

## ORGANIZATIONAL CHANGE AND DEVELOPMENT

### ORGANIZATIONAL DEVELOPMENT

Development is a continuous process and it accommodates in itself many changes that occur in science and technology, economic, market, political environment, education, knowledge, values, attitude and behaviour of people, culture etc. Organisation development is a part of overall development in general. It cannot remain unaffected by the developmental process. The organisation has to change the beliefs, values and its structure to accommodate the new ideas, beliefs and new technologies for progress.

This is very essential. The organisation must respond to changes. So that it can face the challenges ahead. The management of human resources depends upon organisational effectiveness. Human resources form the main plank of any organisation.

As per Werren G. Bennis, Organisation Development is, “a complex educational strategy intended to change the beliefs, attitudes, values and structure of organisations so that they can better adapt to new technologies, markets and challenges and the dizzying rate of change itself.”

### **Characteristics of Organisation Development:**

Organisation development has the following characteristics:

1. Programme is planned involving all the departments and subsystems seeking their coordination.
2. The top management is committed to the programmes for organisation development.
3. It is related to organisational objectives.

4. OD is based on research. Continuous research goes on because interventions are based on findings.
5. It utilises change agents to motivate the group of people to accept the changes within the organisation as a part of OD.
6. OD lays stress on changing the behaviour of people.
7. It seeks interaction between various groups to cope up with the changes that OD will incorporate.
8. Propagation is made so that people should know about the developments. Feedback is taken.
9. OD through discussions solutions to the problems is sought. All problem solving research constitute action research.
10. OD takes pretty long time to implement.

## **Steps in Organizational Development Process:**

1. **Initial Diagnosis of the Problem:** In the first step, the management should try to find out an overall view of the situation to find the real problem and evaluate the degree of change needed to meet the requirements. Top management should meet management consultants and experts to determine the type of programme that is needed. In the first stage only, the consultants will meet various persons in the organisation and interact with them to collect some information. These interactions can be supplemented by methods such as Interviews, questionnaires and even observation of the work processes by the experts.
2. **Data Collection:** In this stage, the consultant will make the surveys through various methods to determine the climate of the organisation and the behavioural problems of the employees. A critical assessment of the internal controls of the organisation is also

carried out by the consultant. The consultant will meet groups of people away from their work environment to get some answers to questions such as:

1. What specific job environment contributes most to their job effectiveness?
2. What kind of work conditions interferes with their job effectiveness?
3. What changes would they like to make in the working process of the organisation?

3. **Data Feedback and Confrontation:** The data which has been collected in the second step of Organizational Development Process will be given to the work groups, who will be assigned the job of reviewing the data. Any areas of disagreement or conflicts will be mediated among themselves only and priorities will be established for change.
4. **Planning Strategy for Change:** In this stage, the consultant will recommend the strategy for change. The attempt will be to transform diagnosis of the problem into a proper action plan involving the overall goals for change, determination of basic approach for achieving these goals and the sequence of detailed steps for implementing the approach.
5. **Intervening in the System:** Intervening in the system refers to the planned programmed activities during an Organizational Development Process. These planned activities bring certain changes in the system, which is the basic objective of Organizational Development Process. There may be various ways through which external consultant intervene in the system such as education and laboratory training, process consultation, team development etc.
6. **Team Building:** During the entire Organizational Development Process, the consultant encourages the groups to examine how they work together. The consultant will educate them about the value of free communication and trust as essentials, for group functioning as well as problem solving methodology. The consultant can have team managers and their subordinates to work together as a team in Organizational Development sessions to further encourage team building. Following the development of small groups, there may be development among larger groups comprising several teams with diverse work profiles.
7. **Evaluation:** Organizational Development is a very long process. So, there is a great need for careful monitoring to get precise feedback regarding what is going on after the programme starts. This will help in making suitable adjustments whenever necessary. For evaluation of Organizational Development programme, the use of critique sessions, appraisal of change efforts and comparison of pre and post training behavioural patterns are quite effective.

The steps in Organizational Development are part of a whole process, so all of them need to be applied if a firm expects to get the full benefits of Organisation Development. An organisation which applies only a few steps and then leaves halfway will be disappointed with the results. A properly designed Organizational Development Process can help an organisation prosper and grow even in today's competitive business conditions. Not only does the Organizational Development Process enhance the workflow and the efficiency of the employees, but more importantly it helps dwell a good Organizational culture that enables the organisation to grow and compete in the long-term as well.