PGDHRM (S2) 02
Exam. Code: OCD

Organisational Change and Development

SEMESTER 2

POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

BLOCK 1

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

Subject Experts

Prof. Nripendra Narayan Sarma, Maniram Dewan School of Management, KKHSOU
Prof. U. R. Dhar, Retd. Prof. Department of Business Administration, Gauhati University
Prof. Mukulesh Baruah, Director, Assam Institute of Management

Course Co-ordinators : Dr. Chayanika Senapati, Assistant Professor, KKHSOU
Dr. Smritishikha Choudhury, Assistant Professor, KKHSOU

SLM Preparation Team

UNITS	CONTRIBUTORS
1 to 8	Ms. Karabi Goswami, School of Management, NERIM Group of Institutions

Editorial Team

Content Editor : Retd. Prof. U. R. Dhar, Gauhati University (Units 1 to 8)
Structure, Format & Graphics : Dr. Chayanika Senapati, KKHSOU
Dr. Smritishikha Choudhury, KKHSOU

August, 2019 ISBN: 978-93-89123-98-2

This Self Learning Material (SLM) of the Krishna Kanta Handiqui State University is made available under a Creative Commons Attribution-Non Commercial-ShareAlike4.0 License (International): http.//creativecommons.org/licenses/by-nc-sa/4.0.

Printed and published by Registrar on behalf of the Krishna Kanta Handiqui State Open University.

Headquarters : Patgaon, Rani Gate, Guwahati-781 017
City Office : Housefed Complex, Dispur, Guwahati-781 006; Web: www.kkhsou.in

The university acknowledges with thanks the financial support provided by the **Distance Education Bureau, UGC** for the preparation of this study material.

PG DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Organisational Change and Development

Block 1

DETAILED SYLLABUS

UNIT 1: Introduction to Organisation Development **Pages: 7-21**

Organisation Development: Meaning and Definition,History of Organisation Development, Relevance of Organisation Development for Managers, Characteristics of OD and Assumptions of OD

UNIT 2: Change Process and Models **Pages: 22-42**

Introduction to Organisational Change, Forces of change– External and Internal, Strategies for change,Theories of Planned Change, Action Research as a Process and Resistance to Change

UNIT 3: Role of OD Practitioner **Pages: 43-54**

OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional and Scope of the Role of an OD Professional

UNIT 4: Process of OD **Pages: 55-67**

Process of OD:Introduction, Components of OD Program and OD program phases

UNIT 5: Designing Interventions **Pages: 68-84**

Characteristics of OD Interventions, Levels of Diagnosis in Organizations: Organization-Level Diagnosis, Group-Level Diagnosis, Individual-Level Diagnosis, OD Map and Factors Affecting Success of Interventions in Organizations

UNIT 6: Values and Ethics in OD **Pages: 85-97**

Professional Values in OD, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD and Factors that Influence Ethical Judgement

UNIT 7: Issues Faced in OD **Pages: 98-117**

Client-consultant Relationship,Issues Related to Client Relationships, Power, Politics and Organization Development, Operating in a Political Environment and Role of Power and Politics in the Practice

UNIT 8: Issues Faced in Consultant Client Relations **Pages: 118-133**

Organisational Consultants and the client system, Entry and Contracting, Diagnostic Skills, Consultant Client Relationship, Implication's for Consultant's Behaviour, The dependency issue and Terminating the Relationship and Ethical Standards in O.D.

COURSE INTRODUCTION

This course “Organisational Change and Development” of PGDHRM 2nd semester will focus on the different aspects of Organisational Change and Development. The course is about organizational development-aprocess that applies abroad range of behavioural science knowledge and practices to help organisations build their capacity to change and to achieve greaterness of effectiveness including increased financial performance and organisation member engagement.

This course consists of fifteen units. This course starts with the unit discussing the concept of the introduction to research methodology.This course sets out to identify the key ingredients for successful change and to set out a range of concepts and techniques to help people handle change more effectively.

This course offers an integrated perspective for organisational change and development contexts. The course has 15 units and is divided into two blocks: Block 1 and Block 2.

Block 1 deals with the introductory concepts of Introduction to Organisation Development, Change Process and Models, Role of OD Practitioner, Process of OD and Designing Interventions.

Block 2 concentrates on Team and Intergroup Development Interventions, Human Resource Interventions, Structural Interventions, Strategic Interventions, Organisational Learning, Training Experience and Future of OD.

Each unit of this blocks includes some along-side boxes to help you know some of the difficult, unseen terms. Some “EXERCISES” have been included to help you apply your own thoughts. You may find some boxes marked with “LET US KNOW”. These boxes will provide you with some additional interesting and relevant information. Again, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your progress of study. It will be helpful for you if you solve the problems put in these boxes immediately after you go through the sections of the units and then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit. You in making your learning more active and efficient. And, at the end of each section, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your learning.

BLOCK INTRODUCTION

This is the first block of the course 'Organisational Change and Development'. The Block is divided into 8 units and is primarily a learner oriented Self learning material, as it satisfies the requirements of the learners in the field of 'Organisational Change and Development'.

This block comprises of the following eight units:

The *first unit* introduces us to Organisation Development: Meaning and Definition, History of Organisation Development, Relevance of Organisation Development for Managers, Characteristics of OD and Assumptions of OD. The *second unit* gives us a concept of Introduction to Organisational Change, Forces of change– External and Internal, Strategies for change, Theories of Planned Change, Action Research as a Process and Resistance to Change. The *third unit* gives us an idea on the OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional and Scope of the Role of an OD Professional. The *fourth unit* will help us in Concept of process of OD: Introduction, Components of OD Program and OD program phases. The *fifth unit* gives us a broad idea on characteristics of OD Interventions, Levels of Diagnosis in Organizations:Organization-Level Diagnosis, Group-Level Diagnosis, Individual-Level Diagnosis, OD Map and Factors Affecting Success of Interventions in Organizations. The *sixth unit* will help us in understanding Concept of Professional Values in OD, Value Conflict and Dilemma , OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD and Factors that Influence Ethical Judgement. The *seventh unit* gives us an idea on concept of Client-consultant Relationship, Issues Related to Client Relationships, Power, Politics and Organization Development, Operating in a Political Environment and Role of Power and Politics in the Practice. The *eight unit* introduces us to Organisational Consultants and the client system, Entry and Contracting, Diagnostic Skills, Consultant Client Relationship, Implication's for Consultant's Behaviour, The dependency issue and Terminating the Relationship and Ethical Standards in O.D.

The Block is devided into eight units:

UNIT 1: Introduction to Organisation Development

UNIT 2: Change Process and Models

UNIT 3: Role of OD Practitioner

UNIT 4: Process of OD

UNIT 5: Designing Interventions

UNIT 6: Values and Ethics in OD

UNIT 7: Issues Faced in OD

UNIT 8: Issues Faced in Consultant Client Relations

UNIT 1: INTRODUCTION TO ORGANISATION DEVELOPMENT

UNIT CONTENTS

1.1 Learning Objectives

1.2 Introduction

1.3 Organisation Development: Meaning and Definition

1.4 History of Organisation Development

1.5 Relevance of Organisation Development for Managers

1.6 Characteristics of Organisation Development

1.7 Assumptions of Organisation Development

1.8 Let Us Sum Up

1.9 Further Reading

1.10 Answers to Check Your Progress

1.11 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the concept organization development
- discuss the history of organisation development
- describe evolution of OD throughout the years
- discuss relevance of organisation development for Managers
- outline characteristics of organisation development
- describe assumptions of organisation development.

1.2 INTRODUCTION

This is the first unit of the course 'Organisation Change and Development'. In this unit we will discuss about the history of organisation development and the evolution of organisation development throughout the years. Let us now discuss the concept of organisational development ion the following paragraph.

Organisations are dynamic entities continuously interacting with the external environment. Change in Government legislations, customer

attitudes & preferences, technological changes etc cause an organisation to change. In order to survive in this competitive world, an organisation must be able to cope with this accelerating rate of change. The managers of today must not only be flexible and adaptive in a changing environment, but also be able to diagnose the problems faced by the organisation and implement change programs. Every organisation will have to keep introducing changes into it to survive in this competitive world. The degree of change may vary from organisation to organisation. Because change is occurring so fast, there is a need to find new ways to manage change. Organisation Development (OD) is a planned process which helps organisations to adapt to these changes. Organisation Development not only helps in improving the effectiveness of the organisation but also in developing the individuals and groups in an organisation. OD is about how people function and how to get them to function better.

At the end of the this unit we will get some idea on the relevance of organisation development for managers, the characteristics of organisation development.

1.3 ORGANISATION DEVELOPMENT: MEANING AND DEFINITION

Organisation Development is a strategy to improve an organisation or make it better. It is a planned and systematic process that tries to make an organisation better and helps it in achieving its short and long-term objectives. This is achieved by teaching the organisation members to manage their organisation process and culture more effectively.

Organisation Development is an effort (1) planned (2) organisation wide and (3) managed from the top, to (4) increase organisation effectiveness and health through (5) planned interventions in the organisations “processes” using behavioural science knowledge. (Beckhard, 1969)

Organisation Development is a response to change, a complex educational strategy indented 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. (Bennis, 1969)

Organisation Development is a long-range effort to improve an organisations problem-solving and renewal process, through a more effective and collaborative management of organisation culture– with special emphasis on culture of formal work teams– with the help of a change agent, or catalyst and using theory and technology of applied behavioural science, using action research (French & Bell, 1978). Organisation development is a planned effort, initiated by a process specialist to help an organisation develop its diagnostic skills, coping capabilities, and linkage strategies in the form of temporary and semi-permanent systems, and a culture of mutuality (Pareek and Rao, 1988)

It can be summarised from these definitions that organisational development is a unique strategy to bring about planned change in an organisation. It is interdisciplinary in nature and uses knowledge of other behavioural sciences like sociology, psychology etc and need the help of a change agent who is also known as a consultant, OD expert or a facilitator.

1.4 HISTORY OF ORGANISATION DEVELOPMENT

The history of organisation development is rich with the contribution of behavioural scientist and practitioners, many of whom are well known. Organisation Development has evolved over the past 60 years from the applications of behavioural science knowledge and techniques to solving organisational problem. Kurt Lewin played a key role in the evolution of organisational development as it is known today. From him emerged the terms of group dynamics and action research which form the basic organisational development process. Lewin experimented with a collaborative change process involving himself as a change agent or consultant and a client group, based on three step process of planning, taking action and measuring results. After Lewin's death in 1947, his close associates helped to develop the survey-research methods at the University of Michigan. The term organisational development is also widely attributed to Robert Blake, Jane Mouton and Herbert Shephard as well as Richard Beckhard.

Regardless of who coined the term first, it emerged in about 1957 and is generally considered to have evolved from two basic sources: the

application of laboratory method by National Training Laboraties founded by Kurt Lewin and the Survey Research Method originated by the Survey Research centre. Both these methods were pioneered by Kurt Lewin in 1945.

Let us discuss the methods in following ways:

1) **Laboratory Training Methods:** Laboratory Training, essentially unstructured small-group situations in which participants learned from their own actions started in 1946 in which various experiments were used to bring change in behaviour of participants. It started when Kurt Lewin was asked for help in research on community leaders. The community leaders were called for a workshop and at the end of each session the researchers discussed the behaviours they had observed. Thus, the first T-group ("T" for training) was formed in which people reacted to data about their own behaviour. They discussed openly their feelings, concerns, emotions etc in these sessions. Douglas McGregor (Theory X and Theory Y) , working with Richard Bechard, began applying laboratory -training methods to industry, at General Mills in 1956 and at Union Carbide in 1957. At Union Carbide, McGregor and John Paul Jones (an internal consultant) formed the first internal organisational development consulting group.

   At the same time, Herbert Shephard and Robert Blake were intiating a series of applied behavioural science interventions at Esso, mainly laboratory-training techniques to improve work-group processes. These training sessions provided the basis for what Blake and Mouton later developed as a training system they called the Managerial Grid. These programmes were widely used by other organisations.

2) **Growth of T-groups in India:** Rolf Lynton in 1957 conducted intitial T-groups in India. He established "Aloka" in Mysore to develop the capacity of youth. He implemented leadership training for 12 weeks. In North India, Max Coley, Dean of Teachers, College, Columbia University, USA, and a member of NTL, stayed in Delhi from 1959 to 1962 as a consultant to the ministry of education. He conducted T-groups in his house, and Udai Pareek was one of the participants.

Pareek visited USA in 1961 for 6 months & was trained by NTL. After his return to India, the first full scale Laboratory training in India was implemented in 1962 in Ferozpur by Coley and Pareek. They started L-groups in SEIT institute from 1964 which became a central organization of laboratory training.

At the same time, Indian Institute of Management, Calcutta (IIM_C) invited some NTL members as visiting professors, and they implemented laboratory trainings there. After that, Behavioural Sciences Group in IIM_C offered many such trainings and this group became the base of Laboratory training in eastern India.

3) **Survey Research and Feedback:** Survey Research and Feedback is the second major stem in the history of organisational development. It consists of activities that rely on questionnaire surveys mostly to generate information that is then used to identify problems faced and opportunities available to an organisation. Rensis likert and Floyd Mann pioneered this method when they conducted an organisation-wide survey in Detroit Edison Co., they collected data, reported back the data to top management group and then down to the work teams .They found that when the survey data was reported back to manager and he or she failed to discuss the results with sub-ordinates and failed to plan with them together on how to bring improvement , little changes occurred. On the other hand, when the manager discussed the results of survey with sub-ordinates and planned with them how to bring improvement, favourable changes occurred. The result of this experimental study led to the conclusion that an intensive, group discussion for using results of an employee questionnaire survey can be an effective tool for introducing change in a business organization. After that, many organizations had used the survey feedback approach.

4) **Action Research Approach:** The term ‘‘action research’’ was first coined by Kurt Lewin in 1944. It is a collaborative process in which a change agent and the client organisation work together to gather data to diagnose organisational problems, discuss the data, plan action and together assess the results of their action. It is a technique

to bring about organisational development. Action Research is an approach to problem solving consisting of a series of activities and events.

The field of organisational development is still emerging and a large number of behavioural scientists and OD practitioners are building on the previous researches.



CHECK YOUR PROGRESS

Q.1: Define organisation development.

.....

.....

.....

.....

.....

.....

Q.2: What is Survey Research Method?

.....

.....

.....

.....

Q.3: What is Action Research in organization development?

.....

.....

.....

.....

1.5 RELEVANCE OF ORGANIZATION DEVELOPMENT FOR MANAGERS

The relevance of organisation development for managers is as follows:

1) An organisational development process helps to strengthen the relationship between managers and sub-ordinates as organisational

development activities involves sharing of feelings and viewpoints between managers and sub-ordinates.

2) It helps managers to examine whether their leadership style is effective in proper implementation of change or not. Because in a changing environment autocratic style of leadership where leaders alone take all decisions may not work. Participative leadership style where sub-ordinates viewpoints are also taken into consideration may work better.
3) The process of organisational development helps managers to identify areas where an organisation needs to change. Based on this information managers have to develop change management programs by outlining specific ways in which the change will improve the organisations operations, who will be affected by the change and how the change program can be effectively introduced to the employees.
4) The first step of organisation development is diagnosis of the organisational problems and it is followed by data collection and analysis and interpretation. So, it gives a lot of information to the managers based on which they can take better decisions compared to before.
5) A successful OD program can lead to resolution of conflicts between interdependent groups, better problem-solving and communication, innovations, improved work processes, better performance and productivity and ultimately help an organization to survive in this competitive world and increase its profitability.

1.6 CHARACTERISTICS OF ORGANISATION DEVELOPMENT

A number of special characteristics distinguish organisation development from other approaches to mange and improve the organisational functioning and effectiveness. The following are the characteristics of organizational development:

1) **Organisation Development is a Long-Term Effort:** Organization development cannot be completed in a short span of time. As stated by French and Cecil, it is not a quick fix. It takes several years or even decades to achieve a change. A manager must set very high goals and achieve them in stages through proper planning.
2) **Organisation Development involves a collaborative approach to change:** In organisation development the consultant seeks and maintains a collaborative relationship of relative quality with the organisation members. Collaboration means to work together– essentially it means that both the consultant and client system works together on the problems and tries to solve the problem and bring effective change in the organisation.
3) **Organisation Development is a planned approach:** Organisation development programmes are planned and not accidental– they represent a deliberate entry of either an OD consultant or OD activities into the client system, i.e., the organisation to bring about organisational change.
4) **Organisation Development programs emphasises on ways to enhance performance:** Organisation Development programs and efforts are designed to produce organisational effectiveness and health, better system functioning, greater ability to achieve objectives and so on. The basic aim of OD are–
   a) enhancing congruence between organisational structure, processes, strategy and people
   b) developing new and creative organisations solutions
   c) developing the organisations self-renewing capacity
5) **Organisation development is based upon scientific approaches to increase organisational effectiveness:** Organisation Development is an applied field in which theories, concepts and practices from sociology, psychology, social psychology, education, economics and management education are brought to deal with real organisational problems.
6) **Organisation development is a learning process:** A learning organisation is a one where people continually expand their capacity

to create the results they desire, where new & expansive patterns of thinking are nurtured and where people are continually learning how to learn together. Organisational development leads to continuous interaction between individuals, teams and groups within the organisation leading to sharing of knowledge leading to continuous learning and growth.

7) **Organisation development represents a systems approach:** Although OD practitioners may concentrate on one or other aspect or unit of an organisation, there is an implicit recognition of the systemic nature of the organisation. An organisation consists of different sub-systems like task, structure, technology and people inter-linked by various processes. The organisation as a whole interacts with the external environment including the society. And change in one part or process of the organisation will bring changes in the other parts. Hence, recognition of the systemic nature of organisations gives the organisational development approach a greater flexibility and chance of success.
8) **Organisation Development needs an ideal culture:** An ideal culture is mandatory for organisational development to be successful. Organisational culture includes the basic assumptions, values, norms and behaviour, which are perceived as correct by the members of an organisation. Culture is the bedrock of organisational behaviour. The culture of an organisation is passed on to new employees. And culture is important for organisational development. It is necessary to enrich the organisation culture to help the organisation cope with changing environment.

1.7 ASSUMPTIONS OF ORGANISATION DEVELOPMENT

Assumptions are beliefs that are regarded as so valuable and obviously correct that they are taken for granted and rarely examined or questioned. Basic to most organisational development activities, there are a set of assumptions, which relate to people as individuals, to people as

group members and leaders, and to people as members of the total organisational system. These assumptions are–

1) **Assumptions about people as individuals:** OD efforts make two basic assumptions about people as individuals which are
   a) **Most individuals have drive towards personal growth and development:** In a supportive and challenging environment, most individuals want to become what they are capable of becoming.
   b) **Most people are capable of making higher level of contribution to organisational goals:** A tremendous amount of constructive energy can be tapped if organisations realise this and ask employees to participate in decision making & ask for their suggestions to solve problems and reach organisational goals.
2) **Assumptions about people in groups and about leadership:**
   a) **The most psychologically relevant reference group for most people is the work group:** It basically implies that what goes on in the work team, especially at the informal level, has great significance for feelings of satisfaction and competence.
   b) **Most people wish to be accepted by at least one small reference group:** This helps them to greatly increase their effectiveness as they can take help of their reference group to solve problems.
   c) **Group members must assist each other with effective leadership and member behaviour:** For a group to increase its effectiveness, the formal leader cannot perform all the leadership and maintenance functions in all circumstances at all times and therefore assistance in leadership is required. Group members must assist the leader with multiple roles required for group effectiveness like group problem-solving and decision making, conflict management etc.
   d) **Suppressed feelings and attitudes adversely affect problem solving, personal growth and job satisfaction:** The culture in most groups and organisations tends to suppress the expression of feelings and attitudes that people have about each other and

their behaviours– both positive and negative– and about where their organisations are heading. If feelings are allowed to be expressed it tends to open up many avenues for improved goal setting, leadership, communications, conflict resolutions, problem solving between group , collaboration and morale.

e) **The level of interpersonal trust, support and cooperation is much lower in most groups and organisations than is either desirable or necessary:** Typically a number of forces contribute to such situations like lack of considering feelings of each other as important, lack of group problem solving skills and leadership styles that reinforce dysfunctional competition.

3) **Assumptions about people in organisational systems:** A number of assumptions about people in organisational systems also underlie OD efforts. They are–

a) **Win-lose conflict strategies are dysfunctional over the long-run:** A win-win attitude should be encouraged. Creating cooperative rather that competitive organisational dynamics is the primary task of organisation's leaders.

b) **A developmental set of assumptions about people will lead to organisational development:** The belief that people are important and can grow and develop personally and help in developing organisational competency is likely to reap rewards beneficial to both organisation and its members. The organisation structure should be decentralised mostly.

c) **Possible to create humane as well as profitable organisations:** It's possible to create organisations that on one hand are humane, developmental and empowering and on the other hand are high performing in terms of productivity, quality of output and profitability. The implication is that people are an organisation's most important resource; they are the source of productivity and should be treated with care.



CHECK YOUR PROGRESS

Q.4: Why is organisation development relevant for managers?

.....

.....

.....

.....

.....

Q.5: As per the assumptions under organisation development, what sort of organizations will be more productive in today's environment?

.....

.....

.....

.....

.....



1.8 LET US SUM UP

To survive in this competitive world all organisations need to study their internal and external environment and make suitable changes. Organisational Development is a planned process which helps an organisation to make and adapt to the various changes. Organisational Development is a long-range effort to improve an organisations problem-finding and problem-solving capability.

Many behavioural scientists and practitioners have contributed over the years towards the evolution of the concept of organisational development. Organisational Development has evolved over the past 60 years from the applications of behavioural science knowledge and techniques to solving organisational problem. Kurt Lewin played a key role in the evolution of

organisational development as it is known today. Still many researches are going on in this field.

Organisational Development has certain characteristics or features which distinguishes it from other approaches to change–

1) It is a long term effort
2) Both consultant & client work together to bring about change
3) It is a planned approach
4) It emphasises on ways to improve performance
5) It uses knowledge of other behavioural sciences
6) It is a learning process
7) It needs a systems approach
8) It needs an ideal organisational culture

Most organisation development activities follow some common assumptions related to individuals, groups and organisations. These assumptions can help a great deal in the success of organisation development leading to increased individual effectiveness and ultimately increased productivity and profitability for the organisation in the long run.



1.9 FURTHER READING

1) Anderson, D. L. (2013). *Organization Development: The Process of Leading Organizational Change*. London: Sage Publishing.
2) French, W., Bell, H. C. and Vohra, V. (2013). *Organisation Development*. India: Pearson Education.
3) Grieves, J. (2010). *Organizational Change: Themes and Issues*. New York: Oxford University Press.
4) Hersy, P. and Blanchard (1977). Managment of Organizational Behaviour: Utilizing Human Resources. New Delhi: Prentice-Hall of India.
5) Kondalkar, V. G. (2013). *Organization Effectiveness and Change Management*. New Delhi: PHI Learning Pvt Ltd.



1.10 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Organisational Development is a long-range effort to improve an organisations problem-solving and renewal process, through a more effective and collaborative management of organisation culture– with special emphasis on culture of formal work teams– with the help of a change agent, or catalyst and using theory and technology of applied behavioural science, using action research.

Ans. to Q. No. 2: Survey Research and Feedback is an important method in organisational development. It consists of activities that rely on questionnaire surveys mostly to generate information that is then used to identify problems faced and opportunities available to an organisation.

Ans. to Q. No. 3: It is a collaborative process in which a change agent and the client organisation work together to gather data to diagnose organisational problems, discuss the data, plan action and together assess the results of their action. It's an important technique to bring about planned change in organizations.

Ans. to Q. No. 4: Organisation Development is relevant for managers as it helps them in proper identification of organisational problems, helps in improving the communication, decision-making and problem-solving processes of the organisation through active participation and collaboration of both management and employees.

Ans. to Q. No. 5: In today's environment organisations with a co-operating atmosphere where people at all levels are empowered and allowed to be creative and forward their suggestions in decision making will survive and grow. Organisations who take care of their human resource along with taking care of their productivity goals will ultimately be more productive and profitable.



1.11 MODEL QUESTIONS

Q.1: Define Organisational Development. Why is Organisational Development necessary?

Q.2: Discuss the history of Organisational Development.

Q.3: Do you agree that Organisational Development is relevant for managers of today? Explain why?

Q.4: Explain the characteristics or features of Organisational development.

Q.5: What are the basic assumptions with which an OD consultant begins an OD program in an organisation?

Q.6: How does Organisational Development program differ from any other approaches to change?

*** ***** ***

UNIT 2: CHANGE PROCESS AND MODELS

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Organisational Change

2.4 Forces of Change– External and Internal

2.5 Strategies for Change

2.6 Theories of Planned Change

- 2.6.1 Lewin's Change Model
- 2.6.2 Action Research Model
- 2.6.3 The Positive Model

2.7 Action Research as a Process

2.8 Resistance to Change

2.9 Methods to Overcome or Minimise Resistance to Change

2.10 Let Us Sum Up

2.11 Further Reading

2.12 Answers to Check Your Progress

2.13 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the concept of organisational change and it's importance
- discuss the external and internal forces of change
- discuss the strategies for change
- the theories of planned change like Lewin's change model, Action Research Model and the positive model
- discuss the action research as a process
- describe the reasons for resistance to change and how to overcome this resistance.

2.2 INTRODUCTION

In the previous unit we have discussed the concept of organisational development. In this unit we are going to learn about the various aspects of organisational change and its importance. Change is one of the most important aspects of effective management. Organisational change refers to any alteration that occurs in total work environment. Organisational change refers to the alteration of structural relationships and roles of people in the organization. In this unit we will get some idea on the external and internal forces of change, various strategies for change. There are many theories of change like Lewin's change model, Action Research Model and the positive model that will be discussed in this unit. At the end of the unit we will get a fair idea about the action research as a process and the reasons for resistance to change and how to overcome this resistance

2.3 ORGANISATIONAL CHANGE

Change is inevitable for any organisation. Anything new from the old state of things is change. It refers to any alteration that occurs in the overall work environment of the organisation. In this world nothing is permanent except change. It's a continuous process that never ends. Every individual, groups and organisations have to constantly cope with change in order to survive. Organisations must be proactive in bringing about change. Technology, market forces, socio-economic factors etc. keep changing very fast and managers must be able to help their organisations to adapt to these changes. Change is one of the most important aspects of effective management. The successful companies are those whose managers are able to properly anticipate or respond to various forces of change, implement proper strategies for change and overcome resistance to change.

Organisations that do not bring about timely change may perish in the long run. Change will not disappear. Technological and other changes will constantly occur and managers and organisations will have to effectively and efficiently manage this change. Organisations have to change to meet financial crisis, to remove performance gaps in employees, to maintain their

competitive edge, to meet the changing demands in their internal and external environment etc. So, it has become a very important question for organisations on how to manage change in such a fast moving environment where technology, products, markets etc keep changing so frequently.

To manage change effectively, organisations will have to design effective change programs consisting of mainly the following steps:

- creating a readiness for change among the employees and overcoming resistance to change
- gaining commitment of employees towards the new desired future state
- identifying the influential people in the organisation who can help in making the change effort successful
- plan what actions are needed to be taken and divide the responsibilities
- the management must ensure that the momentum for change is maintained by providing adequate resources and support required for the change effort and constantly following up to check that the change program is carried out till completion.

2.4 FORCES OF CHANGE: EXTERNAL AND INTERNAL

An organisation is a system that interacts with the environment and is mainly dependent on it. A change in its external environment makes it necessary for an organisation to incorporate changes in its internal systems and processes. Any factor in the environment that interferes with an organisation's ability to attract the necessary human, financial and material resources, or to produce and market its products and services becomes a force of change. An organisation is affected by two forces of change– external forces and internal forces. It has to change as per the changes in its external and internal forces.

EXTERNAL FORCES OF CHANGE: Some of the external forces of change are given below:

- **Technological Forces:** Technology is a major external force, which calls for change. Technolgical advancement, particularly in communication and computer technology has revolutionised the workplace and helped to create a whole new range of products and services. Recent advances in information technology have helped managers in organisations to arrive at better decisions.
- **Economic Forces:** The uncertainty about future trends in the economy is a major cause of change. For example, fluctuating interest rates, recessions, inflation, etc., have a marked influence on organisations.
- **Government Forces:** Change in government policies also has a direct impact on organisations.
- **Competition:** To counter competition, organisations have to constantly be innovative and creative and come up with new features and products and new strategies to survive and grow. For example, Japanese automakers Toyota and Nissan have set up their manufacturing and assembling operations in south-East Asia where the labour cost is cheaper compared to Japan.
- **Change in Customer Needs and Preferences:** Organisations are constantly forced to bring about changes in their products and services due to change in customer needs and preferences.

INTERNAL FORCES OF CHANGE: Some of the internal forces of change are given below:

- **Technological Change:** Changes that impact the actual process of transforming input into output is referred to as technological change. Examples are changes in equipment, work process, information-processing systems, degree of automation etc.
- **Structural Change:** Organisations make structural changes in the form of downsizing, decentralisation, job-redesign, etc., to reduce costs and increase profitability.
- **Employee related changes:** This change is related to human resources planning and with improving employee competence and performance. Redefining organisational strategy and goals; structural

change like expansion, change in technology etc. have implications for human resource management. For example, introduction of new technology may result in training of the employees, recruitment of employees skilled in new technology, moving an employee to another place if that employee cannot be trained etc.

2.5 STRATEGIES FOR CHANGE

The different strategies to bring about effective change in an organisation mostly the human system are–

1) **Normative-Re-educative Strategy:** The major emphasis of this strategy is that behaviour is influenced largely by social and cultural norms of the group, organisation or the society to which an individual belongs. Successful change can be brought about by changing the norms as it is believed that individuals have pronounced commitments to these norms.
2) **Rational–Empirical Strategy:** This strategy assumes that individuals are basically rational people and change can be brought about by convincing them that it is for their best interest. It involves the use of data and rational persuasion to establish the relation between willingness to change and information available with positive results.
3) **Power-Coercive Strategy:** This strategy involves the use of power which is invested in manager's position, or power springing from the use of resources, to coerce individuals into accepting change.
4) **Action-oriented Strategy:** This strategy basically focuses on use of action information in bringing change in the organisation. It involves development of specific steps necessary to achieve a goal or objective which is also called as action plan.

2.6 THEORIES OF PLANNED CHANGE

The problem with many organisations is that they are unable to effectively manage change. Change is now a way of life; organisations and more importantly their managers, must recognise the need to adopt strategic

approaches when faced with a changing situation. Some of the theories or approaches of change are given below:

1) Lewin's Change Model
2) Action Research Model
3) The Positive Model

Let us now discuss model in the following sub sections:

2.6.1 Lewin's Change Model

Kurt Lewin had given two ideas about change. He developed the Force Field Analysis model to help people understand how the change process works. As per this model at any given point of time, there are two forces in an organisation– one set of forces called the driving force which pushes the organisation towards change and another set of forces called restraining or pull forces which try to maintain the status quo, i.e., the present situation. These restraining forces are called "resistance to change" because they are generally in the form of employee behaviour that block the change process. When both these set of forces are equal, current behaviours are maintained. To change this current state, the driving forces needs to be identified and increased and the restraining forces needs to be minimised. For example, the level of performance of a work group might be stable because the group norms maintaining that level are equal to the supervisor's pressures to increase productivity. So, the group's performance and productivity can be increased by changing the group norms to support higher levels of performance or by increasing the superior's pressure to produce more or increase productivity.

Kurt Lewin had suggested that in order to bring about planned change an organisation should approach change as a multistage process (Lewin, 1951). His model of planned change is made up of three steps-unfreezing, moving/changing and refreezing.

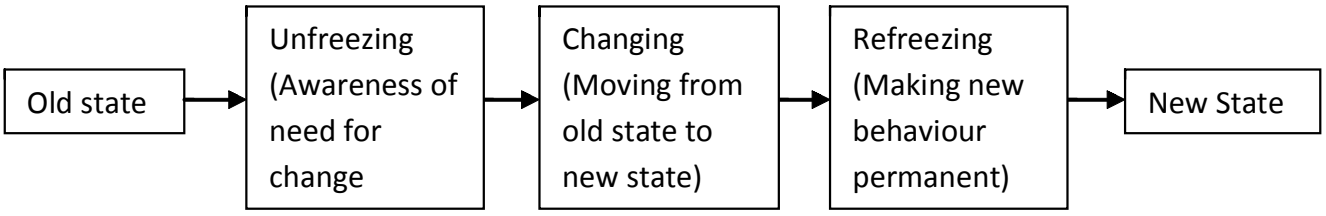


Figure 2.1: Lewin's Model of Planned Change

Unfreezing: It is the process by which people become aware of the need for change. When people are satisfied with present situation or practices and procedures, they may not want to change. So, it's important to make the employees understand why change is needed and what the disadvantages of not changing. When people become dissatisfied with their current situation then only they will be willing to change.

Changing: In this process movement takes place from old state to new state. Here, change is implemented. People start learning new behaviour, processes and ways of thinking. It is a step marked by fear and uncertainity which can be removed through education and support.

Refreezing: It involves making the new behaviour permanent by integrating it into the person's personality and attitude. The changes made in the organisational processes, structure, goals or people are refrozen as new state of things so that people don't revert to their old ways of thinking and doing things. Rewards, acknowledgement of efforts etc. can help in reinforcing new behaviour and making it a permanent part of the organisation.

Lewin's change model is a powerful tool for understanding change situations in an organisation.

2.6.2 Action Research Model

The Action Research model focuses on planned change as a cyclical process involving collaboration between organization members and OD practitioners. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after action is taken.

Action research model is a data based problem solving model that replicates the steps involved in the scientific method of inquiry. It is increasingly used in OD efforts to bring about planned change in organisations. This approach has also increased the degree of member involvement in the change process. Here, both the consultant and organisational members are "colearners" in diagnosing the problems, designing changes and implementing them. Rather than each participant bringing unique information and expertise to the situation, they combine their resources to learn how to change the organisation.

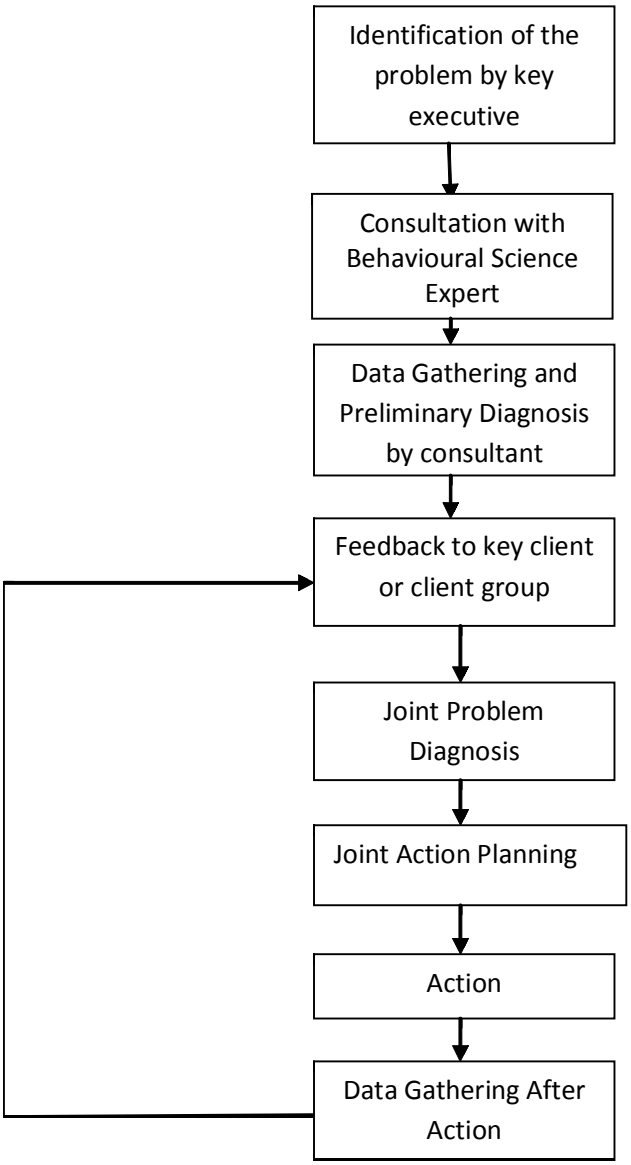


Figure 2.2: Action Research Model

The various cyclical phases or steps of the Action Research model are shown in Figure 2.2. There are eight main steps.

1) **Problem Identification:** This stage usually begins when an executive in the organisation or someone with power and influence senses that the organisation has one or more problems that might be solved with the help of an OD practitioner.
2) **Consultation with a behavioural science expert:** During the initial contact, the OD consultant and the client carefully assess each other. The consultant has his or her own normative, developmental theory and must be conscious of those assumptions and values. Sharing them with the client or the key executive from the beginning establishes an open and collaborative atmosphere.
3) **Data gathering and preliminary diagnosis:** In this step, the OD consultant usually together with organisation members gathers information and analyses it to determine the underlying causes of organizational problems. The four basic methods of gathering data are interviews, process observation, questionnaires and organisational performance data. The most effective diagnosis begins with observation, proceeds to a semi-structured interview and concludes with a questionnaire to measure precisely the problems identified by the earlier steps.
4) **Feedback to the key client or client group:** As action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work-team meeting. This data or feedback helps the group to determine the strengths and weaknesses of the organisation or the unit under study. The consultant provides the client with all useful and relevant data. Obviously, the consultant will protect confidential sources of information and may withhold data if he thinks the information may make the client overly defensive.
5) **Joint diagnosis of the problem:** At this phase, the organisational members discuss with the OD consultant whether they want to

work on identified problems. A close interrelationship exists between the consultant and organisation members during data gathering, feedback and diagnosis because the consultant summarizes the basic data from the client members and presents the data to them for validation and further diagnosis.

6) **Joint action planning:** Next, the OD consultant and the client members jointly agree on further actions to be taken. This is the beginning of the moving process (described in Lewin's change model), as the organisation decides how best to reach their future desired state. At this stage, the specific action to be taken depends on the culture, technology, and environment of the organization; the diagnosis of the problem; and the time factor and expense of the intervention.
7) **Action:** This stage involves the actual change from one organizational state to another. It may include installing new methods and procedures, recognizing structures and work designs, and reinforcing new behaviours. Such actions generally cannot be implemented immediately but require a transition period as the organization moves from the present state to a desired future state.
8) **Data gathering after action:** As action research is a cyclical process, data is also gathered after the action has been taken to measure and determine the effects of the action and to feed the results back to the organisation. This in turn, may lead to rediagnosis and new action.

The action research model will continue to be the dominant methodological basis for planned change in organisations.

2.6.3 The Positive Model

The positive model focuses on what the organization is doing right. It helps members understand their organisation when it is working at its best and builds off those capabilities to achieve even better results. It is different from Lewin's model and the action

research process. These models mainly focus on organization's problems and how they can be solved to make it function better. The positive model is a positive approach to change. It has been applied to planned change mainly through a process called appreciative enquiry in which members of the organisations are asked to share their positive experiences in the organisation, what they value most about themselves, their tasks, and the organisation as a whole, what are the realistic possibilities of making their organisation an even better one? It promotes broad member involvement in creating a shared vision about the organisation's positive potential which acts as the guiding force in bringing about change.

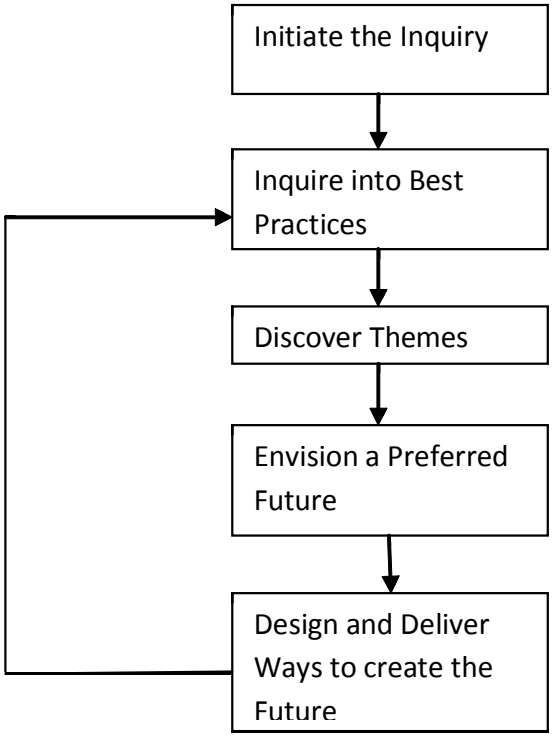


Figure 2.3: The Positive Model

The positive model mainly involves five phases as shown in figure 2.3.

1) **Initiate the inquiry:** This phase determines the subject of change. It emphasizes involvement of employees to identify the organizational issue they have the most energy to address. For example, employees can choose to look for successful male-female collaboration (as opposed to sexual discrimination),

instances of customer satisfaction (as opposed to customer dissatisfaction), particularly effective work teams etc.If the focus of inquiry is real and important for organization members, the change process will take on these positive attributes.

2) **Inquire into best practices:** This phase involves gathering information about the "best of what is" in the organisation. If the topic is organisational innovation then members conduct interviews where they tell each other stories of new ideas that were developed and implemented in the organisation and in which they were personally involved. These stories are pulled together to create a pool of information describing the organisation as an innovative system.
3) **Discover the themes:** In this third phase, members examine the stories, both large and small, to identify a set of themes representing the common dimensions of people's experiences. For example, the stories of innovation may contain some themes about how managers gave the freedom to explore a new idea, the support organisation members received from their co-workers, or how the exposure to customers sparked creative thinking. The themes represent the basis for moving from "what is" to "what could be".
4) **Envision a preferred future**: Here, members examine the identified themes, challenge the status quo, and describe a compelling future. Based on the organization's successful past, members collectively visualize the organization's future and develop possible propositions which can bridge the organisation's current best practices presenting a truly exciting, provocative and possible picture of the future. Based on these possibilities, members identify the stakeholders and important organization processes that must be aligned to support the envisioned future.
5) **Design and deliver ways to create the future:** The final phase involves the design and means of delivery of ways to create the future. It describes the activities and creates the plans necessary

to bring about the vision. It proceeds to action and assessment phases similar to those of action research described previously. Members make changes, assess the results, make necessary adjustments etc and move the organisation towards the vision. The process is continued by renewing the conversations about what is best about the organisation.

2.7 ACTION RESEARCH AS A PROCESS

Action research is described as a process, that is, as an ongoing series of events and actions. It can be defined as a process of systematically collecting research data about an ongoing system relative to some objective, goal or need of the system; feeding this data back to the system; taking actions by changing selected variables within the system based on both the data and the hypotheses; and evaluating the results of action by collecting more data. This definition describes action research as a process which consists of activities or events like first identifying the problems of an organisation by a key executive who then consults behavioural science expert and OD consultant; consultant collects data and feeds it back to the system; joint diagnosis of problem occurs; action planning takes place; again data is gathered to examine the results of the actions taken and so on. Many authors have realised the importance of viewing action research as a process by which practitioners attempt to study their problems scientifically in order to guide, correct and evaluate their decisions.



CHECK YOUR PROGRESS

Q.1: What is organisational change?

.....

.....

.....

.....

Q.2: What is the main concept behind Lewin's change model?

.....

.....

.....

.....

.....

.....

.....

.....

Q.3: Define Action Research.

.....

.....

.....

.....

.....

.....

Q.4: What is the main focus of the Positive Model?

.....

.....

.....

.....

.....

.....

.....

.....

2.8 RESISTANCE TO CHANGE

Change can be successfully implemented in any organisation only when there is lesser resistance to the change. Resistance to change is not desirable as it can hamper or slow down the change process. So, it is very important for organisations to identify the resisting forces and overcoming this resistance. Employees may try to resist change by applying tactics like strikes, slowdowns and complaints which are explicit or through other implicit

forms like errors, absenteeism, decreased loyalty etc Individuals at all levels of an organisation may resist change because of different reasons. Some of the reasons why people an organisations resist change are discussed below:

1) **Lack of proper communication:** Different people will see different meanings in a proposed change. So, if the reasons for change and its benefits are not clearly communicated to employees at all levels, they may not clearly understand and resist the change.
2) **Fear of job security:** One of the major reasons why individuals resist change is that they fear for the security of their job. For example, suppose new technology has been introduced into the company. Individuals who are not expert in the new technology may fear losing their job.
3) **Rapidity and extent of change:** Resistance to change also depends on factors like how rapid or fast a change is introduced. If a change is introduced very abruptly then people may not understand its reasons properly and resist it. Another factor is how big or small a change is. If the change is of a minor nature and involves routine operations, resistance may be minimal. But if the change is a major one and involves large number of employees, there may be greater resistance to the change.
4) **Group norms:** Groups within an organisation develop their own norms to promote desirable behaviours. Most members conform to these norms and any change that disrupts group norms, tasks or role relationship may be resisted by the group though the change may be beneficial for the organisation.
5) **Loss of power:** Downsizing of a department or posting of an executive to a different department where there is a reduction of power base will be resisted by the affected department and individuals.
6) **Habit:** Many people resist change because they are so comfortable with their current situation and habits that they do not want to change their behaviour to a new one.
7) **Technology:** Technological changes are important for the growth of any organisation. If these changes lead to downsizing or displacement of employees, then they will resist such technological change.

8) **Organisational Culture:** Organisation culture, that is, established values, norms and expectations, act to promote predictable ways of thinking and behaving. Organisation members will resist changes that force them to abandon established assumptions and approved way of doing things.

2.9 METHODS TO OVERCOME OR MINIMISE RESISTANCE TO CHANGE

Resistance to change is not desirable by any organisation. It is important to overcome or minimise resistance through various methods. Some of the methods of overcoming or minimising resistance to change are discussed below:

1) **Education and communication:** It is very important to educate the people about why change is necessary and its benefits for management as well as workers. There is a general impression that only the organisation and management benefits because of change at the cost of the workers. This wrong impression must be removed by proper two-way communication else the negative attitude will continue and change cannot be properly implemented.
2) **Participation and Involvement:** Participation and involvement are the most powerful tools which management can use to gain acceptance of change. This is because people never destroy what they have themselves created. If employees are involved and allowed to participate in the change process from the beginning itself, then they will feel motivated, better understand the change process and eagerly help in making the change successful.
3) **Facilitation and Support:** Another method to overcome resistance to change is to encourage, support, train, counsel and provide the required resources to help those who are affected by change to adapt to new requirements. People may fear change and managers should try to understand their fear and anxiety and try to remove their fears.
4) **Persuasion, Rewards and Bargaining:** Another tactic of reducing resistance to change is to persuade them through rewards or incentives.

Rewards can be monetary or non-monetary. Monetary rewards may be like a better pension scheme, a sickness protection insurance scheme etc. Non-monetary rewards may be a more impressive job title, certificates of recognition etc. Bargaining can be also used to minimise resistance to change. In bargaining both management and those affected by change try to reach to a compromise where they agree to each other's demands in exchange for something.

5) **Coercion and Threats:** Sometimes managers use coercion and threats of negative consequences to force acceptance of the proposed change. For example, managers may threaten the employees with disciplinary actions if they do not comply with change. But this method may not always work and generally should not be used by managers as the first method of minimising resistance to change.

6) **Security and Guarantees:** Another method of making people accept change is to minimise feelings of insecurity and fears of becoming useless for the job. The employees should be assured of a guaranteed and continued income even if they are sent to a different job or place within the company and they should be trained continuously so that there is no fear in their mind about their inability to perform adequately in a new situation.

Managers can minimise resistance to change by applying the methods described. It is very important to first identify the causes for resistance and then apply the proper technique as per the demand of the situation to overcome this resistance.



CHECK YOUR PROGRESS

Q.5: Why do people in organisations resist change?

.....

.....

.....

.....

.....

Q.6: Explain how we can overcome or minimise resistance to change.

.....

.....

.....

.....

.....



2.10 LET US SUM UP

Change is a continuous process and it is important for any organisation. Every individual, groups and organisations have to constantly cope with change in order to survive. It's important for managers to design effective change manage programs. Change in an organisation is guided by two forces- external force and internal force. A change in the external environment forces an organisation to bring about internal changes within the organisation. For implementing effective change programs organisations will have to respond to change through better designed strategies.

It's important for managers to have an understanding of the various approaches of planned change. Three important approaches are–

a) Kurt Lewin's Change Model states that it's important to understand the driving and restraining forces of change within an organisation in order to help it to move from its current situation to a future new state. It suggests that change process consists of three steps - unfreezing, moving and refreezing.

b) Another model is the Action Research model which focuses on planned change as a cyclical process involving collaboration between organization members and OD practitioners. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after action is taken.

c) The third model of planned change is the Positive Model which focuses on what is right or good about the organisation .It promotes

broad member involvement in creating a shared vision about the organisation's positive potential which acts as the guiding force in bringing about change.

People within an organisation may resist change because of fear of the unknown and other reasons. Resistance to change may be detrimental for the change process. Its important for organisations to identify the reasons for resistance and use effective methods to overcome or minimise the resistance. The methods may be like involvement and participation of employees, educating and training the people, bargaining and so on.



2.11 FURTHER READING

1) Burke, W. W. (2002). *Organizational Change: Theory and Practice*. London: Sage Publishers.
2) French, W., Bell, H. C. and Vohra, V. (2013). *Organisation Development*. India: Pearson Education.
3) Harvey, R. T., and Broyles, A. E. (2010). *Resistance to Change: A Guide to Harnessing Its Positive Power*. New York: R & L Publications.
4) Kondalkar, V. G. (2013). *Organization Effectiveness and Change Management*. New Delhi: PHI Learning Pvt Ltd.
5) Singh, K., (2010). *Organisation Change and Development*. New Delhi: Excel Books.



2.12 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Anything new from the old state of things is change. Organisational change refers to any alteration that occurs in the overall work environment of the organisation. This change may be in the form of new technology, process, structure etc

Ans. to Q. No. 2: The main concept behind Lewin's change model is that at any given point of time, there are two forces in an organisation–

one set of forces called the driving force which pushes the organisation towards change and another set of forces called restraining or pull forces which try to maintain the status quo i.e. the present situation. To bring effective change the driving forces needs to be changed and he had suggested that to change an organisation needs to undergo three stages– unfreezing, moving and refreezing.

Ans. to Q. No. 3: Action research model is a data based problem solving model that replicates the steps involved in the scientific method of inquiry. In Action Research, the OD consultant, behavioural science experts and organisational members are together involved in diagnosing the problems, discussion, action planning, designing changes and implementing them and again data is collected to analyse the effects of the action.

Ans. to Q. No. 4: The positive model focuses on what the organization is doing right. It helps members understand their organisation when it is working at its best and builds off those capabilities to achieve even better results. The positive model is a positive approach to change. It has been applied to planned change mainly through a process called appreciative enquiry in which members of the organisations are asked to share their positive experiences in the organisation, what they value most about themselves, their tasks, and the organisation as a whole, what are the realistic possibilities of making their organisation an even better one

Ans. to Q. No. 5: People in organisation resist because of reasons like fear of the unknown new situation, fear of losing their job, fear of being transferred to a position where their power and status will go down, not clearly understanding the benefits of change, group norms which prevent them from accepting the change and organisational culture which do not encourage new ways of thinking and behaving.

Ans. to Q. No. 6: Resistance to change can be minimised through measures like active involvement and participation of employees from the very beginning of the change process, educating and training people about the benefits of change, persuasion, rewards

and bargaining, coercion, securities and guarantees and helping and supporting them to overcome their fears and concerns regarding change.



2.13 MODEL QUESTIONS

Q.1: What is organisational Change? Why is change important for any organisation?

Q.2: Explain the external and internal forces of change.

Q.3: Discuss a few strategies for change.

Q.4: Discuss Lewin's change model with suitable examples in organisational context.

Q.5: Why is action research described as a cyclical process of systematic scientific inquiry? Discuss the steps in this process to bring about effective changes in organisations.

Q.6: Explain the positive model of change. How is it different from Lewin's change model and action research model?

Q.7: Why do people resist change in organisations? How can this resistance be minimised?

*** ***** ***

UNIT 3: ROLE OF OD PRACTITIONER

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 OD Practitioner

3.4 Role of OD Professional in Organisations

3.5 Competencies Required for an OD Professional

3.6 Scope of the Role of an OD Professional

3.7 Let Us Sum Up

3.8 Further Reading

3.9 Answers to Check Your Progress

3.10 Model Questions

3.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- identify who is an OD Practitioner
- discuss role of an OD Professional in organisations
- describe the competencies and skills required for an OD Professional
- explain scope of the role of an OD Professional.

3.2 INTRODUCTION

In this unit, we are going to discuss about OD Practitioner, the role of an OD Professional in organisations. Organizational Development Practitioners are people who are entrusted with the job to carry out the planned change process in the organization. These are the people with the ultimate responsibility to development and create organizational wide effectiveness through challenging and changing its current practices. OD Practitioner normally refers to people who do Organizational Development. We will also discuss the competencies and skills required for an OD Professional and the scope of the role of an OD Professional.

3.3 OD PRACTITIONER

An OD Practitioner is specifically a person who specializes in OD as a profession. He is also known as an OD consultant or a change agent as he tries to bring about change into an organisation. OD practitioners may be internal or external consultants who offer professional services to organisations, including their top managers, functional department heads and staff groups. They share a common set of humanistic values promoting open communications, employee involvement and personal growth and development. They are skilled and experienced in the social processes of organisations like decision making, communications etc. They have expanded their skill sets to include more concern for organizational effectiveness and greater attention to the technical, structural and strategic parts of organizations. They help organisations to cope with the pressures of change.

Another set of people to whom the term OD practitioner applies are those specializing in the fields related to OD like human resource management, organisation design, quality control, information technology and business strategy. A growing number of professionals in these related fields are gaining experience and competence in OD, mainly through working with OD professionals on large-scale projects and through attending OD training sessions. They are OD practitioners in the sense that they apply their special competence within an OD-like process, typically by engaging OD professionals and managers to design and implement change programs.

As per studies conducted, another set of people to whom the term OD practitioner applies are the increasing number of managers and administrators who have gained competence in OD and who apply it to their own work areas. Managers are trying to gain competence in OD through interaction with OD professionals in actual change programs and by attending formal OD training programs. The rapid changes taking place in today's competitive world has made it a necessity for managers to possess OD skills.

There are two types of OD practitioners or consultants– internal and external.

A) Internal Practitioner: Internal consultants belong to the organization and may be a line manager or from the HR department. There are certain advantages and disadvantages of internal practitioners which are mentioned below:

Advantages:

1) As they are already working in the organization they have easy access to information.
2) They are familiar with the organization culture and norms.
3) They have personal interest in making the organization successful.
4) They are less costly compared to external consultants.
5) They know the power structure in the organization.

Disadvantages:

1) The internal consultant may not be objective in his views as he is himself a part of the organization.
2) They may lack the necessary expertise to solve the particular problem faced by the organization.
3) They may not possess the necessary power and authority.
4) People in power may try to use them for their own advantage.

B) External Practitioner: They are hired from outside to help and organization to change and become more effective. External consultants or practitioners have some advantages and disadvantages which are as follows–

Advantages:

1) They are more formal in their approach and specialized in their area and carry the rich experience of working with different organizations.
2) They are more objective in their viewpoint as they are not a part of the organization.
3) They cannot be easily influenced by the power structure in the organization.
4) They have greater freedom of operation and tend to have a more independent attitude about risk-taking and confrontations with the organization.

Disadvantages:

1) They are unfamiliar with the organizational system.
2) They are unfamiliar with the culture, communication systems, formal or informal systems of the organization and may take more time in getting relevant information.
3) Organization members may not accept them easily as they are from outside.
4) Hiring an external consultant may involve more cost.



CHECK YOUR PROGRESS

Q.1: Who is an OD practitioner?

.....

.....

.....

.....

.....

Q.2: How many types of OD practitioners are there?

.....

.....

3.4 ROLE OF OD PROFESSIONAL IN ORGANISATIONS

An OD professional helps an organisation to bring about effective change by using various OD methods and techniques. OD professionals have roles that are either internal or external to the organization. Internal consultants are members of the organization and may be located in the human resources department or report directly to a line manager. They may perform the OD role exclusively, or may combine it with other tasks like compensation practices, training or labour welfare. For example, firms like Disney, Microsoft, Boeing, Procter and Gamble etc. have their own specialized internal OD consulting groups who serve both line and staff departments within the organisation.

External consultants are not members of the client organisation; they generally work for a consulting firm or themselves. Organizations hire external consultants to provide a particular expertise that is unavailable internally, to bring a different more objective viewpoint into the organization development process.

The OD practitioner's role can also be examined in terms of its marginality in organizations and in terms of the emotional demands made on the practitioner.

The role of internal and external consultant at various stages of the OD process is explained below:

1) **Entry and Contracting:** This is the initial phase where it is easier for an internal OD professional as he has ready access to clients and information, can understand easily the underlying problems. So, he is time efficient.

   An external OD professional needs more time to learn about the company and build up new relationships but has the advantage of selecting clients who can help him in his project and not engaging with clients who do not align well with his value system.

2) **Diagnosis:** In this phase an OD professional or consultant tries to diagnose the problem faced by the organisation. Here, the internal consultant has more ready access to data and people and is more likely to understand any hidden meaning behind the data. But it may be difficult for him to objectively view the data as he himself is a part of the organization.

   For an external consultant, problem diagnosis may be more difficult but he will be more objective in his viewpoint and may enjoy more authority as he may be seen as an expert from outside. And also members of the organisation may feel more secure in revealing confidential information to an outside expert rather than an internal person.

3) **Designing and Implementing Interventions:** This is the phase where interventions need to be designed and implemented to solve the specific organizational problem. Here both the consultants have

to depend upon free and informed choice and commitment from organizational members to bring about change. In a hierarchical organization, if the internal consultant is a member of senior management, then he may find it difficult to differentiate between real commitments and lip service to management.

4) **Evaluating:** At this stage, evaluation of the OD process takes place. It may be easier for the internal consultant as he will be there in the organisation to constantly monitor or evaluate and make necessary adjustments to make the change a permanent part of the organisation. An external consultant has a limited period within the organisation and may not be there to see long term results.

A better approach by organisations would be to combine both external and internal consultant to make an OD effort successful.

Concept of Marginal Roles: The OD professional's role is by definition marginal. A marginal person is one who successfully connects the boundaries between two or more groups with different goals, value systems and behavioural patterns. The OD professional plays a marginal role by bringing opposite viewpoints of different groups together, helping two or more groups to confront each other with their problems and solve their problems, increases co-ordination and integration between groups.

Emotional Demands on the OD Professional: The OD professional is in an emotionally demanding role. Change is by nature stressful and the OD professional becomes the main point for change. He must understand emotions well to help the members of the organization to overcome their fear and anxiety related to change and ambiguity at each stage of planned change. Any change process must address difficult issues related to change like fear of the unknown, anxiety and anger. The OD professional should be emotionally intelligent enough to provide psychological support, handle conflict situations and overcome resistance to change.

Use of Knowledge and Experience: Traditionally, the OD professional's role in a change process was to work with organisation members to find out their problems, to help them to identify their strengths and weaknesses and to help them to solve their problems by themselves

by acting as their guide. Their approach was more client-centred i.e. they used more the client's knowledge and experience. But today the role of OD professional has shifted from being client-centred to consultant-centred i.e. he takes the role of an expert where he proposes certain changes based on his knowledge and experience and plans with organisational members on how to implement the changes.

Hence, it can be concluded that an OD professional's role is not an easy one and it may keep changing at different phases of the change process. He needs to play the role of a fact-finder, trainer, psychologist, problem-solver mentor, influencer and a motivator. He has to possess various skills to perform these roles effectively and to improve the effectiveness of the organisation.

3.5 COMPETENCIES REQUIRED FOR AN OD PROFESSIONAL

An OD professional needs to possess certain competencies or skills to help an organization bring about effective change. Some of these competencies or skills are discussed below:

1) **Diagnostic Ability:** An OD professional should be able to find out the exact problem faced by the organisation and its root cause for which he should be an expert in fact finding. This competency is very important because a wrong identification of problem will give a complete wrong direction to the change process. He should know how to involve organizational members in diagnosis.
2) **Intrapersonal Skills:** An OD professional must know his own values, feelings and purposes as well as the integrity to behave responsibly in a helping relationship with others. He must have active learning skills and a reasonable balance between his rational and emotional sides.
3) **Interpersonal Skill:** An OD professional must be able to create and maintain effective relationship with individuals and groups within the organization and help them to gain the competence needed to solve their own problems. He must be able to establish trust and rapport

with organization members so that they feel confident in sharing detailed information with him and work together effectively.

4) **Participation Skills:** An effective OD practitioner must be able to help the organization in redesigning and implementing the change plan which should be clear and simple, based on data also should be result-oriented and measurable.
5) **Contracting Skill:** An OD practitioner must have the ability to establish proper contract or agreement with the client organization where the various resources needed and utilised for the change process and the role of the consultant and client are clearly mentioned. This helps in building up realistic expectations and identifying the important factors which will lead to the success of the OD interventions.
6) **Empathy:** It is an important skill for an OD professional. He must be able to understand the fears, concerns and emotions of organisational members and empathize with them.
7) **Knowledge of Organization Development Theories:** It is very important for an OD practitioner to have a thorough knowledge of OD techniques and the various theories and models of planned change. He has to know what type of intervention will be applicable in which type of situation. He must be also clear about his role, position and responsibilities in the client organization.
8) **Mentoring and Coaching:** This skill is needed by an OD professional to effectively guide and provide feedback to others so that they can enhance their knowledge and skills required to solve a problem or achieve a task.
9) **Managing Conflict:** He should be an expert in conflict resolution and effectively deal with conflict between two individuals or between groups.
10) **Developing Client Capability:** The OD professional should have the ability to carry out the change process in such a way that the client organisation is better able to plan and implement a successful change process in the future on their own using methods of planned change.

11) **Evaluation Skill:** The OD professional should be able to evaluate the effects of a change process and apply control techniques if any deviations have occurred from the original plan.

3.6 SCOPE OF THE ROLE OF AN OD PROFESSIONAL

Organisation Development is an emerging practice and still developing the characteristics of an established profession. There is wide scope for an OD professional because change is something which will always occur in organisations and they will need OD experts or professionals to help them manage this change. An individual may be an internal OD consultant or an external consultant.

Career choices widen when people obtain training and experience in OD. Those people who undergo the basic training in OD generally become internal consultants and take on OD role as temporary assignments in order to gain higher managerial positions. Other people who take higher degrees in OD generally become external consultants opening their own firms or join a university as a faculty and do part-time consulting or join a firm as a high-level internal consultant. External consultants generally are older, have more managerial experience and spend more time in OD than internal practitioners.



CHECK YOUR PROGRESS

Q.3: What is the role of an OD practitioner in organizations?

.....

.....

.....

Q.4: What are the competencies required for an OD professional.

.....

.....

.....

.....

.....

Q.5: What is the scope of the role of an OD professional?

.....

.....

.....

.....



3.7 LET US SUM UP

In this unit, it has been tried to understand who is an OD practitioner. The term OD practitioner applies to individuals specializing in OD as a profession, people from related fields who have gained some competence in OD, and managers having the OD skills necessary to change and develop their department. OD practitioners may be of two types- internal and external. Both the types have their advantages and disadvantages. The OD professional's role has been explained through internal and external consultants, marginal role and emotional demands on him.The competencies required for an OD professional are diagnostic ability, interpersonal skills, intrapersonal skills, empathy, participation skills etc. There is a wide scope for an OD professional in today's world which constantly keeps changing.



3.8 FURTHER READING

1) Cummings, T. and Worley, C. (2015). *Organization Development and Change*. Delhi: Cengage Learnin.
2) French, W., Bell, H. C. and Vohra, V. (2013). *Organisation Development*. India: Pearson Education.
3) Kanter, R. M. (1993). *The Change Masters: Corporate Entrepreneurs at Work*. New York: Thomson.
4) Singh, K. (2010). *Organisation Change and Development*. New Delhi: Excel Books.



3.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: An OD practitioner helps an organisation to bring about effective change by using various OD methods and techniques. He is specifically a person who specializes in OD as a profession. He is also known as an OD consultant or a change agent as he tries to bring about change into an organisation.

Ans. to Q. No. 2: There are two types of OD practitioners. They are internal practitioners and external practitioners.

Ans. to Q. No. 3: An OD professional needs various competencies and skills like diagnostic skill, intrapersonal skill, interpersonal skill, participation skill, contracting skill, knowledge of OD theories, empathy, ability to develop client's capability to solve their own problems in future and evaluation skill

Ans. to Q. No. 4: OD professional's role may be that of an internal consultant or an external consultant in an organization. He also has an emotionally demanding role as he has to understand the emotions of people affected by change. Today the role of OD professional has also shifted from being client-centred to consultant-centred i.e. he takes the role of an expert where he proposes certain changes based on his knowledge and experience and plans with organisational members on how to implement the changes.

Ans. to Q. No. 5: The OD practitioner's role has a wide scope as change is something which will constantly take place and organizations will be requiring the help of these practitioners to help them to cope with these changes and improve organizational effectiveness.



3.10 MODEL QUESTIONS

Q.1: Who is an OD practitioner? Why is an OD practitioner so important for organizations?

Q.2: In your opinion who is better– an internal or external OD practitioner? Discuss their advantages and disadvantages.

Q.3: Explain the role of OD professionals in organizations.

Q.4: Discuss the skills and competencies required by an OD practitioner.

Q.5: What is the scope of the role of an OD professional?

*** ***** ***

UNIT 4: PROCESS OF OD

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Process of OD

4.4 Components of OD Program

4.5 Phases of an OD program

4.6 Let Us Sum Up

4.7 Further Reading

4.8 Answers to Check Your Progress

4.9 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- discuss the process of OD
- outline the various components of an OD program
- discuss the phases of an OD program, i.e., making an entry, developing a contract, launch, evaluation and closure.

4.2 INTRODUCTION

In this unit we are going to discuss about the OD process. The OD Process is based on the action research model which begins with an identified problem or need for change. The process proceeds through assessment, planning of an intervention, implementing the intervention, gathering data to evaluate the intervention, and determining if satisfactory progress has been made or if there is need for further intervention. The process is cyclical and ends when the desired developmental result is obtained.

At the end of the unit we will discuss the various components of an OD program, discuss the phases of an OD program i.e. making an entry, developing a contract, launch, evaluation and closure.

4.3 PROCESS OF OD

OD is a process of continuous diagnosis, action planning, implementation and evaluation with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change. The process of OD is complex and long-term. It may take a year or more to design, execute and obtain the end results of an OD process as it aims to move an organization from its present position to a future better position.

An OD process starts with entering and contracting followed by diagnosing, planning and implementing changes, and evaluating and institutionalizing them. It generally starts when one or more managers realises that the organization is facing some problem or needs to be developed. The organization could be facing problems like poor product quality, high rate of absenteeism or employee turnover or dysfunctional conflicts among departments.

4.4 COMPONENTS OF OD PROGRAM

An OD program has three basic components which are **diagnosis, action and program management.** The diagnostic component involves continuous data collection about the total organization, its subunits, processes and culture. The action component consists of all activities and interventions designed to improve the organization's functioning. The program management component consists all activities designed to ensure success of the OD program.

The first step is to diagnose the present state of the organization focusing on its major issues. The diagnosis identifies the strengths, opportunities and problem areas of the organization. It tries to find out whether there is a difference between the future desired vision and the present situation. The second step is action planning where action plans are developed to correct problems and seize opportunities. These action plans are called OD interventions which are specifically designed and tailored to address issues related to individual, group, intergroup and organizational

levels as well as issues related to selected processes. During the entire OD process, the third component i.e. program management ensures that the program is supported by organizational members, it is relevant to the organization's priorities and that it is making visible progress in the right direction. Managing the OD program is a continuous activity.

A) DIAGNOSIS: OD is a data based activity. One of its characteristics is the reliance on valid information about current problems and possible opportunities for improvement. Thus, and OD program starts with diagnosis and employs data collection and data analyzing throughout. The first step in diagnosis is the preliminary identification of possible problem areas. The second step involves gathering data based on preliminary problem identification. These data are then categorized, analyzed and presented to the client in a feedback session.

In an OD program, although the results of diagnostic activities are important, how the information is collected and what is done with the information is also important. The OD practitioner and the organization members actively collaborate about such issues as what target group to diagnose, how to best accomplish the diagnosis, which process to analyze, what to do with the information and how to use the information to help in action planning. Usually the data is collected through a variety of methods– interview, observations, questionnaires and organizational records which are already available.

The different types of data collection methods are discussed below:

a) Organization records or available information: In organizations usually there exists a large amount of data already collected by others which can be a good starting point in a diagnostic effort. Analysis of health information of employees, rate of absenteeism, turnover rate, unpublished reports etc. can provide a lot of information. It allows for the examination of trends over a period of time. This method is inexpensive but it may be difficult to access the records required and the data may be incomplete.

b) **Observation:** It's a method that involves selecting, observing and recording behaviour and characteristics of the people working in the organisation. The OD practitioner can observe the communication patterns, goal-setting meetings, problem-solving meetings at various organizational levels etc which helps them to gather data regarding these processes. This method provides more detailed and accurate information on behaviour of people than interviews or questionnaires but its time consuming and observer's bias may occur.

c) **Interview:** It's a data collection method that involves oral questioning of respondents either individually or as a group. Interviews are useful for getting detailed information regarding organization culture, attitudes and feelings, source of conflict, problems between superiors and sub-ordinates, communication patterns etc. This method results in higher response rate and permits clarification of information but the presence of the interviewer may influence the response of the people.

d) **Questionnaires:** A questionnaire is a data collection method in which written questions are presented that is to be answered by the respondents in written form. It is useful in collecting data in large organizations. It is less expensive and allows anonymity and results in honest responses and eliminates bias but there is often low rate of response and questions may be misunderstood.

Diagnostic Model: Weisbord's Model for Organizational Diagnosis: A six-box model given by Marvin Weisbord is a useful diagnostic tool widely used by OD practitioners. This model tells practitioners where to look and what to look for in diagnosing organizational problems. (Figure 4.1)

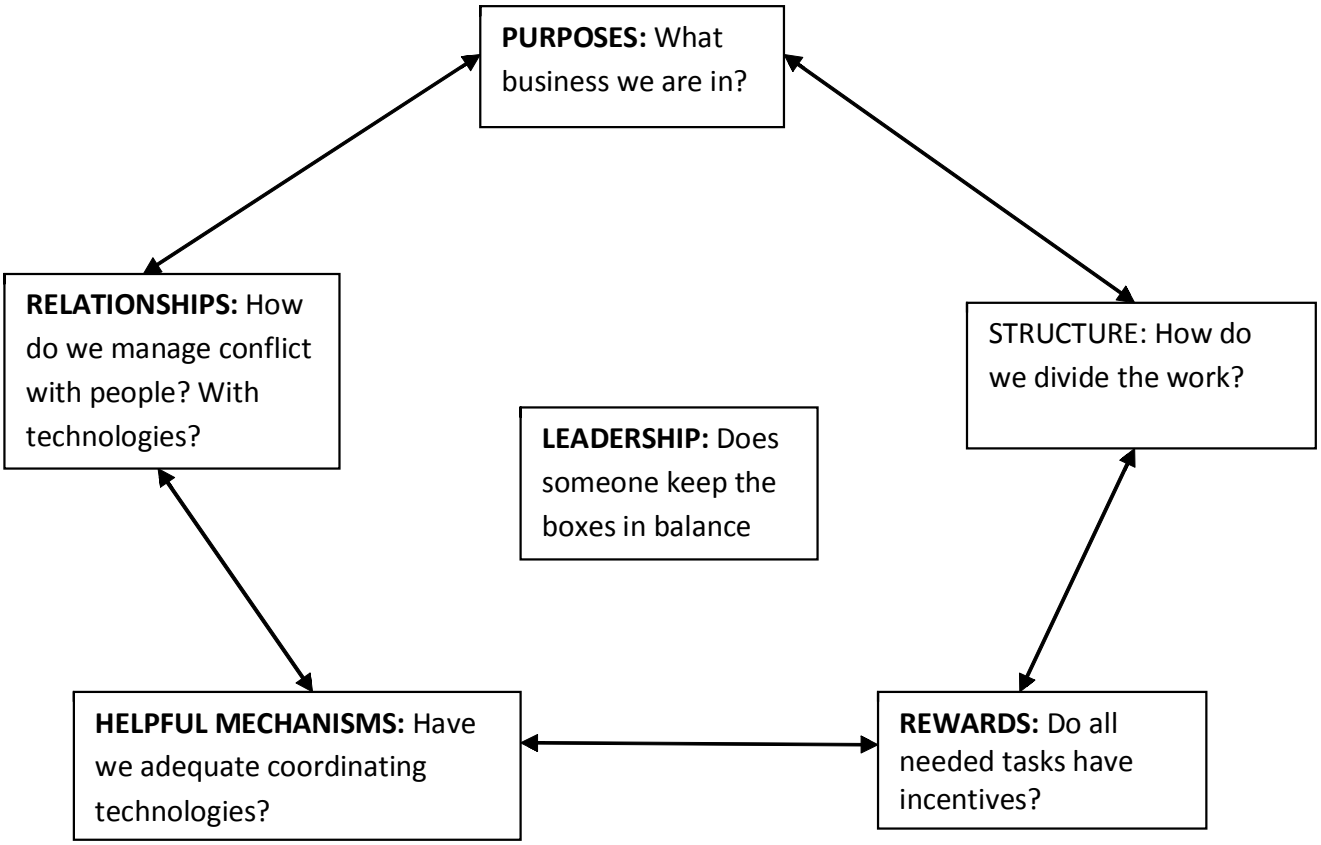


Figure 4.1 The Six-Box Organizational Model

As shown in Figure 4.1, Weisbord identified six critical areas– purposes, structure, rewards, helpful mechanisms, relationships and leadership where things must go right if the organization is to be successful. OD practitioners use this model as a map systematically examining the processes and activities of each box, looking for signs of trouble.

According to Weisbord, the practitioner must diagnose the organization in terms of both the formal and informal aspects of each box. The formal system defines the official way things are supposed to happen; the informal system is the way things really happen. The six boxes are discussed below:

- **Purpose:** It defines the goal of the organization. Are the goals well formed and do the people understand and support the organizational goals.
- **Structure:** The structure should fit the goal; it is important to see how the work is divided and actually done.

- **Relationships:** It's important to see the types of work relationships between peers, superiors and sub ordinates, between units doing different tasks, between people and their technologies and how conflicts are managed.
- **Rewards:** It's important to diagnose whether all needed tasks have incentives.
- **Leadership:** Leadership can make the difference between a successful and an unsuccessful organization. It's the leaders who can keep the other boxes in balance.
- **Helpful Mechanisms:** It refers to the mechanisms used by the organization to help its members successfully achieve their work and fulfil organizational goals. It needs to be checked whether these mechanisms help or hinder the achievement of organizational objectives.

B) THE ACTION COMPONENT: OD INTERVENTIONS: The action component consists of OD interventions which are actions taken to produce desired changes. The term OD intervention refers to the range of planned programmatic activities in which clients and consultants participate during the course of an OD program. They are a set of structured activities in which selected organizational units engage in a sequence of tasks that will lead to organizational improvement. The range of OD interventions is quite extensive.

C) THE PROGRAM MANAGEMENT COMPONENT: The program management component is the most important component because managing the whole OD program effectively means the difference between success and failure of the program. OD practitioners apply behavioural science practices and principles to manage the OD programs. An OD program consists of different phases and an important part of managing an OD program is proper execution of each of the phases.



CHECK YOUR PROGRESS

Q.1: What are the basic components of an OD program?

.....

.....

.....

.....

.....

.....

Q.2: What are the different types of data collection tools or methods?

.....

.....

.....

.....

Q.3: What are the six critical areas to be checked by an OD practitioner as per Marvin Weisbord's diagnostic model?

.....

.....

.....

.....

4.5 PHASES OF AN OD PROGRAM

An OD program consists of different phases which are as follows:

1) **Making an entry or Entering into an OD Relationship:** An OD program generally starts when a member of an organization or unit contact an OD practitioner about potential help in resolving an organizational problem. The organizational members may be the CEO, a manager or a staff specialist and the practitioner may be an OD professional from inside or outside the organization. This phase can be divided into three sets of activities–

a) **Clarifying the Organizational Issue:** When seeking help from OD practitioners, organizations generally start with presenting the problem– the issue which has caused them to consider an OD process. The issue may be decreased market share, increased absenteeism or how to prepare the organization for rapid changes. In order to help the organization to address these issues, the OD practitioner may need to collect preliminary data about the organization to enable the two parties to decide whether they should proceed to develop a contract to work together.

b) **Determining the Relevant Client:** A second activity in entering an OD relationship is defining the relevant client for addressing the organizational issue. Generally, the relevant client includes those organization members who can directly impact the change issue and with whom the OD consultant needs to work actively to solve the problem. If these members are not identified correctly and included in the entering and contracting process, they may withhold their their support for and commitment to the OD process.

c) **Selecting an OD Practitioner:** The last activity in entering an OD relationship is selecting an OD practitioner who has the expertise and experience to work with members on the organizational issue. The organization needs to decide whether to go for an inside or outside OD practitioner.

2) **Contracting or Developing a Contract:** The activities of making an entry or entering into an OD relationship is followed by development of a contract between the OD practitioner and the client or relevant organizational members.

A contract generally consists of the following–

- a general agreement describing the work to be carried out keeping open as many options as possible for future changes
- a mutual commitment by consultant and client to work towards betterment of the organization
- the conditions which are necessary to begin a successful collaboration, particularly in terms of mutual roles and responsibilities.

Contracting clarifies how the OD process will proceed. It establishes the expectations of the parties from the OD process, the time and resources required and the basic rules to be followed by the parties like issues related to confidentiality, how to terminate the relationship or whether the practitioner is supposed to act like an expert and make recommendations or help the managers make decisions.

In case of an internal practitioner, entering and contracting is relatively easy and informal. For example, if the manager of a work team acts the OD practitioner then contracting generally involves the manager and the group members meeting to discuss what issues to work on and how to achieve that together. But when external practitioners are used then entering and contracting may be more complex and formal. So, a clear agreement or contract is necessary to carry out the OD process successfully.

3) **Launch:** This phase refers to the start of the OD process which includes the following activities:
   a) **Diagnosing:** It is the process of understanding the organization's current functioning by collecting detailed information about existing operations as well as analyzing those data and drawing conclusions about the reason for current performance and the potential for change and improvement.
   b) **Collecting Data:** The diagnostic data can be collected through questionnaires, interviews, observations or by checking past records.
   c) **Analysis of the data:** In this step, the data gathered is organized and examined to understand the underlying causes of the organizational problem and to identify areas for future development.
   d) **Feeding Back Data:** It is the most important step in the diagnostic process which involves feeding back the information or data to the client organization. Although the data may have been collected with the client's help, the OD practitioner organizes and presents

them to the client. Properly analyzed and meaningful data can have an impact on organizational change only if the organizational members can use the information to draw proper action plans.

e) **Designing and Implementing Interventions:** After receiving the data, discussion on the data occurs and action planning is done which involves designing suitable OD interventions which will help to solve the specific organizational problem. Careful attention is required in designing and implementing an intervention as its success will depend upon the extent to which it fits the needs of the organization. It mostly depends upon the skills of the OD practitioner.

4) **Situational Evaluation:** It involves evaluating the situation which represents the assessing effects of the OD plans and program. This phase is concerned with providing feedback to practitioners and organizational members about the progress and impact of the OD interventions and program. It helps to find out whether the change program has been successful in achieving the desired results or if there is need for further diagnosis and modification of the change program. It is an important phase because based on it managers will take decisions about the OD program, such as whether to continue to support the change program or to modify it or to terminate the program.

Situational evaluation helps in identifying how much effectively the resources of the organisation have been used in achieving organizational goals. It helps to find out if there is need for new OD activities or if there is need for change in the existing OD activities.

5) **Closure:** This is the last phase of an OD program which signifies the end of an OD program after it is decided that the program has been effective and institionalized. Institutionalization of a change means that it has become a normal part of the organization's functioning. For example, if the organization was facing the problem of absenteeism and employees have become regular now after the change effort then it should continue become a permanent part of their work life. This phase may also involve terminating the relationship with the OD practitioner if he is an external agent.



CHECK YOUR PROGRESS

Q.4: What are the different phases of an OD program?

.....

.....

.....

Q.5: What do you understand by institutionalising a change?

.....

.....



4.6 LET US SUM UP

In this unit, the change process and the components of an OD program has been discussed. The process of OD is complex and long-term. It may take a year or more to design, execute and obtain the end results of an OD process as it aims to move an organization from its present position to a future better position.

There are three basic components of an OD program– diagnostic component, action management component and the program management component. The diagnostic component identifies the strengths, opportunities and problem areas of the organization. The action planning component is the one where action plans are developed to correct problems and seize opportunities. These action plans are called OD interventions. The third component, i.e., program management ensures that the OD program is successfully carried out from the beginning till the end.

Thirdly, the phases of an OD program i.e from entering and contracting till the last phase closure and institutionalization has been discussed. An OD program starts with entering of OD practitioner and client organization into an OD relationship followed by contracting, launch, situational evaluation and closure. OD efforts are institutionalized when the change program persists and becomes a part of the organization's normal functioning.



4.7 FURTHER READING

1) Anderson, L. D. (2016). *Organization Development: The Process of Leading Organizational Change*. London: Sage Publications.
2) Cummings, T. and Worley, C. (2015). Organization Development and Change. Delhi: Cengage Learning.
3) French, W., Bell, H. C. and Vohra V. (2013). Organisation Development. India: Pearson Education.



4.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: An OD program has three basic components which are diagnosis, action and program management**.** The diagnostic component involves continuous data collection about the total organization, its subunits, processes and culture. The action component consists of all activities and interventions designed to improve the organization's functioning. The program management component consists of all activities designed to ensure success of the OD program.

Ans. to Q. No. 2: The different types of data collection methods or tools are analysing past records which are already available, observation method, interviews and questionnaire method. All these methods are applicable in different situations and have their advantages and disadvantages.

Ans. to Q. No. 3: The six critical areas of an organization to be checked by an OD practitioner as per Marvin Weisbord's diagnostic model are purposes, structure, rewards, helpful mechanisms, relationships and leadership where things must go right if the organization is to be successful.

Ans. to Q. No. 4: The different phases of an OD program involves making an entry, developing a contract, launch, situational evaluation and closure of the OD program which is the last phase.

Ans. to Q. No. 5: Institutionalising a change means making that particular change a normal or permanent part of the organization's functioning.



4.9 MODEL QUESTIONS

Q.1: Discuss in details the various phases of an OD program.

Q.2: Explain the various methods used to obtain diagnostic information. Discuss a few advantages and disadvantages of these methods.

Q.3: Discuss the components of an OD program.

Q.4: How can an OD practitioner diagnose the problems of an organization with the help of Marvin Weisbord's diagnostic model?

*** ***** ***

UNIT 5: DESIGNING INTERVENTIONS

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 OD Interventions

5.4 Characteristics of OD Interventions

5.5 Levels of Diagnosis in Organizations

5.5.1 Organization-Level Diagnosis

5.5.2 Group-Level Diagnosis

5.5.3 Individual-Level Diagnosis

5.6 OD Map

5.7 Factors Affecting Success of Interventions in Organizations

5.8 Let Us Sum Up

5.9 Further Reading

5.10 Answers to Check Your Progress

5.11 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, you will be able:

- learn the meaning of OD interventions
- outline characteristics of OD interventions
- describe the different levels of diagnosis in organizations
- learn about the OD map
- describe the factors that affect the success of interventions in organizations.

5.2 INTRODUCTION

In the previous unit we discussed the various concepts related to OD Process. In this unit we are going to discuss the interventions of OD. Organizational Development Interventions are structured program designed to solve a problem, thus enabling an organization to achieve the goal. These

intervention activities are designed to improve the organization's functioning and enable managers and leaders to better manage their team and organization cultures. These OD interventions are required to address the issues that an organization might be facing ranging from process, performance, knowledge, skill, will, technology, appraisal, career development, attrition, top talent retention and the list can actually be pretty exhaustive.

At the end of this unit you will be able to outline characteristics of OD interventions, discuss the different levels of diagnosis in organizations. Also we will get some idea on the OD map and the factors that affect the success of interventions in organizations.

5.3 OD INTERVENTIONS

An OD intervention is a sequence of activities, actions and events planned to help an organization improve its performance and effectiveness. These activities are designed to improve the organization's functioning by enabling organization members to manage their teams and cultures in a better way. Interventions are actions taken to produce desired changes in the organization.

Argyris, 1970, defines "intervention" as "To intervene is to enter into an ongoing system of relationships, to come between or among persons, groups, or objects for the purpose of helping them."

The OD practitioner, a professional expert in the theory and practice of OD, brings four sets of attributes to the organizational setting; a set of values, a set of assumptions about people and organizations; a set of goals for the practitioner and organizational members; and a set of structured activities that are the means of achieving the values, assumptions and goals..These activities are called interventions.

OD practitioners have created different types of interventions to help organizational members address specific problems effectively. Interventions such as team building, survey feedback, role analysis and intergroup conflict resolution were developed during the early years of organization development. Interventions like quality of work life, work redesign and strategic planning methods were developed as the OD field continued to evolve.

The OD interventions of today can be broadly divided into human resource interventions, structural interventions and strategic change interventions.

a) **Human Process Interventions:** These interventions are related to interpersonal relations and group dynamics and aim to help group members assess their interactions and find out more effective ways of working. Some common interventions are process consultation, third-party interventions and team building.

b) **Structural Interventions** focus on an organization's technology and structure. They include approaches to employee involvement as well as methods for structuring organizations, groups and jobs

c) **Human Resource Interventions** are concerned with the human resource function in an organization. They are related to practices of compensation and benefits, employee selection and placement, performance appraisal, career development and employee diversity and wellness.

d) **Strategic Change Interventions** are new in OD. These change programs are implemented organization-wide and bring a fit between business strategy, organization design and the larger environment.

In selecting a particular OD intervention, the practitioner and the client consider a number of factors including nature of the problem, the objectives of the change effort, the cultural norms of the client system and the expected degree of resistance. And after comparing the advantages and disadvantages of the various techniques, a specific intervention is selected for the action phase of the OD program.

5.4 CHARACTERISTICS OF OD INTERVENTIONS

The characteristics of OD interventions are–

a) A well-designed OD intervention is like a game plan which decides where to intervene in the system, what to do and how to sequence the interventions.

b) OD interventions are based on the belief that employees are capable and have the potential to contribute towards organizational development.

c) OD is a planned and structured approach to managing change by recognising the importance of a dynamic environment in which the organization exists.

d) OD interventions mostly have two goals; an educational goal and a goal to accomplish a task. These interventions help individuals in learning and taking action based on these learning. They are different from many traditional educational and training activities where the learner is not allowed to practice what he has learned or take action.

e) OD problem-solving interventions focus on real problems central to the needs of the organization rather than on hypothetical problems.

f) OD interventions focuses on a system-oriented approach which concentrates on the organization as a whole involving an extensive participation of people, structure and technology.

g) OD interventions use several learning models, not just one.



CHECK YOUR PROGRESS

Q.1: What is an OD intervention?

.....

.....

.....

.....

Q.2: What are the characteristics of OD interventions?

.....

.....

.....

.....

5.5 LEVELS OF DIAGNOSIS IN ORGANIZATIONS

Organizations when viewed as open systems can be diagnosed at three levels. The highest level is the overall organization and includes the company's strategy, structure and processes. Large organization units such as divisions or strategic business units also can be diagnosed at this level.

The next lowest level is the group or department, which includes group design and methods for structuring interactions among members like norms and work schedules. The lowest level is the individual position or job. This includes ways in which jobs are designed to obtain required task behaviours.

5.5.1 Organization-Level Diagnosis

It is diagnosis at highest level. To understand how a total organization functions, it is necessary to examine particular inputs, design components and the alignment of the two sets of dimensions.

a) Inputs: Inputs of an organization consist of human capital or other resources coming into the organization from the environment. An organization's environment is divided into three types. They are-

i) General Environment: The general environment consists of external forces that can directly or indirectly affect an organization. It includes social, technological, economic and political forces. For example, an organization may have trouble in getting raw materials from a supplier because a government regulator is bringing a lawsuit against the supplier.

ii) Task Environment: The task environment of an organization can be represented by five forces– supplier power, buyer power, threats of substitutes, threats of entry and rivalry among competitors. Firstly, an organization must be sensitive to powerful suppliers who can increase cost and lower profits. Second, a firm must respond to powerful buyers. Third, an organization must be sensitive to the threats of new firms entering into competition. Fourth, a company must respond to threat of new products or services that can replace existing products. Finally, an organization must be sensitive to rivalry among existing competitors. If many organizations are competing for the same customers, then the organization must be responsive to product offerings and cost in order to survive and grow.

iii) **Enacted Environment:** It consists of organization member's perception of the general and task environment. Organization members must actively observe, register and make sense of the environment before it can affect their decisions about what actions to take. For example, members may perceive that customers are satisfied with their products and decide to make only little effort in developing new products. But if those perceptions are wrong and customers are dissatisfied with existing products then little product development efforts can have disastrous organizational results.

Environmental Dimensions: In addition to understanding what inputs are at work, the environment can be studied in terms of its rate of change and complexity. The rate of change in an organization's general or task environment can be of two types– dynamic and static. Dynamic environments change very fast and are unpredictable while static environments change more slowly and expectedly. The complexity of the environment refers to the number of different elements in the general and task environments that can significantly affect the organization. For example, software development firms face dynamic and complex environment. Technologies, regulations, customers and suppliers for these firms change rapidly and these are important for the firm's survival. But a firm manufacturing glass containers faces a more stable and less complex environment. And it's important for an organization to gather information about its environment.

a) **Design Components:** An organization's design is composed of four components-technology, structure, management processes and human resource systems. It is surrounded by an inter-mediate input-strategy-and an intermediate output-culture that has to be considered along with the organization's design. A strategy represents the way an organization uses its resources (human, economic or technical) to achieve its goals and to gain competitive advantage in a particular environment. Technology is related with the way an organization converts inputs into

products and services. It represents the main transformation process and includes production methods, workflow and equipment. Structure is the basic organizing mode for dividing the overall work of an organization into subunits that can assign tasks to groups or individuals and coordinating these subunits for completion of the overall work. Management processes are methods for processing information, making decisions and controlling the operations of the organization. Human resource Systems includes mechanisms for selecting, developing, appraising organization members.

Organisation culture represents the basic assumptions, values and norms shared by organization members. Culture is very important as it can promote or restrict organizational change. Effective organizations align their strategy to environmental inputs and then fit the design components to each other to support the strategy.

b) **Outputs:** The outputs of organization design are measures of how well the design contributes to organization effectiveness. The output can be measured in terms of financial outcomes like sales, profits, returns on investment or sales per employee, units produced per hour and stakeholder satisfaction.

In order to effectively diagnose an organization, knowledge of all the above mentioned elements is needed to determine whether the organization's strategy fit with the inputs and does the organization design components fit with each other to jointly support the strategy.

5.5.2 Group-Level Diagnosis

In all types of organizations, work groups are prevalent which consist of a small number of people working together on a shared task. The inputs, design components and outputs for group-level diagnosis are–

a) **Inputs:** Organization design and culture are the major inputs to group design. They consist of the design components of the larger

organization within which the group is included– technology, structure, management process, human processes and organization culture. Technology can determine the characteristics of the group's task, structural systems can specify the level of coordination required among groups. Management processes can determine how much information the group receives and how decision-making it can exercise. The human resources systems like performance appraisal and reward systems play an important role in determining team functioning.

b) **Design Components:** Group designs have five major components– goal clarity, task structure, group composition, team functioning and performance norms. Goal clarity means how well the group understand its goals or objectives. Task structure involves the degree to which group tasks are structured to promote effective interaction among group members. Group composition is related to members of the group. Demographic variable like age, experience, skills and abilities can affect how people behave and relate to each other in a group. Team functioning is the underlying basis of group life. It involves group processes having to do with how members relate to each other, which is important in work groups because the quality of relationships can affect task performance. Performance norms are member beliefs about how the group should perform its task and what levels of performance are acceptable.

c) **Outputs:** Team effectiveness can be measured in terms of performance and quality of work life. Performance is measured in terms of group's ability to reduce costs, increase productivity or improve quality. Effectiveness is measured in terms of group member's quality of work life which is related to work satisfaction, team cohesion and organizational commitment.

Diagnosing team effectiveness requires assessing how well the group elements mentioned above fit with each other.

5.5.3 Individual-Level Diagnosis

The final level of organizational diagnosis is the individual job or position. An organization consists of many groups and these groups are composed of several individual jobs. The inputs, design components and outputs needed for diagnosing jobs are–

a) **Inputs:** Four major inputs affect job design-organization design, culture, group design and personal characteristics of jobholders. Organization design is related to the larger organization within which the job is the smallest unit. An organization's technology, structure, management processes and human resource systems can have a powerful impact on the way job's are designed and on people's experiences in them. Culture also affects job design because the more an organization promotes member participation in decision making, the more likely job designs will be flexible. Group design serves as inputs to job design. For example, group task structure can determine how individual jobs are grouped together. Group composition can influence the kinds of people who are available to fill jobs. Personal characteristics of individuals occupying jobs include age, education, experience, skills, and abilities. All these can affect how people react to job designs and perform.

b) **Design Components:** Individual jobs have five main dimensions– skill variety, task identity, task significance, autonomy and feedback about results. Skill variety is the degree to which a job requires a range of activities and abilities to perform the work. Task identity measures the degree to which a job requires the completion of a relatively whole, identifiable piece of work. Task significance identifies the degree to which a job has significant impact on other people's lives. Autonomy is the degree to which a job provides freedom in scheduling the work and determining work methods. Feedback about results is the degree to which a job provides employee with direct and clear information about the effectiveness of their task performance.

c) Outputs: Individual job effectiveness includes two kinds of outputs, those related to how well the job is performed and those having to do with how people experience their job. Performance is measured in terms of the quantity, quality, time and cost of producing a particular job outcome like a product or service.

Diagnosis of individual-level outputs involves measuring job satisfaction, performance, absenteeism and personal development.

5.6 OD MAP

OD map defines the activities involved at different levels of the organization initiated in OD intervention program. Through such activities OD professionals and organization members aim at bringing changes in organization structure, processes, behaviours or values of individuals and groups. Through the use of OD map, the organization change agents aim to promote a planned change and monitor internal and external forces faced by the organization.

Components of OD Map: The components of OD map are given below:

1)	**Diagnosis**	Involves continuous data collection about the total system, its subunits, its processes and its culture.
2)	**Action**	Involves the activities and interventions designed to improve the organization's functioning.
3)	**Program**	Involves all activities designed to ensure success of **management** the OD program.

1) Diagnosis: The diagnosis component of OD is a continuous activity of data collection of the entire organization, its sub-units, its processes and its culture. It aims at identifying the strengths, opportunities and problems areas of the system as a whole and at various levels. It gives answer to the following questions:

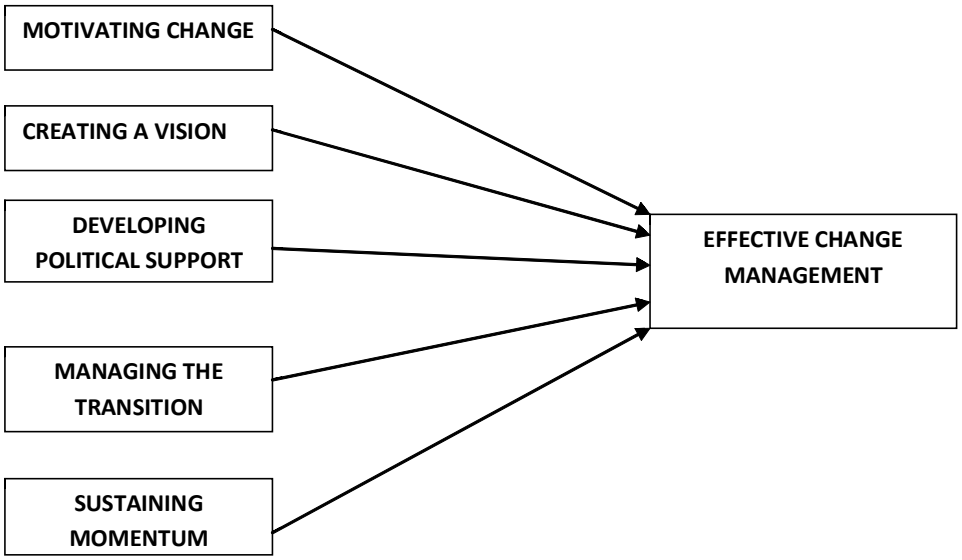
- What are the strengths of the organization?
- What are the problem areas?
- Does any discrepancy exist between present vision and the desired situation?

The various tools used for diagnosis are past records, observation, interview and questionnaire method.

2) **Action:** The action component consists of OD interventions which are actions taken to produce desired changes. The term OD intervention refers to the range of planned programmatic activities in which clients and consultants participate during the course of an OD program.

3) **Program management:** The program management component is the most important component because managing the whole OD program effectively means the difference between success and failure of the program. OD practitioners apply behavioural science practices and principles to manage the OD programs.

The activities which contribute to effective program management or change management are shown below:



a) **Motivating Change:** A readiness for change must be created among the organization members. People must feel dissatisfaction with their current status in order to be motivated for change. It is important to overcome resistance to change.

b) **Creating a Vision:** A vision must be created about what the members want the organization to become in future. It can help in gaining commitment towards change by providing members with a common goal and a justification for why change is necessary.

c) **Developing political support:** It is important for OD practitioners to gain access to power holders within the organization and get their support for success of the OD program.

d) **Managing the transition:** It involves managing the change or transition from the current organization state to the desired future state which can be done effectively by creating a road map for change, by specifying the activities that must be done for successful transition.

e) **Sustaining Momentum:** The energy and commitment for implementing change must be sustained. This can be done by proving the resources needed for change, building a support system for change agents, i.e., people who can provide emotional support to change agents, helping members to develop new competencies and skills required for changes and reinforcing desired behaviours by linking them directly with rewards.

5.7 FACTORS AFFECTING SUCCESS OF INTERVENTIONS IN ORGANIZATIONS

An intervention can be said to be successful when it is effective in achieving the desired change outcome for the organisation. For this the intervention should be relevant to the organization and its members. Effective interventions are based on valid information about the organization's functioning; they provide organization members with opportunities to make free and informed choices; and they gain members' internal commitment to those choices. If interventions are to result in meaningful changes, management, staff, and other relevant members must be committed to carrying them out.

A number of contingencies may be present in the change situation that can affect success of interventions. These include individual differences among organization members (for example, needs for autonomy), organizational factors (for example, management style and technical uncertainty), and dimensions of the change process itself (for example, degree of top-management support). Unless these factors are taken into account in designing an intervention, it will have little impact on organizational functioning or, worse, it may produce negative results.

There are several situational factors that can affect intervention success. These include–

1) **Readiness for Change:** Success of interventions depends heavily on the organization being ready for planned change. Indicators of readiness for change include sensitivity to pressures for change, dissatisfaction with the status quo, availability of resources to support change, and commitment of significant management time. When readiness for change is low, however, interventions need to focus first on increasing the organization's willingness to change.
2) **Capability to Change:** Managing planned change requires particular knowledge and skills, including the ability to motivate change, to lead change, to develop political support, to manage the transition, and to sustain momentum. If organization members do not have these capabilities, then a preliminary training intervention may be needed before members can engage meaningfully in intervention design.
3) **Cultural Context:** The national culture within which the organization is embedded can exert a powerful influence on members' reactions to change, so intervention design must account for the cultural values and assumptions held by organization members. Interventions may have to be modified to fit the local culture, particularly when OD practices developed in one culture are applied to organizations in another culture. For example, a team-building intervention designed for top managers at an American firm may need to be modified when applied to the company's foreign subsidiaries like for example in India.
4) **Capabilities of the Change Agent:** Many failures in OD result when change agents apply interventions beyond their competence. In designing interventions, OD practitioners should assess their experience and expertise against the requirements needed to implement the intervention effectively. When a mismatch is discovered, practitioners can explore whether the intervention can be modified to fit their talents better, whether another intervention more suited to their skills can satisfy the organization's needs, or whether they should enlist the assistance of another change agent who can guide

the process more effectively. Practitioners are expected to intervene within their capabilities or to recommend someone more suited to the client's needs.

5) **Target of Change:** OD interventions seek to change specific features or parts of organizations. These targets of change are the main focus of interventions and it is very important to correctly diagnose and identify these targets of change for the success of interventions.



CHECK YOUR PROGRESS

Q.3: What are the levels of diagnosis in organizations?

.....

.....

.....

.....

.....

.....

Q.4: What is an OD map?

.....

.....

.....

.....

Q.5: What are the factors affecting success of interventions in organisations?

.....

.....

.....



5.8 LET US SUM UP

- After going through the unit it can be summarised that an OD intervention is a sequence of activities, actions and events planned to help an organization improve its performance and effectiveness.

- There are four major types of intervention (1) human process interventions which try to improve interpersonal relations and group dynamics (2) techno structural interventions directed at organization technology and structures for linking people and technology (3) human resource management interventions directed at integrating people into the organization successfully (4) strategic change interventions targeted at how the organization uses its resources to gain competitive advantage
- An organization can be diagnosed at three levels –organizational, group and individual. The organization is an open system consisting of inputs, transformations and outputs. For each organizational level, diagnosing involves understanding the inputs, design components and outputs and then assessing how the design components align with each other and the inputs to produce effective outputs.
- OD map defines the activities involved at different levels of the organization initiated in OD intervention program. Through the use of OD map, the organization change agents aim to promote a planned change and monitor internal and external forces faced by the organization.
- The factors that can affect the success of OD interventions are readiness of the organisation for change, capabilities for change, cultural context, skills of the change agent and the targets for change.



5.9 FURTHER READING

1) Argyris, Chris. (1970). *Intervention Theory and Methods: A Behavioural Science View Reading*. Mass: Addison-Wesley Publishing Company.
2) French, W. and Bell, H. C.(1998). *Organisation Development*. India: Pearson Education.
3) Schein, E. H. (1969). *Process Consultation: It's role in Organization Development, Reading*. Mass: Addison-Wesley.



5.10 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: An OD intervention is a sequence of activities, actions and events planned to help an organization improve its performance and effectiveness. These activities are designed to improve the organization's functioning by enabling organization members to manage their teams and cultures in a better way.

Ans. to Q. No. 2: OD interventions are characterised by a game plan which decides where and how to intervene, they educate the organizational members as well as allow them to practice what they have learnt. They focus on real problems of the organization and use several learning models.

Ans. to Q. No. 3: Organizations when viewed as open systems can be diagnosed at three levels. The highest level is the overall organization and includes the company's strategy, structure and processes. The next lowest level is the group or department, which includes group design and methods for structuring interactions among members like norms and work schedules. The lowest level is the individual position or job. This includes ways in which jobs are designed to obtain required task behaviours.

Ans. to Q. No. 4: OD map defines the activities involved at different levels of the organization initiated in OD intervention program. The organization change agents aim to promote a planned change and monitor internal and external forces faced by the organization through OD maps.

Ans. to Q. No. 5: The factors that can affect the success of OD interventions are readiness of the organisation for change, capabilities for change, cultural context, and skills of the change agent and the targets for change.



5.11 MODEL QUESTIONS

Q.1: What is an OD Intervention? What are the major types of interventions?

Q.2: Discuss the characteristics of OD interventions.

Q.3: Discuss in details the various levels of diagnosis in organizations.

Q.4: Explain the factors which affect the success of OD interventions.

Q.6: Discuss the components of an OD map.

*** ***** ***

UNIT 6: VALUES AND ETHICS IN OD

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Professional Values in OD

6.4 Value Conflict and Dilemma

6.5 OD Values and Changing Themes Over Time

6.6 Ethics in OD

6.7 Ethical Dilemmas in Practicing OD

6.8 Factors that Influence Ethical Judgement

6.9 Let Us Sum Up

6.10 Further Reading

6.11 Answers to Check Your Progress

6.12 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, you will be able:

- discuss the concept of professional values
- learn about value conflict and ethical dilemma
- trace the OD values and changing themes over time
- discuss ethics in OD
- discuss the ethical dilemmas in practicing OD
- outline the factors that influence ethical judgement.

6.2 INTRODUCTION

In this unit we are going to discuss the concept of professional values and ethical dilemma in organisational development. We have already discussed in the previous units that Organizational development is a planned system-wide change that uses behavioral science and humanistic values, principles and practices to achieve greater organizational performances, productivity and performances. Thus, OD practitioner has to have values to be in harmony with the organizational performance.

Values are set of manners that individuals learn while growing up. It is different from ethics because ethics are publicly agreed on, and publicly stated, guidelines for a practice in a profession. Let us discuss the various aspects related to valiues and ethics in OD.

6.3 PROFESSIONAL VALUES IN OD

A set of values, assumptions and beliefs constitute an integral part of organization development, shaping the goals and methods of the field and distinguishing OD from other improvement strategies. Values are beliefs about what is desirable or good and what is undesirable or bad.

Professional values are those beliefs and principles which guide professional behaviour at workplace. Traditionally, OD professionals have promoted a set of humanistic, optimistic and democratic values. Humanistic values state the importance of the individual; respect and dignity, view all people as having the potential for growth and development. Optimistic values state that people are basically good, that progress is possible and desirable in human affairs, and that reason and goodwill are the tools for making progress. Democratic values assert the right of people to be free from misuse of power, the importance of fair and equitable treatment for all, and the need for justice through the rule of law and due process. Based on these values OD professionals have tried to help organizations build trust and collaboration among members and an open, problem solving climate.

Recently, OD practitioners have added to the humanistic values a concern for improving organizational effectiveness (for example, to increase productivity or reduce turnover) and environmental sustainability (to protect the environment). They have shown an increasing desire to promote human, economic, and ecological values in practicing OD. The values of humanizing organizations, improving their effectiveness and sustaining the environment have received widespread support in the OD profession as well as increasing encouragement from executives, employees, labour leaders and government officials.

Example of Professional Values in an Indian Pharmaceutical Company: A leading Indian pharmaceutical company has adopted the

following values of openness, confrontation, trust, authenticity, proactiveness, autonomy, collaboration and experimentation in order to ensure a culture of trust and openness. These important values form the OCTAPACE culture in a company necessary for initiating OD activities and interventions. These values are interpreted as follows in the Sales and Marketing function of the same company:

1) **Openness:** It involves informing the superiors in advance about shortfall in targets to be achieved and informing the distribution function about expiry of products.
2) **Confrontation:** It involves discussing with the distribution function the non-availability of physical stocks, defending the product-wise target based on market potential and requesting the research and development team to reduce product price in comparison to competitors' pricing strategies.
3) **Trust:** It involves restricting improper use of information available on product marketing strategies, appreciating suggestions from others on product improvement and sales managers taking actions on problems as reported by the field force.
4) **Authenticity:** It includes sales managers establishing procedures for doctors, avoiding false sales forecast, consistent application of criteria for selecting doctors for investments etc
5) **Proaction:** It includes preparing a focused doctors' list for a new product to be launched, preparing contingency plans to maintain sales targets to be achieved and recommending strategies to increase market share.
6) **Autonomy:** It involves allowing line managers to take decisions on doctors within the framework of the policy, making realistic targets based on last year performance supported by market etc
7) **Collaboration:** It involves departmental heads identifying the developmental needs of the field force with emphasis on training, joint field working with representatives and providing necessary inputs to the sales administration for quicker settlement of grievances of the field employees.

8) **Experimentation:** It involves encouraging new marketing strategies for new products, identifying suitable developmental programme for sales personnel and forming new methods to capture the field wise effectiveness of Medical Sales Representatives.

6.4 VALUE CONFLICT AND DILEMMA

Value conflict and dilemma may arise in OD when different groups give different priorities to each value. Values can come into conflict within practitioners or between practitioners and clients and lead to dilemmas about what to do. In practice, OD professionals face serious challenges in simultaneously promoting human, ecological and economic values. Many practitioners are facing situations in which there is conflict between employees' need for greater meaning and satisfaction from their work and the organization's need for more effective and efficient use of its resources. For example, expensive equipment may run most efficiently if it is highly programmed and routinized, but employees may not derive satisfaction from working with such technology. Should efficiency be maximized at the expense of people's satisfaction or can technology be changed to make it more humanly satisfying while remaining efficient? These are the value dilemmas that OD practitioners have to face in trying to optimize human benefits, organizational effectiveness and environmental sustainability.

OD practitioners, in addition to dealing with value conflicts within the organization, have to deal with value conflicts with powerful outside groups also. Organizations exist in an increasingly changing environment. For example, hospitals are facing complex and changing environments which have led to increase of external stakeholders, medical groups, insurance companies, employers, government, stockholders, press and other interest groups. These external groups often have different and competing values for judging the organization's effectiveness. For example, stockholders may judge the firm in terms of earnings per share, patients in terms of quality of care and ecology groups in terms of hazardous waste disposal. Because organizations depend on these external groups for resources they cannot ignore these competing values. OD practitioners need to develop new

interventions and competence in OD to manage external relationships. They must not only have social skills but also political skills and understand the distribution of power, conflicts of interest and value dilemmas in managing external relationships and pay greater attention to how their own values fit with those of the organization.



CHECK YOUR PROGRESS

Q.1: What are professional values?

.....

.....

.....

Q.2: When can value conflict and dilemma arise?

.....

.....

.....

6.5 OD VALUES AND CHANGING THEMES OVER TIME

The OD values and their themes have been changing over time. Organization Development themes means areas under which techniques are used in OD process like communication, whole organization improvement, participation, productivity, culture, efficiency, etc. The early OD values were humanistic, democratic and developmental in nature. The emphasis was on human-social aspects rather than on technical-production focus. Yet the early OD pioneers had not lost sight of effectiveness, performance, productivity and efficiency. The earliest OD values, philosophy and methods were influenced by findings from behavioural sciences. The core values of OD which have developed over time are discussed below:

1) **Fundamental Values:**

   a) **Life and the quest for happiness:** Respecting people, appreciating, and loving the experience of their own and other's while being engaged in the pursuit of happiness.

b) **Freedom, responsibility and self-control:** People experiencing their freedom, exercising it responsibly and being in charge of themselves.

c) **Justice:** People living lives whose results are fair and equitable.

2) **Personal and Interpersonal Values (may be also larger system values):**

a) **Human potential and empowerment:** People being healthy and aware of the fullness of their potential and realizing their potential and doing the best they can individually and collectively.

b) **Respect, integrity, dignity, worth and fundamental right of individuals and other human systems:** People appreciating one another and their rights as human beings including life, liberty and the pursuit of happiness.

c) **Authenticity, honesty and openness, understanding and acceptance:** People being true to themselves acting consistently with their feelings, being honest and open with one another and constructively confronting differences, and empathizing with and accepting others who do the same.

d) **Flexibility, change and proaction:** People changing themselves on one hand and acting assertively on the other in a continuing process whose aim is to maintain a good fit between themselves and the external reality within which they live.

3) **System Values (may be also values at personal and interpersonal levels):**

a) **Learning, development, growth and transformation:** People growing in ways that bring greater realization of their potential, individual and collectively.

b) **Co-operation, collaboration, trust, community and diversity:** People caring about one another and working together to achieve results that are good for everyone, and experiencing the spirit of community and honouring the diversity that exists within the global community.

c) **Widespread, meaningful participation in system affairs, democracy and appropriate decision making:** People participating as fully as possible in making decisions that affect their lives.

d) **Effectiveness, efficiency and alignment:** People achieving desired results with an optimal balance between results and costs.

New values like a concern for improving organizational effectiveness (for example, to increase productivity or reduce turnover) and environmental sustainability (to protect the environment) have been added to OD.

6.6 ETHICS IN OD

Organizational change efforts are being used to solve many human, structural and technological problems in modern organizations. This has increased the use of OD and led to growth in the number of OD practitioners. This rapid expansion of both OD practice and practitioners gives rise to a number of ethical questions which are

- Who are its clients and what are its power implications?
- What norms of professional responsibility should govern the work of the OD practitioner?
- What are the rights of OD participants particularly when their power positions are weak compared to the initiators of change?
- Is OD a morally neutral tool applicable to any organizational setting, or are there situations in which its use is ethically questionable?

The field of OD has always shown concern for the ethical conduct of its practitioners. Ethical issues in OD are concerned with how practitioners perform their helping relationship with organizational members. In any helping relationship there is the possibility for misconduct and client abuse. OD practitioners can let personal values stand in the way of good practice, use the power inherent in their professional role to abuse (often unintentionally) organization members, or favour one group of stakeholders at the expense of other stakeholders. So, ethics in OD is important to prevent ethical problems.

6.7 ETHICAL DILEMMAS IN PRACTICING OD

Ethical dilemmas are situations in which there is choice to be made between two options, neither of which resolves the situation in an ethically acceptable manner. In OD ethical dilemmas are the results of behaviours and inappropriate actions or roles on the part of both the OD practitioner and the client systems. It may occur because each party is pursuing different goals and each is using different skills and values to achieve those goals.The major types of ethical dilemmas in OD practice are discussed below:

1) **Misuse of Data:** A huge amount of data or information is obtained by the OD practitioner during the entry and diagnostic phases of OD. Although OD practitioners value openness and trust, it is important for them to be aware of how such data are going to be used. It is a human tendency to use data to enhance a power position. Openness is one thing, but leaking inappropriate information can be harmful to individuals and the organization. Misuse of data as a breach of ethics in OD may occur in two ways. It may occur when data are distorted, deleted or not reported by either the client system or the OD practitioner or when data are used to assess persons or groups punitively, resulting in personal, professional or organizational harm. So, to minimize misuse of data, practitioners should reach an agreement with organization members about how data collected during the change process will be used and review the agreement periodically as per changing circumstances.
2) **Misrepresentation:** Misrepresentation occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation. The client can contribute to the problem by portraying inaccurate goals and needs. In either case, one or both parties are operating under false pretences and an ethical dilemma exists. Misrepresentation may occur in the entering and contracting phases of planned change when the initial consulting relationship is being established. To prevent misrepresentation, OD practitioners need to gain clarity about the goals of the change effort

and to explore openly with the client its expected effects, its relevance to the client system, and the practitioner's competence in executing the intervention.

3) **Coercion:** Coercion occurs when organization members are forced to participate in an OD intervention. People should have the freedom to choose whether to participate in a change program if they are to gain self-reliance to solve their own problems. For example, in a team building exercise, team members should have the option of deciding whether to be involved or not involved in the intervention. Management should not decide on their own that team building is good for members. Many organization members have little information about OD interventions, what they involve and the nature and consequences of becoming involved in them. So, OD practitioners need to educate clients about interventions before choices are made for implementing them.
4) **Technical Ineptness:** This ethical dilemma occurs when OD practitioners try to implement interventions for which they are not skilled or when the client attempts a change for which it is not ready. Selection of an appropriate intervention is very important for the success of any OD program which depends on careful diagnosis of the organization. Selecting an intervention is closely related to the practitioner's own values, skills and abilities. In solving organizational problems, many OD practitioner's tend to emphasize a favourite intervention or technique like team building or survey feedback. The intervention chosen may not be suitable for that particular organizational problem.
5) **Value and Goal Conflict:** This ethical dilemma occurs when the purpose of the change effort is not clear or when the client and the practitioner disagree over how to achieve the goals. The important practical issue for OD consultants is whether it is justifiable to withhold services unilaterally from organizations that does not agree with their values or methods. Argyris, 1961 says that OD consultants role are comparable to those of lawyers or physicians, who, in principle,

are not permitted to refuse their services. He suggests that the very least the consultant can do is to provide 'first aid' to the organization as long as the assistance does not compromise the values of the consultant.

6.8 FACTORS THAT INFLUENCE ETHICAL JUDGEMENT

Ethical judgment is reasoning about the possible actions in the situation and judging which action is most ethical. A person making an ethical judgment uses reason to decide what is the best solution or decision is to a problem. The following factors influence ethical judgement in a workplace or business–

1) **Personal background:** The personal background of a manager that is his cultural and his experiential background play a very important role in making ethical judgements. Gender, race, religion and socio-economic status also guide him while taking decisions.
2) **Loyalty:** Loyalty in relationships may sometimes be considered as an important factor while making judgements. In ethical decision making relationships may play a very important and powerful role.
3) **Group dynamics:** Sometimes the group decisions can influence the ethical judgement of a manager. He may not feel that the decision is ethical but agree due to group pressure.
4) **Situations:** Sometimes certain situations may also influence the ethical judgement of people in organizations.
5) **Social Norms:** The norms of the society can also influence the ethical judgement of an individual belonging to that particular culture. What is ethical in one culture may be considered unethical in another culture.



CHECK YOUR PROGRESS

Q.3: What are the changing themes of OD values over time?

.....

.....

.....

.....

Q.4: What is an ethical dilemma?

.....

.....

.....

.....

.....

.....

.....

Q.5: What are the types of ethical dilemmas in OD?

.....

.....

.....

Q.6: What are the factors that influence ethical judgement in business?

.....

.....



6.9 LET US SUM UP

- The field of OD rests on a foundation of professional values which help to define what OD is and guide its implementation. Professional values are those beliefs and principles which guide professional behaviour at workplace. These professional values help in differentiating OD from other change techniques.

- Conflict of values between OD practitioner and client system may lead to ethical dilemma. OD practitioners have to deal with value conflicts within the organization and with outside groups also.
- The OD values and their themes have been changing over time. The early OD values were humanistic, democratic and developmental in nature. New values like a concern for improving organizational effectiveness and environmental sustainability have been added to OD.
- Some ethical dilemmas in OD are misuse of data, misrepresentation, coercion, client manipulation, client dependency, technical ineptness and value and goal conflict. And the factors affecting ethical judgement are personal background, loyalty, group dynamics, situations and social norms.



6.10 FURTHER READING

1) French, W. and Bell H.C. (1998). *Organisation Development*. India: Pearson Education.
2) Jones, B. B. and Brazzel, M.(2014). *The NTL Handbook of Organization Development and Change: Principles, Practices and perspectives*. John Wiley & Sons.
3) Modh, S. (2008). *Ethical Management: Text and cases in Business Ethics and Corporate Governance*. India: Trinity Press.
4) Walton, R. E. and Warwick, D. P. (1973). *The Ethics of Organization Development*. Journal of Applied Behavioural Sciences. Vol. 9.



6.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Professional values are those beliefs and principles which guide professional behaviour at workplace. Examples of professional values are integrity, openness, productivity, efficiency, authenticity etc.

Ans. to Q. No. 2: Value conflict and dilemma may arise in OD when different groups give different priorities to each value. Values can come into

conflict within practitioners or between practitioners and clients and lead to dilemmas about what to do.

Ans. to Q. No. 3: The OD values and their themes have been changing over time. The early OD values were humanistic, democratic and developmental in nature. New values like a concern for improving organizational effectiveness and environmental sustainability have been added to OD.

Ans. to Q. No. 4: An ethical dilemma is a situation in which there is choice to be made between two options, neither of which resolves the situation in an ethically acceptable manner. In OD ethical dilemmas are the results of behaviours and inappropriate actions or roles on the part of both the OD practitioner and the client systems. It may occur because each party is pursuing different goals and each is using different skills and values to achieve those goals.

Ans. to Q. No. 5: The ethical dilemmas in OD are misuse of data, misrepresentation, coercion, client manipulation, client dependency, technical ineptness and value and goal conflict.

Ans. to Q. No. 6: The factors that influence ethical judgement in business are– personal background, loyalty, group dynamics, situations and social norms.



6.12 MODEL QUESTIONS

Q.1: Define professional values. Explain with the help of an example.

Q.2: Write a note on OD values and changing themes over time.

Q.3: Discuss the relevance of ethics in OD.

Q.4: Explain the ethical dilemmas in OD faced by OD practitioners.

Q.5: Explain the factors that influence ethical judgement.

*** ***** ***

UNIT 7: ISSUES FACED IN OD

UNIT STRUCTURE

7.1 Learning Objectives

7.2 Introduction

7.3 Client-Consultant Relationship

7.4 Issues Related to Client Relationships

7.5 Power, Politics and Organization Development

- 7.5.1 Power
- 7.5.2 Organizational Politics
- 7.5.3 Role of Power and Politics in the Practice
- 7.5.4 Operating in a Political Environment

7.6 Let Us Sum Up

7.7 Further Reading

7.8 Answers to Check Your Progress

7.9 Model Questions

7.1 LEARNING OBJECTIVES

After going through this unit, you will be able:

- discuss in details about a client and a consultant and their relationship
- describe the issues related to client relationships
- learn about power, politics and organization development.

7.2 INTRODUCTION

This unit gives us an idea about the various challenges and issues faced in organisational development. We looked at traditional OD, the world of solving problems where change is seen as a diagnostic and scientific process, a linear process that can be planned through and for. However the world of work now needs a more emergent OD approach.

In this unit let us discuss the issues related to OD. Issues related to client relationships and at the and of this unit we will discuss about power, politics and organization development.

7.3 CLIENT-CONSULTANT RELATIONSHIP

A consultant is an advisory contracted for and provided to organizations to help the client organization in an objective and independent manner to identify management problems, analyze such problems, and help, when requested, in the implementation of solutions (Greiner & Metzger, 1983). An organizational consultant is a professional, internal or external to the client system, who applies behavioural science knowledge in an ongoing organization with the objective of managing change and improving its effectiveness.

Turner (1982) proposed eight categories of client-consultant relationships. His framework used a hierarchy of tasks to explain the level of a client's involvement with a consultant. The eight tasks are:

1) providing information to a client
2) solving a client's problem
3) making a diagnosis which may need redefinition of the problem
4) making recommendations based on the diagnosis
5) assisting with implementation of recommended actions
6) building a consensus and commitment around a corrective action
7) facilitating client learning and
8) permanently improving organizational effectiveness.

Client: In a client-consultant relationship, an important question is who the client is. In the initial stage, a manager from the organization which seeks consultants help may be the client but as the relationship grows and trust and confidence develops between the key client and the consultant, both begin to view the manager and his team as the client and ultimately the whole organization as the client. Schein, 1977 proposed a model which shows six basic types of client and types of client relationships which is given below in table 7.1

	Client Type	**Type of Relationship**
1)	**Contact Clients**	The individual who first contact the consultant with a request, question or issue.
2)	**Intermediate** **Clients**	The individuals or groups who get involved in various interviews, meetings, and other activities as the project develops.

3)	**Primary clients**	The individual who ultimately 'own' the issue or problem being worked on; they are typically the ones who pay the consulting bills or whose budget covers the consultation project.
4)	**Unwitting**	Organizations members who are above, below and **Clients** laterally related to the primary client who will be affected by the interventions but not aware that they will be affected.
5)	**Indirect Clients**	Organization members who are aware that they will be affected by the interventions but who are unknown to the consultant and they may feel either positive or negative about these affects.
6)	**Ultimate Clients**	The community, the total organization an occupational group or any other group that the consultant cares about and whose welfare must be considered in any intervention that the consultant makes.

The consultant has to be clear about who the client is at all stages of the OD program.

Client-Consultant Relationship: The organizational consultant has to create an effective relationship with the client system. On entering a mutual contract, the consultant and client have to decide who will define the boundary of activities of both of them and what kind of influence and freedom they would have with each other. Eric H. Neilson, 1978, has identified several basic dimensions in the client-consultant relationship which can be used as indications of the climate for change. He has identified two dimensions in order to collaboratively change the organization culture, which are–

a) Members must share their perceptions, feelings and assumptions and
b) Members must accept personal responsibility for their own behaviour.

Based on these two dimension, Neilson has identifies four client-consultant relationship modes. They are Charismatic mode, Apathetic mode, Consensus mode and Gamesmanship mode. We will discuss four client-consultant relation in detail in the next unit (unit 8).



CHECK YOUR PROGRESS

Q.1: Who is a consultant in OD?

.....

.....

.....

.....

Q.2: Who is the client?

.....

.....

.....

.....

Q.3: What are the client-consultant relationship modes as given by Neilson?

.....

.....

.....

7.4 ISSUES RELATED TO CLIENT RELATIONSHIPS

A number of interrelated issues can arise in consultant-client relationship in O.D activities and they need to be managed appropriately if adverse effects are to be avoided. The issues related to client-consultant relationships are centred on the following areas:

- Entry and Contracting
- Defining the client system
- Trust Issue
- The nature of the consultant's expertise
- Diagnosis and appropriate interventions
- The depth of interventions
- On being absorbed by the culture
- The consultant as a model
- Client dependency and terminating the relationship.

1) **Entry and Contracting:** An OD program starts with the entry and contract between the client and the consultant. A key executive of an organization has some concerns about his organization and approaches a consultant who explores with the potential client some of the deeper aspects of the problem. They start sorting out what group would be the logical starting point for an OD intervention. The consultant describes how he proceeds like whether he would hold workshops, interviews, the agenda for the workshops etc.

   The following issues may arise during the entry phase–

   - Who can and who should attend a workshop?
   - When and where the workshop is to be held?
   - Whether or not the top management group has to be away from their offices for attending the workshops?
   - Whether or not the top person has to be briefed about interview themes prior to the workshop?
   - The extent of confidentiality of the interviews.

   If both the client and the consultant agree, these conditions become a part of the overall psychological contract between consultant and client. Another point which needs to be clarified at this stage is the compensation part involved in consultation.

2) **Defining the Client System:** An important issue in client-consultant relationships is who the client is. Initially a single manager may be the client but as trust and confidence develops between the main client and the consultant, both begin to view the manager and his subordinate team as the client and finally the manager's total organization as the client. So, the health of all the various organizational sub-systems as well as growth of all individuals of the client system become the consultants concern.

3) **Trust Issue:** The early meetings between the client and consultant involve attempts to build a relationship of mutual trust. Here some trusts issues may arise which are as follows:

   a) The key client may be fearful that things may go out of hand with an outsider intervening in the system

b) The client may fear that the organization will be filled with minor complaints and subordinates will be encouraged to criticize their superiors.

c) Subordinates may be worried that they will be manipulated toward their superior's goals with little attention given to their own goals.

The consultant will have to earn trust of the people. Confidentiality must be maintained to maintain trust between consultant and client. On the other hand, the consultant will also try to understand the real motives of the client. Understanding the motives of the client and examining their implications for effective behaviour will increase trust between client and consultant which will help in making the OD process effective.

4) **The Nature of the Consultant's Expertise:** Due to unfamiliarity with the OD methods, the client tends to put the consultant in the expert's role on areas like personnel policies or business strategy. But the consultant should avoid the role of the expert because of the following reasons:

- The main aim of an OD effort is to help the client to develop its own resources. But if the consultant acts like an expert, then client becomes dependent on him and do not develop their own skills.
- Expert role requires consultant to defend his or her recommendations which does not lead to a collaborative and developmental approach.
- It may lead to trust issue because if organization members think that consultant has made secret recommendations to top management then they will distrust him.
- Expert role leads to increase in clients expectations and negating the consultants main objective which is to help to improve organizational processes.

5) **Diagnosis and Appropriate Interventions:** The intervention applied by the consultant should be appropriate as per the organizational diagnosis. It should be tailor-made for the particular problem faced by the organization. The consultant should not apply an intervention

liked by him and which has in the past produced good results, if it does not fit the immediate situation of the organization.

6) **Depth of Interventions:** The depth of an intervention is also an important issue to be considered in a client-consultant relationship because if the interventions are inappropriate, they may be destructive or unacceptable to the client system. Harrison has suggested two criteria for determining the appropriate depth of intervention which are as follows:
   a) To intervene at a level no deeper than that required to produce solutions to the problems at hand.
   b) To intervene at a level no deeper than that at which the energy and resources of the client can be committed to problem solving and to change.
7) **On being absorbed by the culture:** One mistake that a consultant can make is to let himself be seduced into joining the culture of the organization. While one needs to join the culture enough to participate in and enjoy the functional aspects of the prevailing culture but participating in the organizations pathology will neutralize the consultant's effectiveness. Internal change agents may be more prone to being absorbed by the prevailing organizational culture than external change agents.
8) **Consultant as a Model:** Another issue in client-consultant relationship is whether the consultants are willing to practice what they preach. The consultant should act a role model for the client system. For example, the consultant should not suppress his own feelings about what is happening in the client system when he is advocating a more open system in which feelings are considered legitimate and their expression important for effective problem solving.
9) **The Dependency Issue And Terminating The Relationship:** The termination of relationship between client and consultant is related to how much the client is dependent on the consultant. The issues related to this are discussed below:

- If the consultant assists the client to internalize skills and insights then it does not create a prolonged dependency and does not create problem in terminating the relationship.
- Another issue for the consultant the dilemma of working to increase the resourcefulness of the client versus wanting to remain involved and needed. The best solution to this gradual decrease in use of external consultant as the OD effort reaches maturity.
- When the consultant feels that his assistance is no longer needed then he should confront the issue with the client.
- A troublesome dilemma occurs when the consultant feels that his use is declining more rapidly than the progress on the OD effort seems to warrant. The consultant should raise the issue with the client.



CHECK YOUR PROGRESS

Q.4: What are the issues in client-consultant relationships in OD?

.....

.....

.....

.....

.....

Q.5: What is the dependency issue?

.....

.....

.....

.....

7.5 POWER, POLITICS AND ORGANIZATION DEVELOPMENT

Power and politics are undeniable facts of organizational life and must be understood if one is to be effective in organizations. Knowledge and skill

in the area of organizational power and politics is important for OD practitioners. As said by Warner Burke, ‘‘Organization Development signifies change, and for change to occur in an organization, power must be exercised.’’

7.5.1 Power

Power is the intentional influence over the beliefs, emotions and behaviours of people. Potential power is the capacity to do so, but the kinetic power is the act of doing so... one person exerts power over another to the degree that he is able to exact compliance as desired. (Siu, 1979)

Power is the ability of those who possess power to bring about the outcomes they desire. To have power is to be able to get desired things done, to effect outcome– actions and the decisions that precede them.

Interpersonal power in a social situation is the ability to get one’s way. Power exists in virtually all social situations. In fact, for organizations to function, an authority or power dimension is required. Social power is seen everywhere, i.e., in influence, leadership, persuasion, selling, forcing and coercing.

Power has two faces–positive and negative. The positive face of power is characterised by a socialised need to initiate, influence and lead, intended to help others as well as the person exercising the power to reach their goals. The negative face of power is characterised by a primitive, unsocialised need to have dominance over submissive others. As an OD program lays stress on problem solving, it helps to increase the positive face of power.

Sources of Power-Theories: The sources of power determine the process of generation and acquisition of power. There are various approaches or theories to understand as to who gets power and how? They are discussed below:

1) **Emerson’s ‘‘Power-Dependence Theory’’:** This theory was developed by Richard Emerson in 1962, a primary architect of social exchange theory and power-dependence theory, who

states that "the dependence of actor A on actor B is directly proportional to A's motivational investment in the goals mediated by B as well as inversely proportional to the availability of these goals to A outside of A-B relation." This theory states that power is inherent in any social relationship where one person is dependent on the other person. Therefore, social relation is regarded as one of the main component of this theory. This component is there between resources (goals, rewards and commodities) and two parties that are managed and controlled by one party and desired by other.

2) **Mintzberg's "Genesis of Power":** This theory developed by Henry Mintzberg is built on the premise that organizational behaviour is a power game where several players called "influencers" seek to control the organization's actions and decisions. The three basic conditions for exercise of power are–

   a) some sources or basis of power coupled with
   b) the expenditure of energy in a
   c) politically skillful way when necessary

   According to Mintzberg the five possible bases of power are:

   1) control of a resource
   2) control of a technical skill
   3) control of a body of knowledge
   4) legal prerogatives, i.e., being given exclusive rights to impose choices
   5) access to those who have power based on the first four bases

   In addition to a base of power, the influencer must have the 'will' and the 'skill' to use it. An organization has many potential influencers like the board of directors, the managers, the top executives, employees, unions, suppliers, customers and regulators.

3) **French & Ravens "The bases of Social Power":** John R. P. French and Bertram Raven (1959) have suggested five sources, or bases, of social power, which are as follows:

- **Reward Power:** Power based on the ability of the power holder to reward another, i.e., to give something valued by the other.
- **Coercive Power:** Power based on the ability of the power holder to punish another, i.e., to give something negatively valued by the other.
- **Legitimate Power:** Power based on everyone's belief that the power holder has a legitimate right to exert influence and that the power-receiver has a legitimate obligation to accept the influence
- **Referent Power:** Power based on the power-receiver having an identification with (attraction to, or feeling of oneness with) the power holder.
- **Expert Power:** Power based on the power holder possessing expert knowledge or expertise that is needed by the other. Informational power is a type of power where the power holder possesses important facts or information needed by the other.

4) **Salancik & Pfeffer "Strategic Contingency Model":** This model was developed by Salancik & P feffer who states that the power in the organization accrues to the sub-units of the organization. These sub-units constitute the units, departments or individuals which are regarded as important for coping with and help in solving the major problem which is generally uncertain as posed by the environment. Here, once the power is achieved, it is then used by all its sub-units who enhance their survival through control of scarce critical resources which define organizational policies and problems as well as through placement of allies in key positions. This theory supports the notion that those who have something highly valued by others have power.

7.5.2 Organizational Politics

Organizational Politics: A few definitions of politics are given below:

- Politics is the study of who gets what, when, and how (Harrold Lasswell)

- Organizational politics involve intentional acts of influence to enhance or protect the self-interests of individuals or groups (Allen et al.1979).
- Wendell L. French and Bell view politics as a subset of power, treating it as informal power, illegitimate in nature. Likewise authority is also a subset of power but formal power, the power vested in office, the capacity to get things done by virtue of the position held.
- Mayes and Allen (1977) define organizational politics as the management of influence to obtain ends not sanctioned by the organizations or to obtain ends through non-sanctioned influence means.
- Organizational politics involves those activities taken within organizations to acquire, develop and use power and other resources to obtain one's preferred outcomes in a situation in which there is uncertainty or disagreement about choices.

An analysis of the above definitions suggests that the concepts of power and politics are similar. Both relate to getting one's way-effectance. Both relate to pursuit of self-interest and overcoming resistance of other. Organizational politics is engaging in activities to get one's way.

Politics, like power, has two faces-positive and negative. The positive face of politics is characterised by a balanced pursuit of self-interest and interest of others; viewing situations in win-win terms as much as possible; engaging in open problem solving followed by action and influencing without using tactics or fighting and driven by a socialized need to lead, initiate and influence others. The negative use of politics is characterised by extreme pursuit of self-interest; unsocialized need to dominate others; a tendency to view situations in win-lose terms and use of tactics like secrecy, withholding information or deceiving.

Organization politics is related to decision making, resource allocation and conflict resolution processes in organizations. These

three patterns can help to identify the political climate of an organization. Most organizations show the below mentioned three models or any one model may be predominant. They are–

1) **Bureaucratic Model:** Decisions are made on the basis of rules, procedures, traditions and historical standard.
2) **Rational Model:** Decisions are made on the basis of rational problem solving; goals are identified and agreed upon; situations are analyzed in relation to goals; alternative action plans are generated and evaluated; and certain alternatives are chosen and implemented.
3) **Political Model:** Decisions are made on the basis of perceived self-interest by some groups trying to dominate, influence and control resources.

The Political Subsystem: The political subsystem consists of the sources, locations and flow of power through the organization. The basic criteria for effectiveness within the subsystem is the extent to which sufficient power can be accumulated and transferred to the individuals in the organization to maintain productive operations, solve problems and implement solutions. OD consultants need to be politically more sophisticated and active in order to increase the success of their interventions.

7.5.3 Role of Power and Politics in the practice of OD

The role of the OD practitioner in dealing with political realities found in organizations is explained below:

1) **Nature of OD in Relation to Power and Politics:** OD was founded on the belief that using behavioural science methods to increase collaborative problem solving would increase both organizational effectiveness and individual well-being. And to increase collaborative problem solving is to increase the positive face of power and decrease the negative face of power. Hence, OD addresses issues of power and politics by proposing that collaboration, co-operation and joint problem solving are better

ways to get things done in organizations than relying on bargaining and politics.

The nature of OD in relation to power and politics can be examined through the following perspectives

- Strategy of change
- OD interventions
- OD values
- Role of the OD practitioner

a) **Strategy of change:** OD programs implement normative-reeducative and empirical-rational strategies of change rather than a power-coercive strategy. In normative-reeducative strategy, change occurs by changing norms, culture and beliefs usually through education and re-education. The empirical-rational strategy of change tries to find out facts and information to find better ways to do things. The power-coercive strategy of change on gaining and using power and developing enforcement methods.

b) **OD Interventions:** OD interventions promote problem solving and not politics as a way of getting things done. They increase problem solving, collaboration, co-operation, fact-finding and effective pursuit of goals while decreasing the negative faces of power and politics. OD interventions do not deny the reality of power in organizations rather enhance positive face of power. OD is a rational problem-solving approach that does not match with extreme power-oriented situations.

c) **OD values:** OD values like trust, openness, collaboration, individual dignity and promoting individual and organizational competence are consistent with the positive face of power but not with the negative face of power. These values are related to rational problem solving and do not match with extreme political modes of working.

d) **Role of the OD practitioner:** The OD practitioner's role is that of a facilitator, problem solver and educator. He works

to strengthen skills and knowledge in the organization but organization members are free to accept or reject his values, methods and expertise. The facilitator or educator role is incompatible with the role of a political activist because co-operation requires one set of behaviour and competition requires a different set of behaviours.

Hence, OD is an approach which enables organization members to go beyond the negative face of power and politics. OD practitioners can get into trouble if they try to move from a facilitator role to a political role.

7.5.4 Operating in a Political Environment

A few general observations present in a political environment and some general guidelines for the OD practitioner are discussed below:

I) OD practitioners must operate from a potentially strong power base which they can use to their advantage. As per French and Raven, an OD consultant derived power from the following bases–

a) Legitimate power: The OD program and the consultant are authorized by the organization's decision makers.

b) Expert Power: The consultant possesses expert knowledge.

c) Information Power: The consultant possesses vast information about the strengths and weaknesses of the organization.

d) Referent Power: Others may identify with and be attracted to the consultant.

As per Michael Beer, an OD group can gain and wield more power through the following means–

a) Competence– Demonstrated competence can earn power and organizational support.

b) Political access and sensitivity– Developing and nurturing multiple relationships with key figures will ensure timely support and multiple sources of support.

c) Sponsorship– Support of top level can help OD groups to gain power.

d) Stature and credibility– Successes in earlier OD programs helps promote stature and credibility to OD groups.

e) Resource Management– Power accrues to those who control resources– OD groups can gain power if they can help subunits to solve their pressing problems.

f) Group support– The OD group will gain power if it is cohesive and free of internal conflicts.

II) The OD practitioner can help organization members to reduce the negative face of power by–

- centralizing some decision making
- gaining agreement of goals and means for achieving goals
- replacing tight coupling of interdependent relationships with loose coupling
- addressing mixed-motive situations by integrative and distributive bargaining

III) The concept of positive and negative faces of power and politics suggests where the practitioner will be more effective. OD programs are likely to be more effective in organizations with positive faces of power and politics where the practitioner helps organization members to build multiple power bases in the organization and promotes collaborative problem solving leading to better decisions. While in organizations with high negative faces of power and politics; the OD program may be used as a pawn in the organization's power struggles and the practitioner may be used as a scapegoat when conditions require a sacrifice.

IV) The OD practitioner should learn about bargaining, negotiations, the nature of power and politics, the strategy and tactics of influence and behaviour and characteristics of power holders so that he can help organization members to solve their problems and take advantage of opportunities.

V) Power stems from possessing a commodity valued by others. So, if the OD program improves individual and organizational

functioning and if the OD practitioner has learnt his craft well, and then a valuable commodity has been produces which will be welcomed by the power holders of the organization.

The OD interventions should promote win-win solutions for conflict situations. OD professionals who are skilled in conflict management techniques become valued commodities.



CHECK YOUR PROGRESS

Q.6: What is power and politics?

.....

.....

.....

.....

.....

Q.7: What are the perspectives through which the nature of power and politics in OD can be examined?

.....

.....

.....



7.6 LET US SUM UP

An important question in a client-consultant relationship is who is the client. At the initial stage, a key executive is the client and later the whole organization is considered as the client. An effective relationship between client and consultant is very important for the success of an OD program.

Neilson has identified four client-consultant relationship modes which are apathetic mode, gamesmanship mode, charismatic mode and consensus mode.

There are various issues related to client-consultant relationship which needs to be managed appropriately for success of an OD program.

These issues are related to entry and contracting, trust issue, the nature of the consultant's expertise, diagnosis and appropriate interventions, depth of the interventions, on being absorbed by the culture, viewing the consultant team as models, client dependency and terminating the relationship between client and consultant.

Power and politics are part of organizational life and must be understood if one is to be effective in organizations. Knowledge and skill in the area of organizational power and politics is important for OD practitioners. Various theories to understand the sources of power have been mentioned in this unit. The concept of politics associated with decision making, resource allocation and conflict resolution has been discussed.

The role of power and politics and its relationship with OD has been discussed. It is important for OD practitioners where the power bases in the organization are and how they can become a valued commodity for the power holders of the organization. OD programs are more effective in organizations with more positive face of power than in those with high negative face of power.



7.7 FURTHER READING

1) French, W., Bell, H. C. and Vohra V. (2013). *Organisation Development*. India: Pearson Education.
2) Mayes, B. T. and Allen, R. W. (1977). *Towards a Definition of Organization Politics*. Academy of Manaement Review. October, pp. 672-678.
3) Mintzberg, H. (1983). *Power In and Around Organizations*. Prentice-hall.



7.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: In OD, a consultant is an advisory contracted for and provided to organizations to help the client organization in an

objective and independent manner to identify management problems, analyze such problems, and help, when requested, in the implementation of solutions.

Ans. to Q. No. 2: In a client-consultant relationship, the client in the initial stage is a manager from the organization which seeks consultants but as the relationship grows and trust and confidence develops between the key client and the consultant, both begin to view the manager and his team as the client and ultimately the whole organization as the client.

Ans. to Q. No. 3: Neilson has identified four client-consultant relationship modes which are apathetic mode, gamesmanship mode, charismatic mode and consensus mode.

Ans. to Q. No. 4: The issues in client-consultant relationships are related to entry and contracting, trust issue, the nature of the consultant's expertise, diagnosis and appropriate interventions, depth of the interventions, consultant on being absorbed by the culture, viewing the consultant team as models, client dependency and terminating the relationship between client and consultant.

Ans. to Q. No. 5: The dependency issue is related to the client becoming too much dependent on the consultant for resolution of their problems. The consultant should assist the client to internalize skills and insights so that it does not create a prolonged dependency and does not create problem in terminating the relationship.

Ans. to Q. No. 6: Power is the ability of those who possess power to bring about the outcomes they desire. To have power is to be able to get desired things done, to effect outcome - actions and the decisions that precede them. Organizational politics involve intentional acts of influence to enhance or protect the self-interests of individuals or groups.

Ans. to Q. No. 7: The perspectives through which the nature of power and politics in OD can be examined are strategy of change, OD interventions, OD values and role of the practitioner.



7.9 MODEL QUESTIONS

Q.1: What are the types of client system and their relationship with respect to the organization?

Q.2: Write a note on client-consultant relationship and its importance.

Q.3: Discuss the various issues related to client-consultant relationships.

Q.4: Define power. Discuss the various theories that explain the sources of power.

Q.5: Discuss the concept of organizational politics.

Q.6: Explain the role of power and politics in the practice of OD.

*** ***** ***

UNIT 8: ISSUES IN CONSULTANT CLIENT RELATIONS

UNIT STRUCTURE

8.1 Learning Objectives

8.2 Introduction

8.3 Organisational Consultants and the client system

8.4 Entry and Contracting

8.5 Diagnostic Skills

8.6 Consultant-Client Relationship

8.7 Implications for Consultant's Behaviour

8.8 The Dependency Issue and Terminating the Relationship

8.9 Ethical Standards in OD

8.10 Let Us Sum Up

8.11 Further Reading

8.12 Answers To Check Your Progress

8.13 Model Question

8.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the client system in organization
- discuss the entry and contracting system
- explain the diagnostic skills
- discuss the implication's for consultant's Behaviour
- describe the dependency issue and Terminating the Relationship
- outline the ethical Standards in OD.

8.2 INTRODUCTION

In the previous unit we had discussed about the basic concepts of Client-consultant relationship. In this unit, we will discuss some specific issues in consultant and client relations. Today the greatest challenge for the organization leaders is to manage change. We all know that change is

inevitable. Evolutionary change has been on for millenniums, revolutionary change occurs from time to time, but to bring about change in a planned way is a difficult proposition.

For sometime now, professionals in applied behavioural science all over the world have been actively involved in facilitating individual, group, intergroup, organizational and community change. Although, so much is going on in this area, very little is known about the way professional consultants facilitate change at different levels of human systems. It is important to articulate the values, assumptions and approaches of consultants working with different client systems and to get an insight into kinds of relationship they share. It is also necessary that all innovations and experimentations be known widely so that the range of alternatives, choices and options are available to those managing change in organizations.

8.3 ORGANIZATIONAL CONSULTANTS AND THE CLIENT SYSTEM

- **Organizational Consultants:** Professionals applying behavioural science know-how in organizations are known by various titles. Some of these are: consultants, trainers, facilitators, catalysts, action researchers, counselors and change agents.

  An organizational consultant is a professional, internal or external to the client system, who applies behavioural science knowledge in an ongoing organization with the explicit objectives of managing change and improving its effectiveness. He engages a wide variety of activities often called interventions. The type and choice of intervention and relationship a consultant establishes with the client system often defines the approach and style of consultants.

  "Management consulting is an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent manner, the client organization to identify management problems, analyze such problems, and help, when requested, in the implementation of solutions." (Greiner and Metzger, 1983).

- **The Client System:** A client may be an individual from an organisation or it may be the management team. The question of who the client is quickly becomes an important issue in consultant-client relationships. A viable model is one in which, in the initial contact, as single manager is the client, but as trust and confidence develop between the key client and the consultant, both begin to view the manager and his or her subordinate team as the client and then the manager's total organization as client.

8.4 ENTRY AND CONTRACTING

Entry and contracting is the first and beginning phase of the OD process, which sets the stage for the following diagnosis, intervention, evaluation and termination phases. During the initial face-to-face discussion, the consultant explores with the potential client some of the deeper aspects of the presenting problem. If communications between managers aren't as thorough and as cordial as they ought to be, the consultant asks for example to get a better fix on the nature of the problem and its dynamics. Almost inevitably several interrelated problems surface.

Entry: The goals of the entry process are to begin building the client-practitioner relationship, to identify the client(s), and to explore the work to be achieved. This is accomplished by engaging the client in a process that allows the client to fully express what really "matters", their desired client/ practitioner relationship, and the outcomes for the work. Effectively managing the entry process and relationship issues helps create conditions for trust, credibility, and predictability that are essential to contracting and to the overall success of the engagement. During the entry stage, the practitioner's focus is on building an effective interpersonal relationship with the client.

Furthermore, in the first meeting, the consultant and the client begin to sort out what group would be the logical starting point for an OD intervention. For example, for a particular manufacturing organization it might be important to focus on the top management team of eight people; in a government organization it might appear careful to include 20 key people, which would involve the chief manager, assistant managers and all the department heads.

Considerable thought must be given to exactly who is to be included – and thus who is to be excluded – in the first intervention. The exclusion of key people in particular, can be a serious mistake.

All kind of nuances can arise in this discussion. In addition to problems of who can and who should attend a workshop other matters concern when and where it could be held, whether members of the management group can be away from their offices for the desired period, whether the top person is to be briefed about interview themes prior to the workshop, the extent of confidentiality of the interviews, and so on. An overriding dimension in this preliminary discussion is the extent of mutual confidence and trust that begin to develop between the consultant and client.

The more formal compensation aspects of the initial contract are also important and need to be clarified for the peace of mind of both client and consultant. One course of action is to have an oral arrangement for an hourly or daily fee, with no charge for a brief telephone discussion, and usually no charge for a longer first exploration. Thereafter, a bill might be sent for time spent, or a bill might be submitted for the total agreed-upon price for the particular project.

Contracting: The goal of the contracting process is to develop a clear, mutually agreed-upon contract– either formal or informal. This contract is fundamental to the success of any change initiative. Through contracting, the energy in the client system is harnessed and brought into focus for the purpose of defining a plan of action that will sustain the change that is sought. The contracting process brings needed form and structure to the relationship. It sets clear expectations. It balances feelings and provides a sense of assurance that the consultation is going somewhere solid, trustworthy.

The outcomes of entry and contracting are a solid working relationship between the client and the OD practitioner, a joint decision about whether to go forward with the consultation, a written contract for the consultation, and a solid foundation for the remaining phases of the OD process.

It is relatively straightforward to describe and understand the stages of the entry and contracting process (pre-entry, entry, contracting, transition) designed to achieve these outcomes. However, completing the tasks of

each stage with the many dynamics (i.e., trust, fear, dependency, vulnerability, motivation, resistance, misunderstandings, etc.) possibly at play creates a challenge for even the most experienced OD practitioner.

The dynamics each have their own energetic valence. The practitioner needs to be aware of the dynamics at all levels (intrapersonal, interpersonal, group, systems) and then to be wise, intentional, and skillful in engaging that energy – all in service to the client's desired outcomes.



CHECK YOUR PROGRESS

Q.1: Define Client system.

.....

.....

Q.2: Who are the organizational consultants?

.....

.....

.....

8.5 DIAGNOSTIC SKILLS

OD starts with diagnosing an organization or department to understand its current functioning and to discover areas for further development. OD practitioners need to know how to carry out an effective diagnosis, at least at a rudimentary level. They should know how to engage organization members in diagnosis, how to help them ask the right questions, and how to collect and analyze information. A manager, for example, should be able to work with subordinates to determine jointly the organization's or department's strengths or problems. The manager should know basic diagnostic questions some methods for gathering information, such as interviews or surveys, and some techniques for analyzing it, such as force-field analysis or statistical means and distributions. In addition to diagnosis, OD practitioners should know how to design and execute an intervention. For establishing priorities for action, the OD practitioner has to diagnose the client organization's difficulties, in collaboration with organization's key

members. Sometimes the OD practitioners and the key actors are confronted with low motivation and energy level for initiating and implementing diagnostic work, possibly because organizational members believe that the problems are too pervasive or too fundamental to be remedied. This feeling of helplessness and defeatism could also manifest itself in hostile rejection of all diagnostic interpretation. The challenge, then, is to overcome extreme inaction, and generate openness and willingness to take a fresh look at the organizational difficulties.

Diagnosis requires attention to four basic elements:

- client's felt problems,
- his/her goal,
- his/her resources, and the
- OD practitioner's resources.

The client's felt problem means much more than the initial formulation or description of the issues by a few key members. It involves appreciating the organization's culture and language so that one can see events the way the client see them. This empathy enables the OD practitioners to meet the client's needs and ensures the client organization involvement in the diagnostic phase.

The second step is to define the goals and priorities of the client organization. If goals are well defined, they can place the problem in the context of the organization's total development, and facilitate emergence of meaningful and lasting solutions to the problems. The third and the fourth elements assessed in the diagnostic process are the client's and practitioner's resources for improving the situation. The motivation and readiness for change on the part of both the client system and the OD practitioner are particularly important. The practitioners should especially look for resources internal to the client organization which can be developed and utilized to solve problem. In this way, the development of internal resources is accelerated and dependency on the practitioners is reduced.

There are several conceptual frameworks that are useful for aiding diagnosis. One such framework given by Marvin Weisbord (1976) called as **six-box model** for diagnosis is widely used by OD practitioners were described in earlier unit.

8.6 CONSULTANT-CLIENT RELATIONSHIP

One of the major concerns of the organizational consultants is to create an effective relationship with the client system. Most of the consultants and clients, on entering mutual contract, wonder what kind of influence and freedom they would have with each other, who will define the boundary of activities of both the consultant and the client.

Eric H. Neilson (1978) has identified several basic dimensions in the client-consultant relationship which can be used as indications of the climate for change. In order to collaboratively change the organization's culture:

1) Members need to share their assumptions, perceptions and feelings; and
2) Members need to accept personal responsibility for their own behaviour.

Based upon these two dimensions, Eric H. Neilson has identified four possible models in the client-consultant relationship (see Figure 8.1).

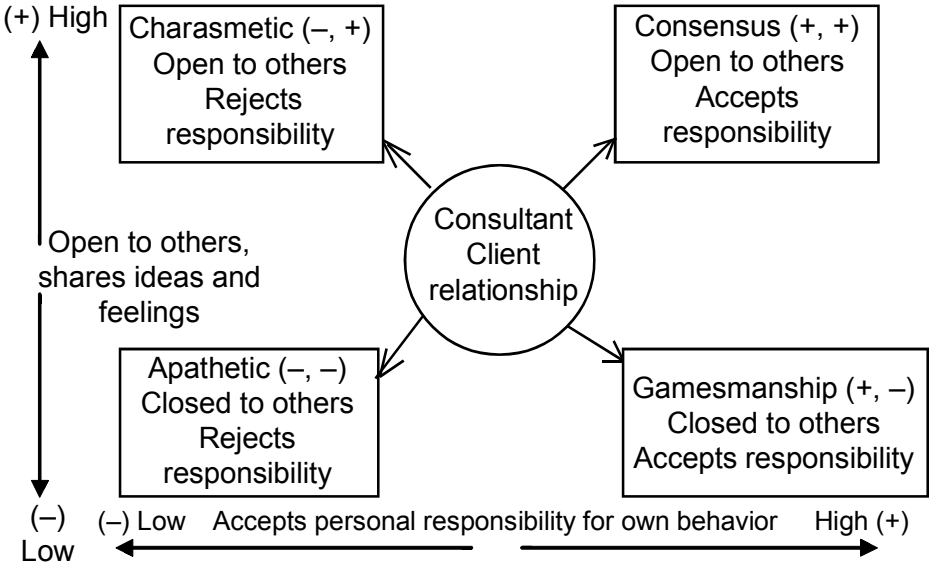


Figure 8.1: Four Consultant-Client Relationship Mode

a) **The Apathetic Mode:** Members keep their true ideas about self-fulfillment and organization effectiveness to themselves. They assume that sharing this information will not make any difference, so why bother. In general, they follow established solutions and avoid accepting responsibility for their actions. They simply do as they are

told by others. They tend to relate with the consultant in the same manner by assuming that the higher authority has sanctioned the change, but viewing it with ***skepticism***.



Skepticism: doubt about the truth of something.

b) **The Gamesmanship Mode:** Members keep their true feelings about self-fulfillment and organizational effectiveness to themselves, under the assumption that sharing information may threaten personally desired outcomes. Members make their own decisions about how to behave, thus taking responsibility for their behaviour. This may include conforming outwardly to any decision-making procedure, while manipulating strategic factors to gain personal goals. Members may favour change if they see ways in which it can serve their personal interest.

c) **The Charismatic Mode:** In this mode, there is open sharing of ideas and feelings between a limited number of members and the rest, based on the perception of leadership. The followers are looking for cues from their leaders, so that responsibility is low for most members. Members view the change process as desirable, if the leader approves. However, they rely on the leaders to interpret the results.

d) **The Consensus Mode:** Members continuously share perceptions and feelings openly, both on self-fulfillment and organizational effectiveness. Decisions are made through the sharing of viewpoints and differences are worked through. This process involves both sharing of data and maintaining one's responsibility for action. Members see the OD process as consistent with their way of operating and find the results interesting and useful.

There are a **set of assumptions** about initial relationship between clients and consultants and their implications for consultants' behaviour. These are the following.

i) ***There is likely to be some dependency by the client on the consultants:*** The client is likely to feel the need for expert help with whatever problem he is bringing to the consultant. Most managers see themselves as needing to be competent in managing organization and human affairs in organizations. Therefore the 'dependency' on

the 'expert' to assist them is a two sided coin – on one hand they want some help and guidance; on the other hand they resent that they need it. With outside consultants, this 'ambivalence' is likely to take the form of over-dependence – getting the consultant to take decision, so that if something goes wrong, the client knows who to blame. With inside consultants, it is likely to take the form of "prove that you are more competent than I am about this problem or situation".

ii) ***There is likely to be some suspicion of the consultant's motives or competence or both***: It produces a real dilemma for the consultant; whether to prove that he does have skills and competence, or induce same client anxiety, by not immediately behaving in ways that show his 'competence'.

iii) ***There is likely to be some threat to existing traditions, ways of work, relationships and rewards:*** The very need for change probably means that some kind of well established forms, norms, ways of doing things must be replaced. The 'client' probably knows this, but also finds it somewhat threatening. If the threat is great, there is likelihood that he will transfer the 'threat' to the consultant, implying that the consultant represents 'new' or 'different' ways of work.

iv) ***There is likely to be pressure for early results***: This is an important dynamic which can subvert any change effort, particularly if there is a budget consequence. There may be strong needs on the part of the entry client to prove either to his bosses or his colleagues or subordinates, the worth of investment in the change effort. Many complex change programs require pilot projects or experiments.

v) ***There is likely to be some confusion around the amount of perceived power a consultant has and/or should have:*** Depending upon the consultants outside reputation, track record, access to other parts of the organization, the entry client may see him as all powerful. There is a need for clarifying at every stage the client's perception, the consultant's perception, and the likely perceptions of other key people in the organizational system about the consultant's roles and influence.

vi) ***There is likely to be unrealistically low expectation by the organization leaders of the requirement for their own personal investment of time and energy in the change effort***: Entry client frequently assume that by bringing in a consultant, they can delegate the 'management' of the change effort to the specialist or expert; and their role is to be permissive and supportive of activities. It is incorrect to assume that the top of the organization can avoid significant commitments of their personal energy towards managing the change effort.

8.7 IMPLICATIONS FOR CONSULTANT'S BEHAVIOUR

1) **He must find ways of reducing dependency:** He must somehow deal realistically with the client, meeting enough of the dependency needs to not loose the connection, but resisting some of it and moving the client towards independence and ownership.
2) **He must find ways of exposing both his motives and his competence:** He must find some way of communicating to the client 'where he is' and 'what he wants'. He is faced with very major value or ethical choice or dilemma; to what degree, in this relationship, does the consultant wish to be an advocate and to what degree is he is methodologist.
3) **He must find some ways of dealing with threat:** He must find some ways of communicating to the client that the change will involve costs and upsets; and that there is a great need for both of them to keep this explicitly in mind throughout the relationship.
4) **He must find ways of helping the client to develop a realistic and practical time frame:** The consultant needs to help the client look at the consequences of immediate superficial success and over expenditure of massive energy too soon.

8.8 THE DEPENDENCY ISSUE AND TERMINATING THE RELATIONSHIP

If the consultant is in the business of enhancing the client system's abilities in problem solving and renewal, then the consultant is in the business of assisting the client to internalize skills and insights rather than to create a prolonged dependency relationship. An issue of personal importance to the consultant is the dilemma of working to increase the resourcefulness of the client versus wanting to remain involved, to feel needed, and to feel competent. A satisfactory solution to this dilemma is gradual reduction in external consultant use as an OD effort reaches maturity. In a large organization, one or more key consultants may be retained in an ongoing relationship, but with less frequent use. If the consultants are constantly developing their skills, they can continue to make innovative contribution. Another dimension of the issue arises, however, when the consultant senses that his or her assistance is no longer needed or could be greatly reduced. For the client's good, to avoid wasting the consultant's own professional resources, and to be congruent, the consultant should confront the issue.

8.9 ETHICAL STANDARDS IN OD

Ethical problems and dilemmas faced by OD practitioners may leave OD's scientific and professional progression in a disadvantageous position unless agreement can be reached as to the types of ethical dilemmas and the points at which they are likely to be encountered. 'Ethical Dilemmas' are the results of behaviours and inappropriate actions or roles on the part of both consultant and the client systems. Ethical problems and dilemmas are therefore a mutual responsibility of change agents and client systems, depending largely on the nature of their specific relationship. The following are the major types of ethical dilemmas in OD practice which tend to be observed and described by practitioners.

a) ***Choice of Intervention:*** Critical to the success of any OD program is the selection of an appropriate intervention, which depends, in turn, on a careful diagnosis of the organization or department. Selection

of an intervention is closely related to a practitioners own values, beliefs, and norms. In solving organizational problems, many OD practitioners tend to emphasize a favorite intervention technique, such as team building, survey feedback, or job enrichment. They let their own values and beliefs dictate the change method. This may have disastrous consequences both for the organization and practitioner. The intervention chosen must be appropriate not only to the problem, but also to the context in which it exists. This context is influenced in parts by the political climate within the organization, and by the organization's perceived readiness for change. Unless all these factors are considered in the diagnosis of the problem and subsequent choice of an intervention, the change effort is likely to be unsuccessful.

b) ***Use of Information:*** A key issue concerns the large amount of information practitioners invariably obtains. Although most practitioners value openness, trust, and leveling, it is important that they be aware of how such data are used. A human tendency can exist to use the data to enhance a power position. Openness is one thing but leaking information can be harmful to individuals and to the organization as well.

This dilemma or choice situation requires the consultant or client system to decide what information is used and how it is used. Misuse of data in OD occurs when the voluntary consent or confidentiality of the client system is violated or abridged. Misuse of data as a breach of ethics in OD also may occur in other ways. It may occur when data are distorted, deleted or not reported by either the client system or the consultant, or when data are used to assess persons or groups, punitively, resulting in personal, professional, or organizational harm. Data concerning personality traits, career interest and market information are frequent examples.

c) ***Withholding Services:*** An important practical issue for OD consultants is whether or not a practitioner is justified in unilaterally withholding services from an organization or department in need.

Assuming that some kind of change is going to occur anyway, doesn't the consultant have a responsibility to try to guide the change in the most constructive fashion possible? This question may be of greater importance and relevance to an internal consultant or to a consultant who already has an ongoing relationship with the client.

d) ***Client Dependency:*** One of the dilemmas facing the practitioner is caused by the helping relationship, which creates a condition of dependency. Those who need help are dependent on the helpers. Thus, the client can either be counter dependent or over dependent, especially at the early stages of the relationship. There are a number of possible actions a practitioner can take. One is to openly and explicitly discuss with the client how to handle the dependency problem, especially what is expected of one another. Another approach is to focus on problem finding. Usually, the client is looking for a solution to a perceived problem. The consultant can redirect the energy to improved joint diagnosis and ensure that both work jointly on problem identification and solving. This action moves the energy of the client away from dependency.

e) ***Choosing to Participate:*** People should have the freedom to choose to participate in OD interventions if they are to gain self-reliance to solve their own problems. In team building, for example, team members should help decide whether they want to become involved in the intervention. Management should not unilaterally decide team building is good for members. However, freedom to make a choice implies knowledge about OD. Many organization members have little information about OD interventions, what they involve, and the nature and consequences of becoming involved with them. For example, some people have been coerced to join T-Groups and then became victims of manipulation and other subtle tactics that forced them to speak against their will.

With the demand for the acceptance of OD programs and practitioners increasing rapidly, the ethical issues surrounding OD's practice should now receive increased attention. If OD is ever to be accepted as a legitimate

science as well as a profession, then principles guiding the actions of those providing OD services must no longer be ignored.



8.10 LET US SUM UP

In this unit we have discussed some issues in consultant client relations. Today the greatest challenge for the organization leaders is to manage change.It is important to articulate the values, assumptions and approaches of consultants working with different client systems and to get an insight into kinds of relationship they share.

- Here we have discussed about **organizational consultant,** who is a professional, internal or external to the client system, who applies behavioural science knowledge in an ongoing organization with the explicit objectives of managing change and improving its effectiveness.
- The client system: The manager and his or her subordinate team as the client and then the manager's total organization as client.
- Consultant-client relationship: One of the major concerns of the organizational consultants is to create an effective relationship with the client system. Most of the consultants and clients, on entering mutual contract, wonder what kind of influence and freedom they would have with each other, who will define the boundary of activities of both the consultant and the client.
- The dependency issue and terminating the relationship: If the consultant is in the business of enhancing the client system's abilities in problem solving and renewal, then the consultant is in the business of assisting the client to internalize skills and insights rather than to create a prolonged dependency relationship.
- implications for consultant's behavior:
  1) He must find ways of reducing dependency
  2) He must find ways of exposing both his motives and his competence
  3) He must find some ways of dealing with threat
  4) He must find ways of helping the client to develop a realistic and practical time frame

- The following are the major types of ethical dilemmas in OD practice which tend to be observed and described by practitioners.
  - Choice of Intervention
  - Use of Information
  - Withholding Services
  - Client Dependency
  - Choosing to Participate



8.11 FURTHER READING

1) Ramnarayan, S. & Rao, T. V. (2011). *Organization Development: Accelerating Learning And Transformation*. Sage India.
2) Shukla, Madhukar. (1999). *Understanding Organisation*. Pretice Hall.
3) Singh, Kavita. (2010). *Organizational Change and Development*. Excell Books.
4) Wendell, L., French, Cecil, Bell, H. (2006). *Organization Development: Behavioral Science Interventions For Organization Improvement*. Pearson Higher Education.



8.12 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: A client may be an individual from an organisation or it may be the management team.

Ans. to Q. No. 2: An organizational consultant is a professional, who applies behavioural science knowledge in an organization with the objectives of managing change and improving its effectiveness.



8.13 MODEL QUESTIONS

Q.1: What are the advantages and disadvantages of using an internal change agent to bring about change in an organization?

Q.2: How does the process of diagnosis help to discover problems and areas of improvement regarding organization structure and function?

Q.3: Weisbord identifies six places(box) to look for troubles in organizations. How does a practitioner diagnose the problem of an organization with the help of this approach?

Q.4: Discuss the role of consultant. Identify the possible modes through which consultant and client relate to each other.

Q.5: What are the possible assumptions in the initial relationship between the consultant and client?

Q.6: Identify the issues that need to be considered while developing the effective client-consultant relationship.

Q.7: What are ethical dilemmas? Discuss the relevance of ethics in OD.

Q.8: Identify and discuss the types of ethical dilemmas in OD practices as experienced by practitioners.

*** ***** ***

Name of the Paper: .....
Course Code: .....

Centre for Internal Quality Assurance (CIQA)
Krishna Kanta Handiqui State Open University
City Office: Housefed Complex, Guwahati-781006

Learner's Feedback on Course

Dear Learner,

Regarding the course as mentioned above, we would like to know your opinions and comments so as to improve the quality of self learning materials in future. Please respond to the following statements by ticking the number you feel most reflect your opinion. After completion of the additional comments, please detach the page and send/mail the same to us at the address given below.

The Director, Centre for Internal Quality Assurance, KKHandiqui State Open University
Housefed Complex, Dispur, Guwahati-781006
(E-mail id: ciqa@kkhsou.in)

1) Approximately how many hours did you spend for studying the units in the course? ☐☐☐

2) Please give your opinions (by ✓ mark) to the following items based on your reading of the block:

Sl. No.	Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I)	The SLMs of the course fulfil the learning objectives set out in the beginning of each unit					
II)	The units of the SLM could satisfy my academic needs and expectations					
III)	The Unit writers have excellent knowledge about the course contents					
IV)	Language and contents of the units were presented at a level which I could readily understand					
V)	Ample opportunity for participation in the activities provided in the units					
VI)	Used enough Illustrations (Diagrams, tables etc.) for conceptual clarity					
VII)	Quality of content is engaging, relevant, and up-to-date					
VIII)	The self check questions are very helpful					
IX)	The Possible/model questions and the answers to check my progress have benefited me a lot					

Additional Comments: *(Please feel free to provide your open comments)*

1) Which aspects of the SLM, according to you, worked well?

.....

.....

2) What sort of changes/improvements do you feel KKHSOU could implement to improve the overall quality of the SLM?

.....

.....

Thank you for taking the time to complete this form.