
Chapter One

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Organizational Development (OD)

Over the years, Organizational Development (OD) has continued its growth and its orientation towards solving organizational problems. It is certainly an important way of changing and improving organizations. Schien (1992), mentions that Organizational Development as a planned change process, managed from the top, taking into account both the technical and the human sides of the organization. OD has its roots in psychology and sociology, and an extensive work by various academic researchers, with a primary focus to understand organizations and the individuals within them.

Organizational Development is a professional field of social and also an area of scientific inquiry. Organizational Development covers a wide range of activities, it covers various topics, including the effects of planned change, the methods of organizational change, and the factors influencing Organizational Development's success.

Different authors understand Organizational Development with slightly different emphasis. Warner Burke (1982) states Organizational Development as a planned process of change in an organization's culture through the utilization of behavioural science technology, research and theory.

Organizational Development as per Richard Beckhard (1969) is an effort which is Planned, Organization-wide, and Managed from the top, to Increase organization effectiveness & health through Planned programmes in the organization's "process," using behavioural science knowledge.

Micheal Beer (1980) stated that Organizational Development is system wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at

- (1) Enhancing congruence among organizational structure, process, strategy, people, and culture;
- (2) Developing new & creative organizational solutions; &
- (3) Developing the organization's self-renewing capacity. It occurs through the collaboration of organizational members working with a change agent using behavioural science theory, research, and technology.

The foresaid views therefore incorporates most of these views that Organizational Development is a system wide application of behavioural science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organizational effectiveness.

The notion of development in organizations has attracted considerable research over the years. Robbins (2003) views OD as a collection of planned-change interventions built on humanistic-democratic values that seeks to improve Organizational effectiveness and employees' well-being. According to Ogundele (2005); growth implies change and change also implies development. Thus, growth and change could be used interchangeably. Development refers to deliberate, planned, conscious and proactive change implemented to achieve effectiveness in the overall components of the organization. Luthans (1998) quoting Bennis (1966) sees "development as a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structure of organizations so that they can better adapt to new technologies, markets and challenges" Burke (1982) as cited in Luthans (1998) views "development as a planned process of change in an organization's culture through the utilization of behavioural science technology, research and theory." French and Bell (1990) 'maintain that development is a planned systematic process in which applied behavioural science principles and practices are introduced into an ongoing organization towards the goals of effecting organizational improvement and greater organizational effectiveness.

The focus is on organizations and their improvement or, to put it another way, total systems change. The orientation is on action-achieving desired results as a result of planned activities. Armstrong

(2006) views development as concerned with the planning and implementation of programmes designed to enhance the effectiveness with which an organization functions and responds to change. The aim is to adopt a planned and coherent approach to improving organizational effectiveness. According to Armstrong (2006), an effective organization can be viewed broadly as one that achieves its purpose by meeting the wants and needs of its stakeholders, matching its resources to opportunities, adapting flexibly to environmental changes and creating a culture that promotes commitment, creativity, shared values and mutual trust. To him, development is an all-embracing term involving.

- Change management
- Team building,
- Culture management
- TQM (total quality management)
- Business process reengineering
- Performance management

French and Bell (1990) views development as a long-range effort to improve an organizations problem-solving and renewal processes through a more effective and collaborative diagnosis and management

of organization culture along with the assistance of a consultant or facilitator and the use of theory and technology of applied behavioural science, including action research. Action research here refers to an approach to change in which an external person, often an academic works with a team from within the organization, to analyze a specific problem, suggest possible solutions, test them out and evaluate them. Action research thus follows a systematic problem-solving sequence or process such as (i) the problem plaguing the organization is identified (ii) data is gathered, collated and analyzed (iii) feedback on progress is shared by the group on a regular basis (iv) action is taken to test, revise and then implement approved solutions, against with the aid of an external consultant (v) both achievements and the process itself are evaluated by group members.

Leavitt (1962) suggests that organizations could be developed or changed by altering one or more of three major variables-- people, structure and technology. Peters and Waterman (1982) widened the range of variables in their adoption of a seven-item framework in their analysis of “excellence” in major American companies contained in their book “In Search of Excellence”. This so-called Mckinsey 7-s framework is comprised of the following elements of organizations.

System: According to Koontz *et al.* (1980) almost all life is a system. But to Peters and Waterman(1982), it means procedures/processes.

This means that all successful organizations must have procedures of doing things in place.

Strategy: This is a broad statement of intent, which shows the types of action required to achieve set objectives. Strategy is defined as the direction and scope of an organization over the long term, in terms of its goals, vision and mission. Strategies could be integrative, intensive, and defensive or diversified (diversification strategy).

Staff: The people, their background, competences, how managers are developed, how new entrants are trained, career management, who fits what job, who should exit and what job should be outsourced etc.

Structure: How tasks are divided, grouped and integrated, roles, responsibilities and reporting relationship and communication.

Style: This refers to both managerial and supervisory styles prevalent in organizations and what is broadly referred to as leadership behaviour.

Shared Values: Values, beliefs and behaviour to which they give rise, focusing attention, giving meaning and character to the organization. This also refers to corporate culture.

Skills: Distinctive technical, human relations, conceptual and leadership skills as well as people's talents and competences.

McKinsey 7-s model of Organizational variables are elements of organization design and strategic alignment. It could be adopted to

analyze the change requirements of an organization to enhance its effectiveness and efficiency. Thus, any development or planned change programme should be targeted at the above variables in order to achieve effectiveness, innovation; reduced labour turnover, ensure greater job satisfaction, motivation and acceptance of new techniques.

Development in organizations is a continuous process. There is no end to it. The process of organizational effectiveness entails research, knowledge, creativity, innovation and development.

HISTORY OF OD

In a little over five decades, OD has evolved a complex and diverse body of knowledge and practice. Because this expertise derives mainly from helping organizations change and improve themselves, the history of OD can be understood in terms of the kinds of changes that organizations have implemented over this time period. These include changes aimed at: (1) social processes; (2) work designs; (3) human resources; and (4) organization structures. Although these changes are interrelated, each represents a distinct background in the growth of OD.

SOCIAL PROCESSES

The earliest applications of OD involved helping organizations improve social processes including relationships among members, communication, group decision-making, and leadership. These process changes started in the early 1950s and were largely in response to

emerging social problems that organizations experienced as they became larger and more bureaucratic. During the first half of the twentieth century, organizations grew increasingly large with numerous departments, levels of management, and rules and procedures. Management was largely responsible for commanding and controlling the enterprise typically in an authoritarian or paternalistic manner. Over time, these organizational conditions generated a host of unintended social problems as members found it increasingly difficult to communicate both laterally and vertically, to resolve problems within and across groups, and to respond energetically to managerial directives. OD's response to these social problems started in the late 1940s with the work of Kurt Lewin and his colleagues in laboratory training. Bradford (1967) began with a training program for community leaders which included both cognitive learning about leadership as well as informal feedback about participant behaviour. Unexpectedly, the feedback aspect of the training was found to be a rich source of leadership expertise. This led to the development of laboratory training, commonly called a T-group, where a small, unstructured group of participants learn from their own interactions about group dynamics, leadership, interpersonal relations, and personal growth.

Early OD applications were also guided by work on action research and survey feedback. Action research started in the 1940s with applied studies showed that research could be used in the service of

organization improvement if it was closely tied to action. Action research is highly collaborative, involving both OD practitioners and organization members; it is cyclical with initial research guiding action, and further research directing additional action, and so on. Action research has become a key process in applying OD to organizations.

Survey feedback also started in the 1940s and has become a major component of most company-wide OD interventions. It involves systematically collecting survey data about the organization and feeding them back to members so they can discover sources of problems and devise relevant solutions. On survey feedback a variety of instruments resulted for assessing the attitudes of members towards organizations. It showed how feeding back that information to members can motivate and guide them to create meaningful change. This initial work in survey feedback also directed attention to how organizations were managed. It provided evidence that participative systems of management were more effective than traditional authoritative or benevolent systems and encouraged the growth of participative management in organizations, which even today is evolving into popular interventions for enhancing employee involvement or empowerment at the workplace

WORK DESIGNS

This branch of OD history involves designing work to make it more motivating and fulfilling. Traditionally, work was designed to promote

technical rationality, resulting in jobs that were highly specified, fragmented, and repetitive. In the 1960s, the benefits of such work designs came more and more under question. Employees complained that work was boring and meaningless; they felt alienated from their jobs and the organizations that employed them. Organizations experienced growing problems with absenteeism, turnover, quality, and productivity. These problems spawned widespread calls for government, labor, and business to work jointly to improve the quality of the work life of the employees.

OD sought remedies for these problems in new work designs that were more geared to employee needs and aspirations than to traditional designs. These interventions were based on the work of Eric Trist and his colleagues in socio-technical systems and of Frederick Herzberg and his colleagues in job enrichment. The socio-technical approach, which originated in Europe and Scandinavia in the 1950s, structured work to better integrate technology and people. It resulted in work designs that enhance both productivity and employee satisfaction. Socio-technical systems also showed that when tasks are highly interdependent and require significant decision-making, teams comprised of multi-skilled members who can make relevant decisions are the most effective work design. Today, such self-managed work teams are the cornerstone of work design in many organizations. Like socio-technical systems, job enrichment aimed to make work more productive and humanly

rewarding. It approached work redesign from a motivational perspective, showing how traditional jobs could be enriched to make them more motivating and satisfying. This required expanding jobs both horizontally and vertically by providing a greater variety of tasks to perform and greater amounts of discretion and decision-making. It also involved giving more direct feedback of results to job holders.

Early success with job enrichment at such prominent companies as AT&T led to rapid diffusion of this OD intervention to work redesign in business, government, and the military (Ford, 1969).

HUMAN RESOURCES

This background of OD involves integrating people into organizations so they join, remain, and produce at high levels. Concern for human resources has traditionally been associated with the personnel function in organizations. OD's interest in human resource practices grew rapidly, many organizations faced serious global competition for the first time. They needed to produce at higher levels at lower costs. This placed heavy demands on human resources to achieve exceptional performance; however, organizations increasingly questioned whether their traditional human resource practices were up to the task. Answers to this question showed that many practices were not performance driven, particularly the way organizations rewarded employees. Because people generally do those things for which they are rewarded, rewards

can play a powerful role in promoting performance. Unfortunately, many of the reward systems in use at the time were not linked closely to performance; employees were typically paid for a particular job level, time at work, or seniority.

Based on the work of Lawler (1981) , OD examined how rewards affect organization performance , this led to interventions aimed at making rewards more contingent on performance. One method that has grown in popularity over the past two decades is called ‘gain sharing’. It involves paying organization members a bonus based on measurable gains in performance over some baseline standard. Gain sharing typically covers all members of a particular business unit and includes only performance measures that members can control. To achieve gains in performance, members are given the freedom to innovate and to discover more effective ways of working. They are encouraged to work together because their personal rewards are based on the performance of the total business unit. Another reward system intervention that has achieved widespread application is ‘skill-based pay’. Traditionally, organizations pay members for the jobs they perform. Skill-based pay rewards members for the number of different jobs they can perform. This encourages members to learn new skills and to broaden their expertise. It creates a highly skilled, flexible workforce that is essential to high performance in today’s rapidly changing environments.

ORGANIZATION STRUCTURES

The most recent applications of OD involve structuring organizations so they are better aligned with their strategy and environment. Such large-scale change has become more prevalent in the past two decades as organizations have increasingly faced complex, rapidly changing environments that often demand radical changes in how they compete and design themselves (Mohrman *et al.*, 1989). To help organizations make these transformations, OD has expanded its focus to the total organization and its competitive environment. Drawing on a variety of perspectives in corporate strategy (Miles & Snow, 1978; Porter, 1980; Hamel & Prahalad, 1994; Grant, 1998), OD has created interventions for assessing an organization's competitive situation and making relevant changes in strategy if necessary. This typically includes a so-called 'SWOT analysis' where the organization's strengths and weakness are compared to opportunities and threats in its competitive environment. Then, a strategy is created to build on the strengths and to take advantage of the opportunities, while accounting for the weaknesses and threats.

OD has also generated applications for designing the various features of an organization so they promote and reinforce strategy. Based on a growing literature in organization design (Galbraith, 1977; Nadler *et al.*, 1992; Galbraith & Lawler, 1993), OD has created new structures that fit better to today's situations than traditional bureaucratic designs. These

include: 'high-involvement organizations' that push decision-making, information and knowledge, and rewards downward to the lowest levels of the organization (Lawler, 1986); 'boundary less organizations' that seek to eliminate unnecessary borders between hierarchical levels, functional departments, and suppliers and customers (Ashkenas *et al.*, 1995); and 'virtual organizations' that focus on the organization's core competence while outsourcing most other functions to other organizations who do them better (Davidow & Malone, 1992). All these structures are extremely lean and flexible; they enable organizations to respond rapidly to changing conditions. Consistent with these new structures, OD has applied recent work on organization learning and knowledge management to organization change (Senge, 1990; Argyris & Schon, 1996; Davenport & Prusak, 1998). These interventions help organizations gain the capacity to continually learn from their actions and to make effective use of such knowledge. Teece, (1998) studied that learning capability is essential if organizations are to continually change and renew themselves. It can provide strong competitive advantage in complex, changing environments.

PSYCHOLOGICAL FOUNDATIONS OF OD

OD is an evolving field that draws on a diversity of theories. Its focus has expanded beyond social processes that occur mainly among individuals and within groups to include strategies and design components for the total organization. This evolution has added

theoretical complexity to OD and made it increasingly difficult to define its conceptual boundaries and to develop a unified theory of changing and developing organizations. Despite this proliferation of knowledge, OD rests on a core set of psychological concepts that guide how it is conceptualized and applied. These psychological foundations have to do with: (1) the nature of human beings in organizations; (2) motivation that drives their behaviour; (3) resistance of such behaviour to change; and (4) groups as the focus of organization change.

APPLICATION OF OD

How OD is applied in organizations closely follows its historical roots and psychological foundations. The processes and activities used to initiate and carry out organization change are deeply embedded in values of openness, trust, and collaboration among organization members; they are grounded in beliefs that members should be treated maturely and actively involved in change. Based on these fundamentals, applications of OD have evolved to meet the emerging demands of organizations and their environments. As shown in the history section of this chapter, OD interventions have grown larger and more complex; they have become more strategic, involving a greater array of stakeholders and organization design components. These changes are reflected in how OD is carried out and practiced in organizations today. To understand this evolution of OD practice

requires knowledge of three general approaches to change: (1) Lewin's three steps; (2) action research; and (3) action learning.

OD- GROWTH & RELEVANCE

The major factors that are making the organizations to change are, Globalization, Information Technology, and Managerial Innovation.

The impact of Globalization is felt on the markets and environments in which organization operates as well as the way they function. Every component has a direct or indirect impact, like Government policies, new leadership, new market, and new competitors are emerging and creating a new global markets and economy.

The second factor is pertaining to Information Technology, as nearly all the organization is switching on to this revolution of Information Technology, the traditional approach is being replaced. Information technology is changing how knowledge is used. Information that is widely shared reduces the concentration of power at the top of the organization. Organization members now share the same key information technology will generate new business models in which communication and information sharing is nearly free.

The third major factor is Managerial Innovation, and this has resulted in, new organizational forms, such as networks, strategic alliances, and virtual corporations, provide organizations with new ways of thinking

about how to manufacture goods and deliver services. In addition, new methods of change, such as downsizing and reengineering, have radically reduced the size of organizations and increased their flexibility, and new large-group programmes.

Large number of organizations are adopting the organizational changes needed to survive and excel in today's highly competitive environment. These organizations are making themselves more organized and more responsive to external demands. In these types of organizations employees are involved in key decisions and they are paid for performance rather than for time. The employees of these organizations are taking the initiative in innovating and managing change, rather than simply responding to what has happened in the past.

Organization Development is playing significant role in helping organizations change themselves. It is helping organizations assess themselves and their environments, to know exactly where they are lacking, and revitalize and rebuild their strategies, structures, and processes. OD is helping organization members go beyond surface changes to transform the underlying assumptions and values governing their behaviours. Perhaps at no other time has OD been more responsive and practically relevant to organizations need to operate effectively in the era of Globalization.

Today, the practice of OD comprises unifying concepts and practices based on divergent philosophical orientations; one discusses learning prior to change and the other discusses learning after change. Experts like Bennis (1969), whose orientation was human process and human relations, shared the philosophy that "one must understand an organization in order to successfully change or improve it." The practice that evolves from this philosophical basis is a collaborative process among OD consultants and members of the organization. The practice that evolves is one of analysis, problem solving, action planning, and evaluation. Differing philosophical orientations provide practitioners with opportunities to develop unique approaches to the practice of OD.

Organizational Development Interventions

OD interventions are sets of structured activities in which selected organizational units engage in a sequence of tasks that will lead to organizational improvement. Interventions are actions taken to produce desired changes.

One of the four conditions gives rise to the need for OD interventions. First, the organization has a problem; something is "broken" Corrective actions – interventions – are implemented to "fix" the problem. Second, the organization sees an unrealized opportunity; something it wants is beyond its reach. Enabling actions – interventions – are developed to seize the opportunity. Third, features of the organization are out of

alignments; parts of the organization are working at cross-purposes. Alignment activities – interventions – are developed to get things back “in sync.” Fourth, the vision guiding the organizations changes; yesterday’s vision is no longer good enough. Actions to build the necessary structures, processes, and culture to support the new vision. Interventions are developed to make the new vision a reality.

Development activities are usually described as interventions, since they are deliberate and planned efforts to bring about change. An organization can be altered or changed by effecting dramatic changes in its structure, its technology, its people or some combinations of these aspects. The people approach means changing workers and management behaviour by focusing on their skills, knowledge, attitudes and expectations. The structural approach means focusing on span of management, layering, altering lines of communication, combining departmental responsibilities or a shift from one form of structure to another based on the exigencies of the moment. The technological approach focuses on automation and computerization of office procedures, work and changes in research techniques, the engineering process as well as reengineering. The basic approaches to research and organizational development are given fuller explanations below:

Structural Strategies

This represents planned structural and tasks interventions with the objectives of increasing individual satisfaction and organizational effectiveness. This includes delayering (removing vertical layers), job rotation, job enrichment, job enlargement, autonomous work teams, quality circles, shorter workweek, flexible time, and downsizing.

Humanistic Strategies

This is directed towards changing the attitude and behaviour of individuals and groups through the process of communication, decision-making and problem-solving. Popular techniques include sensitivity training, survey feedback, performance counseling, quality of work-life (enhancing overall satisfaction and well-being at work), term process review, intergroup interaction, training and development.

Technological Strategies

Technology refers to a process, methods or techniques used in solving organizational problems. Technology could be material, knowledge or process in nature. The use of a particular solution for a particular problem is called knowledge; the repeated use of knowledge for solution is called technology. In essence, solution knowledge technology. Thus, technology includes automation, computerization, ICT (Information and Communication Technology) and reengineering. Hammer and Champy

(1993) in their best-selling book “Reengineering the Corporation” opine that reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed. Thus, rather than modifying current processes which are within the realm of TQM, reengineering begins with a clear slate (the so-called clean piece of paper) and analyses the process from beginning to end. It should be noted that merely throwing computers at an existing business problem does not cause it to be reengineered. Reengineering is about business reinvention, not business improvement, business enhancement or business modifications which are within the realm of total quality management.

The strategic change background is a recent influence on OD’s evolution. As organizations and their technological, political, and social environments have become more complex and more uncertain, the scale and intricacies of organizational change have increased. This trend has produced the need for a strategic perspective from OD and encouraged planned change processes at the organization level.

Strategic change involves improving the alignment among an organization’s environment, strategy, and organization design (Worley et al.1996). Strategic change programmes include efforts to improve both the organization’s relationship to its environment and the fit between its

technical, political, and cultural system. The need for strategic change is usually triggered by some major disruption to the organization, such as the lifting of regulatory requirements, a technological breakthrough, or a new Chief Executive Officer coming in from outside the organization.

One of the first applications of strategic change was Richard Bechard's (1987) use of open system planning. He proposed that an organization's environment and its strategy could be described and analyzed. Based on the organization's core mission, the differences between what the environment demanded and how the organization responded could be reduced and performance can be improved. Since then, change agents have proposed a variety of large-scale or strategic change models, each of which recognizes that strategic change involves multiple levels of the organization and a change in its culture, is often driven from the top by powerful Executives, and has important effects on performance.

Evaluating Organizational Development Interventions

Burke, (1982) has stressed on measurement and evaluation of OD programmes effectiveness has also been given due importance by various practitioners. Often programmes are used because it 'feels' good instead of using programmes with measured effectiveness. An evaluation forces clarification of objectives and expected outcomes, and it provides specificity on how procedures and activities will be

implemented. Such an evaluation helps signal potential problems and obstacles in the OD effort, and it facilitates planning next steps for organizational improvement and development.

Hence study of an important Public Sector Organization, BHILAI STEEL PLANT situated at Bhilai (C.G.), a leading steel industry of India and a “Maharatna Company”, operational since last 55 years was chosen with a view that the study of selected OD intervention effectiveness and outcomes will be very useful in designing OD programmes. The Organizational Development Interventions are called Organizational Development Programmes in Bhilai Steel Plant.

OD programmes conducted in large scale organizations clarifies various details like its real outcome and by what means the employees, organization and the society is benefited from these programmes.

In order, to analyze this following steps are required:

1. Integration of research conducted with theory and practice.
2. Linking evaluation of programmes with the organizations’ desired expected outcome.
3. Adoption of computerization/network-based systems by Organization in order to evaluate how the workforce is geared up.
4. Determination of wellbeing of the organizational goals and objectives achieved by enhancing personal effectiveness.
5. Analyzing the organizational profile towards learning

SELECTION OF BHILAI STEEL PLANT (BSP)

BHILAI STEEL PLANT, Bhilai is a “Maharatna Company” under the Steel Authority of India Limited (SAIL). Bhilai Steel Plant is a public sector undertaking which was conceived under the aegis of Indo-USSR Treaty in the 2nd Five year plan. This was in accordance with the erstwhile government policy for strengthening economy and self reliance through development of the core sector.

The plant is located at the central position of India, which is one of the major iron belts of India, and it is about 40 kilometers from Raipur, capital of newly born state Chhattisgarh. The captive mines of the plant located at Dalli Rajahara supplies iron ore and lime stone, used to be available from Nandini captive mines. At the present, lime stone is procured from outside. The other major raw material, coal is purchased from outside either through import or from indigenous market.

Bhilai Steel Plant, an integrated steel works, was commissioned in 1959 with a production capacity of 1.0 million tonne of steel. In successive phases, the capacity was enhanced to 2.5 and 4.0 million tonne in the year 1962 and 1984 respectively. As of now this is the largest steel plant in India with present capacity utilisation more than 100%. Living up to the demand of the growing economy of the country, the plant produces wide range of products. This includes Rails, Wire Rods, Plates and Merchant products.

Bhilai Steel Plant is one of the leading Public Sector Unit which claims that it practices Organizational Development for achieving its effectiveness through varied intervention mechanisms. The HRD Department had named the interventions conducted as Organizational Development Programmes. There are many Organizational Development programmes Bhilai Steel Plant is implementing, out of which these are the four programmes which were studied they are:

A. COMPETENCY MAPPING INTERVENTION

B. MULTISKILLING INTERVENTION

C. CUSTOMERS DELIGHT IN-SERVICES “REMOTE & PERSONAL”

D. MICROPLANNING INTERVENTION

Each of the above stated programmes is unique in its design, implementation and outcome.

A. COMPETENCY MAPPING INTERVENTION

Bhilai Steel Plant is entering its 52nd year of existence and is achieving great results with immense contributions from its skilled manpower. Unfortunately there exists no mechanism to maintain a data base of the skills, knowledge, attitudes and other competencies of the workforce. Historically the trade test system was designed to keep a track of the

knowledge and skills but over the years this has been diluted into a ritual. Then the Steel Authority of India Limited Training Advisory Board (TAB) directed the steel plants under its banner to initiate competency mapping

B. MULTISKILLING INTERVENTION

Bhilai Steel Plant had administered this intervention to equip employees with other related skills to ensure flexible working and facilitating rightsizing of manpower. The guiding factor for this programme is a proactive identification of the organizational need.

The employee growth related issues also present a need for this intervention. Large pools of the workmen collective become stagnant or quite for some time. Now to give growth, it needs to be linked to Learning of new skills, Job enlargement by way of Additional responsibility and use.

C. CUSTOMER DELIGHT IN-SERVICES – “REMOTE AND PERSONAL” INTERVENTION

The Telecommunication Department in Bhilai Steel Plant, plays a vital role for efficient communication inside the shop floor and with other administrative Departments and allied services. It also facilitates communication facilities from the plant to the township and in the

township itself. Besides that, it also helps all the individuals in the Bhilai Steel Plant to be in contact with the outside world.

Thinking on these lines the Telephones Department had interacted with the Human Resources Department personnel and then the team came up with this Organizational Development programme named “CUSTOMER DELIGHT IN SERVICES – remote and personal” to help the front line services personnel and operators in presenting a pleasant and pro-active face of the organization enhancing their professional effectiveness.

Operators/Telephone attendants on telephone service portals, field staff, domestic repairmen and supervisors who deal directly with the customers either over telephone or directly in person are the people who were considered for this intervention.

D. MICROPLANNING INTERVENTION

In 1998, Steel Authority of India Ltd. (SAIL) took the decision to appoint British Steel Consultants Limited to carry out a review of its training procedures associated with Human Resources Development Systems, to suggest ways in which these should be developed with a view to upgrading the quality of the output, and to assist SAIL in the early application of the upgrading process.

During the review the study team identified a major weakness in terms of Micro planning amongst all levels of SAIL executives. This weakness was, at that time, significantly affecting work efficiency in terms of output, quality, costs and the effective utilization of materials, machines, men, money and time. Then micro planning was reintroduced.