

## Unit 5 : OD INTERVENTIONS

### MEANING AND DEFINITION

An OD intervention is defined as, "the set of structured activities in which selected organisational units (target groups or individuals) engage with the task or a sequence of task where the task goals are related directly or indirectly to organizational improvements

According to Rober Zawacki," OD intervention is a sequence of activities actions and events intended to help an organisation improve its performance and effectiveness"

### IMPORTANCE OF OD INTERVENTIONS

OD interventions are very important to the organisations as discussed below:

1. Boosts the quality of employee performance
2. Leads to perpetually improving organisation
3. Enhances the quality of products/services
4. Enhances the Competitive Edge of the organisation
5. Increases the profitability of the organisation

### TYPES OF OD INTERVENTIONS

Organisational development is very complex, and the interventions are equally as intricate. OD interventions can be categorized into four groups:

Human process interventions:

Human process interventions are organisation development interventions related to interpersonal relations, group, and organizational dynamics. These

were the earliest form of interventions and are often aimed at improving communication within the workplace.

Techno-structural interventions:

Techno-structural interventions are targeted toward Structural and technological issues such as organisational design; work redesign, and employee engagement.

Human resource management interventions:

Human resource management interventions impact areas such as performance management, talent development and wellbeing in the workplace.

Strategic change interventions:

Strategic change interventions revolve around transformational change, restructuring, and uniting two or more organizations together during a merger.

## HUMAN PROGRESS INTERVENTIONS

Some of the important human process interventions are as follows:

### 1.T-groups

Sensitivity training is also known as T-groups (I for training). This technique is based on the assumption that a manager's behaviour is not how he thinks he behaves, others view his behaviour. The basic objective of sensitivity training is to change the behaviour of the people through

Unstructured group interactions. With this training a person understands how his behaviour affects others and his reaction to the behaviour of others.

T-Groups have the following characteristic features :

(I) Members (10 to 15 individuals) are brought together in a free and open environment, away from work places.

(ii) No formal agenda is provided for the meeting.

iii) The participants discuss freely aided by a facilitator. The role of facilitator is to call attention from time to the ongoing process within the group.

(iv) The procedure tends to develop introspection and self examination, individual personality, and group interaction. Processes and relationships become the focus of discussion. The role

of the facilitator is to create an opportunity for the members to express their ideas, beliefs and attitudes.

## 2.Process Consultation

According to Edgar Schein, "Process consultation includes a set of activities on the part of a consultant which helps the client to perceive, understand and act upon process events which occur in the client's environment."

The assumptions underlying the process consultation model are:

(I) Managers often need special diagnostic help in knowing what is wrong with the organisation.

(ii) Most managers have constant desire to increase organisational effectiveness, but they need help in deciding how to achieve it.

(iii) Managers can be effective if they learn to diagnose their own strengths and weaknesses without exhaustive and time consuming study of the organisation.

(iv) The outside consultant cannot learn enough about the culture of the organisation, to suggest new reliable courses of action. He should, therefore, work jointly with the members of the organisation.

(v) The client must learn to see the problem for himself, understand the problem and suggest a remedy. The consultant should provide new and challenging alternatives for the client to consider. However, the decision making authority on these alternatives about organisational changes remain with the client.

(vi) It is essential that the process consultant is an expert in diagnosing and establishing effective helping relationships with the client. Effective process consultation involves passing those skills to the client.

### 3. Team Development

Team development is a process of diagnosing and improving the effectiveness of a work group with particular attention to work procedures and interpersonal relationships within it, especially the role of the leader in relation to other group members.

There are three approaches to team development explained as follows:

(i) The consultant will interview members of the team individually to know their feelings, attitudes and perceptions of team effectiveness. After that, the consultant will arrange a meeting of group away from the organisation and provide them feedback data which will be discussed in detail. The set of priorities will be worked out and action plan will be

formulated for resolving the problem.

(ii) In this approach, each team member will discuss with another member his perceived roles and also team feeling, so as to make more meaningful and productive contribution.

(iii) The consultant will regularly attend the team meetings. He will observe how the team is accomplishing the group tasks and maintaining roles.

#### 4.Third Party Peace Making

Third party peace making as the name suggests, focuses on the interventions by a third party to resolve the conflicting, Situations. It is aimed at the analysis of involved processes, diagnose the conflict's causes and with the assistance of a third party consultant resolves the conflict effectively.

These techniques may be:

- i) Wisely choosing the place
- ii) selecting the proper environment
- iii) Using effective intervention strategies iv) Setting an appropriate agenda for the meeting
- v) Helping the parties in conflict to own upto their problems and find solutions

#### TECHNOSTRUCTURAL INTERVENTIONS

Techno structural interventions are becoming increasingly relevant to today's rapidly changing markets and technological landscape.

Some important interventions are as follows:

##### 1. Organizational (structural) design:

This change process concerns the organisation's division of labour - how to specialize task performances. Diagnostic guidelines exist to determine which structure is appropriate for particular organizational environments, technologies, and conditions.

##### 2. Total quality management:

Total Quality Management (TQM) is a management framework based on the belief that an organization can build long-term success by having all its members, from low-level workers to its highest ranking executives, focus on improving

quality and thus delivering customer satisfaction.

### 3. Work design:

Designing work in a way that leads to optimum productivity is called work design. Work design is the division of work tasks assigned to an individual in an organization that specifies what the worker does, how, and why. Effective design contributes to the achievement of organizational objectives, motivation, and employee satisfaction.

### 4. Job enrichment:

Job enrichment is part of work design. The goal here is to create a job that is interesting and challenging for the person doing it. Job enrichment is a process that is characterised by adding dimensions to existing jobs to make them more motivating.

Examples of job enrichment include adding extra tasks (also called job enlargement), increasing skill variety, adding meaning to jobs, creating autonomy, and giving feedback.

## HUMAN RESOURCE MANAGEMENT INTERVENTIONS

These interventions can be of following types:

### 1. Performance management

Organizations use performance management (reviews) to support employee training, career development, compensation decisions, and promotions. Performance management is a corporate management tool that helps managers monitor and evaluate employees' work. Performance management's goal is to create an environment where people can perform to the best of their abilities and produce the highest-quality work most efficiently and effectively.

### 2. Developing talent

Organisations need strong talent management practices to stay relevant and competitive in the changing landscape.

Some methods for developing talent are as follows:

- Individualised career planning
- Internal or external coaching
- Task/job rotations.
- Mentorship programs
- Internal or external workshops
- Conferences
- On-the-job training
- Leadership training

### 3. Diversity interventions

Diversity in the workplace refers to an organization comprised of people of different races, ethnicity, age, religion, gender, physical ability, sexual orientation, and other characteristics. Because diversity drives innovation, productivity, and overall revenue, OD intervention strategies aim to

increase diversity in businesses. Important trends, such as the increasing number of women, minorities, and physically and mentally challenged people in the workforce, require a more flexible set of policies and practices.

### 4. Wellness interventions

A wellness intervention is a combination of program elements or strategies designed to produce behaviour changes or improve health status among individuals or an entire population. Examples can include: Health literacy education, general lifestyle and wellness coaching, chronic disease

management programs. Organizations need to understand their employees' specific needs. It is vital to pinpoint which wellness interventions would best serve their needs and allow the individual to

learn to manage their own health and wellbeing.

### 5. Reward Systems

Reward systems in organizations can be thought of as serving three distinct but related purposes: attracting, motivating, and retaining employees. Choices managers make about reward systems can affect an organization's ability to hire and keep desirable employees in a competitive labor market, and of course, rewards can affect people's attitudes, feelings, and behaviors at work.

There is a range of rewards that are distributed in organizations, both tangible and intangible.

Tangible rewards include pay and its variants (e.g., base salaries, hourly wages, commissions, bonuses, profit sharing, deferred compensation, stock options) as well as non-monetary rewards such as promotions, private offices, company cars, benefits, and other perquisites.

Examples of intangible rewards include recognition, personal satisfaction, pride, camaraderie, team spirit, and self-actualization.