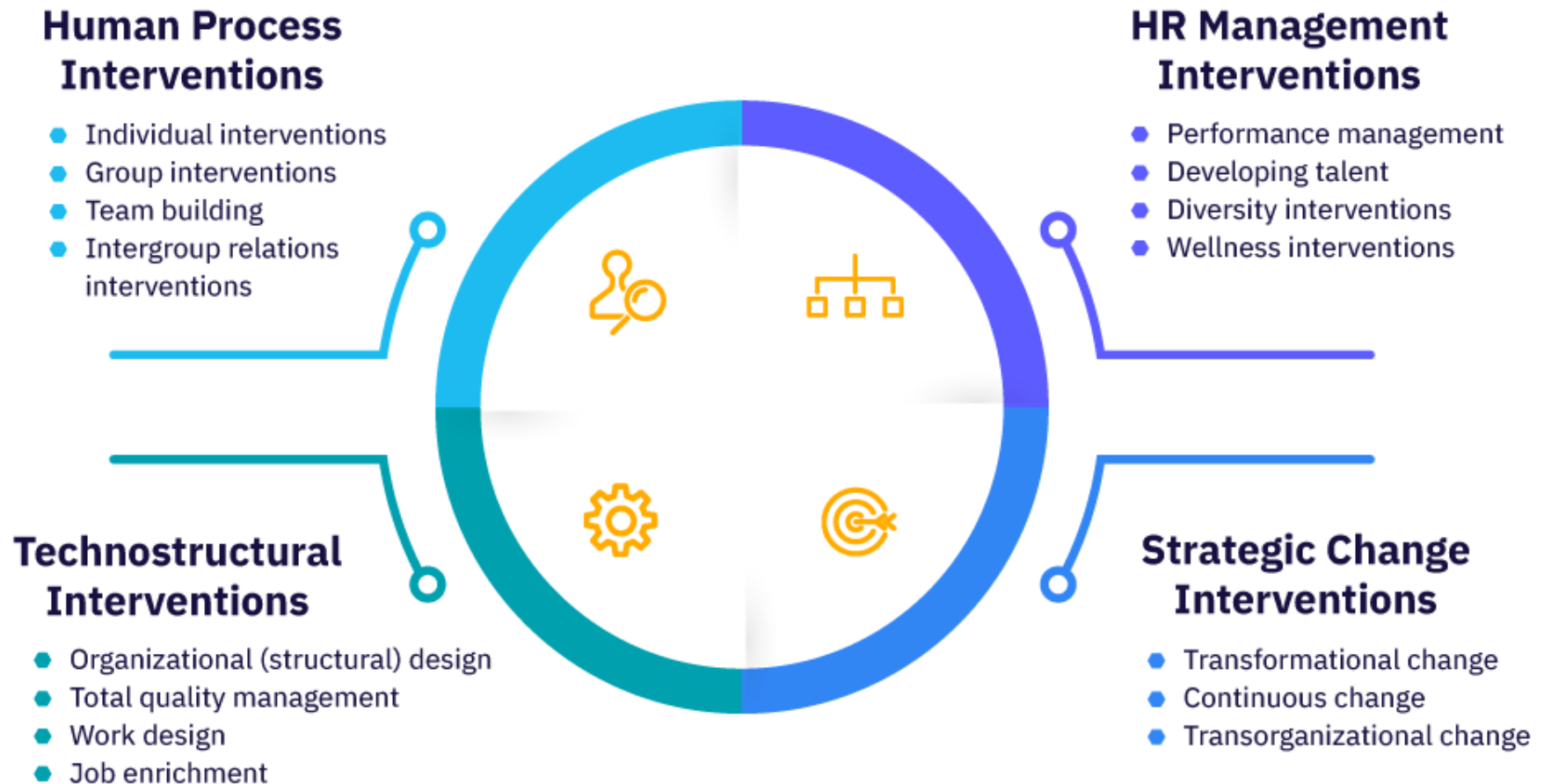
- ✓ After diagnosing the problem, the next phase of OD, with the OD interventions, involves the planning and implementation part of the **change process**.

## ➤ **Evaluation and Feedback:**

- ✓ Any OD activity is incomplete without proper feedback.
- ✓ Feedback is a process of relaying evaluations to the client group by means of **specific report or interaction**.

# Different types of OD interventions

## OD Interventions





## We can generally categorize OD interventions into four groups:

- **Human process interventions** are organization development interventions related to interpersonal relations, group, and organizational dynamics. These were the earliest form of interventions and are often aimed at improving communication within the workplace.
- **Techno-structural interventions** are targeted toward structural and technological issues such as organizational design, work redesign, and employee engagement.
- **Human resource management interventions** impact areas such as performance management, talent development, and wellbeing in the workplace.
- **Strategic change interventions** revolve around transformational change, restructuring, and uniting two or more organizations together during a merger.

There are different types of OD interventions that target various aspects of the organization on different levels. This will depend enormously on the issues being addressed, the number of people who need to be involved in the change, and the solution being used. However, an OD intervention strategy needs collaborative management and employees at different levels of the hierarchy to cooperate for the change to be successful.



# ***Article for discussion on Organisational Development and Change Management :***

## **Will Amazon's ambitions in India remain just a dream?**

Source:

<https://finshots.in/archive/will-amazons-ambitions-in-india-remain-just-a-dream/>