SOS POLITICAL SCIENCE & PUBLIC ADMINISTRATION
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SUBJECT: ORGANISATIONAL BEHAVIOUR

TOPIC:
ORGANISATIONAL DEVELOPMENT

ORGANIZATION DEVELOPMENT

Burke's Definition of OD

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OD is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory.

French's Definition of OD

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OD refers to a long-range effort to improve an organization's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants.

Beckhard's Definition of OD

OD is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes," using behavioral science knowledge.

Beer's Definition of OD

OD is a system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at: (1) enhancing congruence between organizational structure, process, strategy, people, and culture; (2) developing new and creative organizational solutions; and (3) developing the organization's self-renewing capacity. It occurs through collaboration of organizational members working with a change agent using behavioral science theory, research, and technology.

Organization Development is...

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a systemwide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.

ORGANIZATIONAL DEVELOPMENT(OD)

CONTENTS:

➤ INTRODUCTION TO OD:

The term organizational development was coined by Richard Beckhard in the mid-1950s.Organizational development is an acronym of two words i.e., organization and development.

❑ **Organization:** A social unit of people that is structured and managed to meet a need or to pursue collective goals.

❑ **Development:** The systematic use of scientific and technical knowledge to meet specific objectives or requirements.

➤ ORGANIZATION DEVELOPMENT:

❑ Organization development (OD) is a deliberately planned effort to increase an organization's relevance and viability.

❑ Organizational development is the framework for change, and often times a manager helps to lead this change.

➢ MEANING OF OD:

❑ Organization development is known as both a field of **applied behavioral science** focused on understanding and **managing organizational change** and as a field of scientific study and inquiry.

❑ OD is a systemic learning and development strategy intended to change the basics of beliefs, attitudes, and relevance of values and structure of the current organization to better absorb disruptive technologies, market opportunities, and ensuing challenges and chaos.

➢ DEFINITIONS OF OD:

❑ According to Middlemist and Hitt define "organizational development is a systematic means for planned change that involves the entire organization and is intended to increase organizational effectiveness."

❑ Cummings and Huse define OD "A system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structure, and processes for improving an organization's effectiveness."

❑ Bennis. W define "Organizational development is a response to change, a complex educational strategy intended to change beliefs, attitudes, values, and structures of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself."

❑ Cummings and Worley define ""Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness."

➢ OBJECTIVES OF OD:

According to somil aseeja, the objective of od is:

- ❑ 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 process that will help improve the ongoing operation of the organization on a continuous basis.

➤ ASSUMPTIONS AND VALUES OF OD:

ASSUMTIONS

❑ Individuals:

- People want to grow and mature .
- Employees have much to offer (e.g. creativity and energy) that is not being used at work .
- Most employees desire the opportunity to contribute (they desire, seek and appreciate empowerment).

❑ Groups:

- Groups and teams are critical to organizational success and individual need satisfaction.
- Groups have powerful influences on individual behaviour .
- The complex roles to be played in groups require skill development.

VALUES

❑ Individuals:

- OD aims to overcome obstacles to the natural human tendency to grow, enabling employees to contribute more to the organization.
- OD stresses open communication, Treating employees with genuine dignity and respect is emphasized.

❑ Groups:

- Hiding feelings or not being accepted by the group diminishes individual willingness to solve problems constructively
- Acceptance, collaboration and involvement lead to expressions of feelings and perceptions.

❑ Organization:

•Excessive controls, policies and rules are detrimental Conflict can be functional if properly channeled Individual and organizational goals can be compatible .

•In most organizations, the level of interpersonal support, trust and cooperation is lower than desirable and necessary

❑ Organization:

•The way groups are linked, influences their Effectiveness, change should start at the top and gradually be introduced through the rest of the organization.

•The group links the top and bottom of the organization

➢ 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

❑ **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:**

Having understood the exact problem in this phase, the relevant data is collected through personal interviews, observations and questionnaires.

❑ **Diagnosis:**

OD efforts begin with diagnosis of the current situation. Usually, it is not limited to a single problem. Rather a number of factors like attitudes, assumption, available resources and management practice are taken into account in this phase. There are four steps in organizational diagnosis:

● **Structural analysis:**

Determines how the different parts of the organization are functioning in terms of laid down goals.

- **Process analysis:**

  Process implies the manner in which events take place in a sequence. It refers to pattern of decision making, communication, group dynamics and conflict management patterns within organization to help in the process of attainment of organizational goals.

- **Function analysis:**

  This includes strategic variables, performance variables, results, achievements and final outcomes.

- **Domain analysis:**

  Domain refers to the area of the organization for organizational diagnosis.

- ❑ **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

EFFECTIVENESS OF OD:

Humanistic values underlie OD. Margulies and Raia articulated the humanistic values of OD as follows:

- ❑ Providing opportunities for people to function as human beings rather than as resources in the productive process.

- ❑ Providing opportunities for each organization member, as well as for the organization itself, to develop to his full potential.

- ❑ Seeking to increase the effectiveness of the organization in terms of all of its goals.

- ❑ Attempting to create an environment in which it is possible to find exciting and challenging work.

- ❑ Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.

- ❑ Treating each human being as a person with a complex set of needs, all of which are important in his or her work and life.

Thank you