


Organization Management
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Module No.# 02
Lecture No.# 23
Intervention Strategies for Organization
Development Individual Group
Interpersonal Interventions
(Contd.)

Let me take you through the elements of cycle of conflict and objectives of conflict dialogue.

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ELEMENTS OF CYCLE OF CONFLICT AND OBJECTIVES OF CONFLICT DIALOGUE		
ELEMENTS OF CONFLICT	DIAGNOSTIC OBJECTIVES	ACTION OBJECTIVES
ISSUES	IDENTIFY BASIC ISSUES : DIFFERENTIATE BETWEEN RESOLVABLE AND UNRESOLVABLE	RESOLVE THROUGH COMPROMISE ON SUBSTANTATIVE ISSUES AND WORKING THROUGH EMOTIONAL ISSUES
TRIGGERS	IDENTIFY BARRIERS TO CONFLICT AND EVENTS THAT TRIGGER CONFLICT	AVOID TRIGGERING NEW EPISODE



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ELEMENTS OF CONFLICT	DIAGNOSTIC OBJECTIVES	ACTION OBJECTIVES
TACTICS OR RESOLUTION INITIATIVES	UNDERSTAND HOW CHARACTERISTIC CONFLICT BEHAVIOURS CAN GENERATE ADDITIONAL ISSUES	LIMIT DESTRUCTIVE TACTICS AND ENCOURAGE CONSTRUCTIVE INITIATIVES
CONSEQUENCES	UNDERSTAND THE FEELINGS GENERATED BY EPISODES OF CONFLICT, HOW THEY ARE COPED WITH, AND WHETHER THEY WILL FUEL ANOTHER EPISODE	ASSIST PRINCIPALS TO COPE MORE CONSTRUCTIVELY WITH FEELINGS AND OTHER CONSEQUENCES OF CONFLICT.

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ELEMENTS OF CONFLICT	DIAGNOSTIC OBJECTIVES	ACTION OBJECTIVES
ISSUES	IDENTIFY BASIC ISSUES : DIFFERENTIATE BETWEEN RESOLVABLE AND UNRESOLVABLE	RESOLVE THROUGH COMPROMISE ON SUBSTANTATIVE ISSUES AND WORKING THROUGH EMOTIONAL ISSUES
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Now, this is spread over two slides and let me give you the elements of conflict. There can be issues triggers, tactics or resolution initiatives and consequences, then for each of these four, there are the diagnostic objectives and the action objectives. So, what are the issues which would lead to a conflict? To understand it, you can do **it** diagnostic analysis and what would it lead to? Identify the basic issues, what is it that we are talking about? And that is a good question to ask, any time you have a difference with the person, what that we are talking about, differentiate between the resolvable and unresolvable; please remember all problems are not solving.

One of the biggest myths of peacemakers is that all problems are solvable. Resolve through compromise, what would be the action objectives? So far as the resolvable, what is the consent, resolved through compromise on substantive issues and working through emotional issues, they are the once which should be attacked first. Get the basics in order, if we have a dispute with somebody, you will **care for...** check out whether care is the fundamental building block or not, if it is not **that** forget the rest.

If it is a learning teaching relationship, find out is the fellow capable of teaching. And find out is a fellow capable of learning, if the fellow is not capable of teaching, if the fellow not capable of learning do not try to solve it. The substantive issue is, the teacher thought relationship not who are and who the teacher is. If we have a work situation, does your superior know what command he is giving? Imagine general giving a command not knowing what the command is about.

So, when you talk of resolve through compromise on substantive issues and working through emotional issues. Please remember one thing, emotional issues can always be solved, provided you have the maturity, because emotional issues are always pre dispositional issues, emotional issues are forever issue of perception and reaction, expectation and response. Emotional issues are always one of disappointment and assurance, **and** any emotional issue can be resolved provided there is suitable respect and affection for each other. And please remember, what I am saying, respect and affection and I am putting respect first.

In fact, it is by personal assumption, you cannot have affection for a person whom you do not have respect. You might disagree with that person, what is that person should be capable of evoke give respect. In fact, my own assumption is that this is not a model, I do not want to relationships with people that I do not respect, he may be whatever, **I** let me tell you one thing, the world is big enough of for all of us, there is nobody so powerful as to destroy a person for all times at all locations.

In my limit of life span, believe me I cannot claim that I have seen all that is worth seeing, but I **have** had friends, amongst, you name it the mighty and the powerful and I have had people who would want to do whatever to be and they are been so powerful and so mighty that they could undo amounted. And what I found is, all you have do is, change the universe, the fellow has become totally dysfunction, it does not matter,


because everyone has **an** only a limited range, two, all power or lack of power is cyclical. The world is, history is full of stories who have written of people who have risen from the ashes, just when you have written them of, they rise back to being at the pinnacle and you have seen world history fully of people who have bitten the dust after the greatest of glory, have known of successful consoles and lawyers and advocates, who are making so much money that they have no time even to count it.

And within 15 to 20 years, their practice went so fast, that the palace which they had built, **a** literally it was called a palace, was up for auction. Ultimately you have to have confidence in yourself.

So, do not worry about emotional issues, they are the only once who can really be solved, but to solve it you need maturity, you need **to** wisdom, commodities, unfortunately which are not very common, then there are triggers, identify barriers to conflict and events that trigger conflict. I have seen people who get worked up by two words, I knew people, person who would get irritated **if we** if we simply said **[FL]**, no ripe or reason, he was a Hindu, but you say **[FL]** and you would be ready to bash your head and I tried many sources to find out what create this kind of reaction I could, this is nothing to do with religion, it is just some association.

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So, you must understand the trigger, trigger these two words, there is nothing religious about this. People react because of certain experiences, people react because of certain

associations and people react because of certain meaning, which they give to a statement. Now, if you think you are smarter than **the** other person, which all of us do, please no exceptions to this. All of us believe that we are smarter than the person with whom we are dealing and do not tell me no my father is so smart, I am not smart as him, yes I know your father smarter than him and you do recognize that he is smarter than you, but please remember that is the rule of 10 percent, there is no generalization, which is 100 percent.


So, let us go back to the statement, if you really think you are smarter than the person you are dealing with, why do not you show it in action? Become the more mature person, become the wiser person, you cannot be **the** claiming to be smarter and behave **[FL]** there is a contradiction. At least I pull **this or at least or** one chairman of a board in a private conversation, we had a nasty discussion on the board and there was a luncheon session and we carried the residue over the luncheon session and he was busy telling me how smart he was and how effective he was and how much I needed yet to catch up with, I said, look just a second, we have known each other for how many years, he said, who cares 15, 20, may be, may be not.

I said, let me be very specific 18 years, said, you remember all these thing, I do not. So, I said, look, you have so often told me that your 6 months older to me, so he said that I am, you are younger to me any day, I said, then why do not you behave like one and that had him totally stumped. He said, doctor Gautam that is hitting me beneath the belt, because mind you this was in public hearing, I am sure it was not public hearing it would have gone differently, I think that is good argument.

If you really think you are so much better than the other one, let us show it, let us show it in behavior, you cannot claim to be better and believe **the** you are better and behave cheaper, this has to do so much about triggers. And emotion barriers conflict and events; avoid triggering a new episode, please if you want a relationship with somebody, do not do the things which set the ammunition to fire. You know the person has a bad sense of humor, why must you crack a joke at him, you know the person is very sensitive whenever you say, you know in china, because he is so enraptured with china, do not say even china.

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Now, if you want fun at somebody's cost be prepared for the backlash, but that is bad working relationship, avoid triggering and a new episode. Tactics or resolution of initiatives, understand how characteristic conflict behaviors can generate additional issues, this is a very important statement, I wanted to read this and understand this.

The issue maybe something very simple and it may lead one other thing, it may lead to another thing and it may lead to another thing. Just go back to the conversation between two elders of your family, you will find a brilliant example, the conversation began somewhere, they ended somewhere totally different. It began by saying you are late, it ended up by saying I do not want to talk to you. Tell me what is the correlation between being late, **being late** and of course, it will be interlaced with a lot of high ego trips, **[FL]**. Those of you who do not understand, get lost, seen many people like you, the truth **are** is nobody is likely me, how could I **am** see many people likes me and you know, I use **very** many techniques to defuse the situation, I give just one example.

When somebody heard that statement, **and me** get lost I have seen just many like you, I said no, I think you are all wrong, we are all unique, which is what makes you so distinctive and me so different. He is not willing to except it about me, but what I have done is tight him in a double knot, I have made him distinctive and made my self is unique.

Now, if he destroys my uniqueness, he is not distinctive, that some people see through and they say that is hitting beneath the belt. I said you do not have even a belt what is your problem and now you are being smart. No, I am not being smart; I am just trying to get out of the situation, why do not you work with me. Change the topic, it works.

Limit destructive tactics and encourage a constructive initiative that is the way get along with people. Never tell a person is wrong, if you are really that good, tell him how else you could have done it and just recall the statement in life. Never tell a person he is wrong, if you are really that good, tell him how he should have done it, and if you really cannot improve upon it, do not get him he is wrong, because you are not good either, he did know how to do it, neither do you. So, stay quite, get out of it. Consequences; understand the feelings generated by episodes of conflict, you know people get worked up and there different reactions to getting worked up, some like to abuse, some like to yell, some like to use their hands and foot, some likes to storm out, some like to break into tears, some like to recall nasty episodes of the past, again MBTI, so many styles to the feelings which are generated by conflict.

You have to train **in** yourself to manage your feelings generated out of conflict and let me tell you how the first step can be taken. Hold of your reactions for 5 minutes, I say, I am not treating **to** you people to become consultants, I want to work you through the remaining, but I have an obligation to explain to you how it can be applied. If you have a very nasty feeling arising out of conflict hold on for five minutes, your feelings **is** themselves may change and if it still continue after 5 minutes, well, then do something about it.

How they are coped with, how the feelings are coped with, **and** whether they will fuel another episode. Now, this every wise person must avoid this, you cannot have a conflict, which is big resolved to lead to another conflict. There is nothing gallant about it, people say **you know** they are trying to be gallant, please, you are being provocative, and lot of people **may** careers speak provocative, because whom you read their magazine, if they want provocative, who would come to listen to them, if they were not provocative, they do not realize that destroying it even for the children, but that such wisdom is rare.

A people only realize what is the world they are going to **be** give it to the child, they would not do half the negative things which they do, but let alone that people even love to pass on the animosities to the child. You must avenge my death, you barely have to see a movie to see how the child is supposed to went in there, I cannot understand this, and not through one generation, two generation, not even two generation, three generation, you know that is what they call they dynasty at war and that is called real class.

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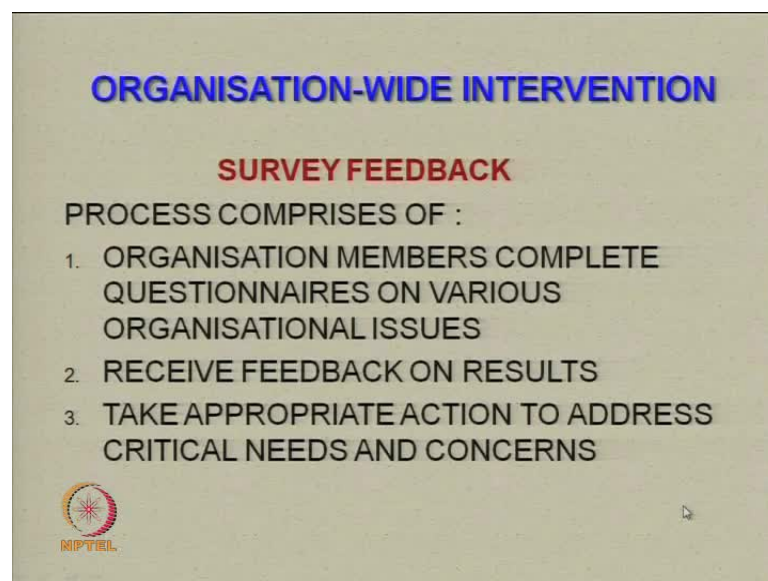
If you can carry out conflicts through, it is several dynasties; I know dynasties **who** have carried **at** all through ten generations. And though princedom is abolished to talk to that x prince of this house and you tell him that you met the x prince of that house, they say, they are useless, they cannot even have proper princes, we were the real princes.

Now, in India, we have a lot of strengths, we have lot of problems. **What** strength are of course, I think we are basically very helpful people. The problem is that we all have such complex about our being a lead and everything, everybody else being useless in our own cost. You take up any cost, even with the cost there are the high cost and there are the low cost, they should have a senses of that also, what are the high cost, say in a given cast and low cost in a **given** given cast, otherwise you never know where the benefits are going and I am serious about it.

Trouble begins when you confused emotions with politics. And remember, I am not talking of political power and talking of politics as the struggle for the control of the decision making processes, that is politics. And all organizations have their politics, remember I am talking of organization management, and therefore it is important to understand that each organization has its own set of conflicts, its own set of political issues.

So, understand that feelings generated by episodes of conflict, how they are coped with, and whether they will fuel another episode, assist principles to cope more constructively, by here a principles does not mean [FL], it does not mean the head of the school, it means the participants. Please understand like every discipline management has its own technical terminology, the word principle here is the participants, assist the participants to cope more constructively with feelings and other consequences of conflict.

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ORGANISATION-WIDE INTERVENTION

SURVEY FEEDBACK

PROCESS COMPRISES OF :

1. ORGANISATION MEMBERS COMPLETE QUESTIONNAIRES ON VARIOUS ORGANISATIONAL ISSUES
2. RECEIVE FEEDBACK ON RESULTS
3. TAKE APPROPRIATE ACTION TO ADDRESS CRITICAL NEEDS AND CONCERNS

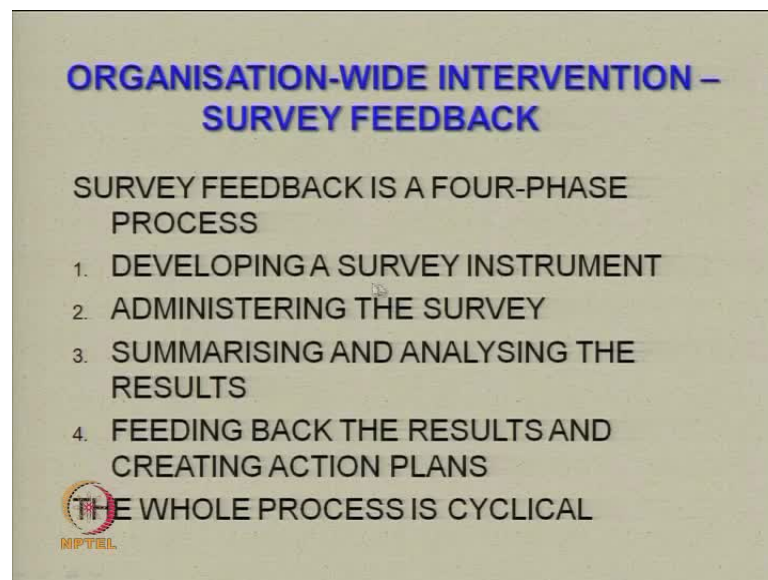
 NIPTEL

Let us move on to the survey feedback. **Organizations** organization-wide intervention: **progress** process comprises of: organization members complete questionnaires on various organizational issues. It is a good way of eliciting a response, which people have to think through and give. I found a lot of **I** CEO's begin their career in organizations with the questionnaires or a feedback.

For some it mark a good beginning, receive a feedback on results, very important. You do not have to live by it, because the person was giving the feedback may not himself,

not enough to give a scientific feedback, but it is a feedback all the same. Take appropriate actions to address critical needs and concerns, never ever ignore a collective feedback even if it is a sentimental one. I will not rule out ignoring it in all cases, but I would merely act, have a jolly good reason to ignore it, double tested.

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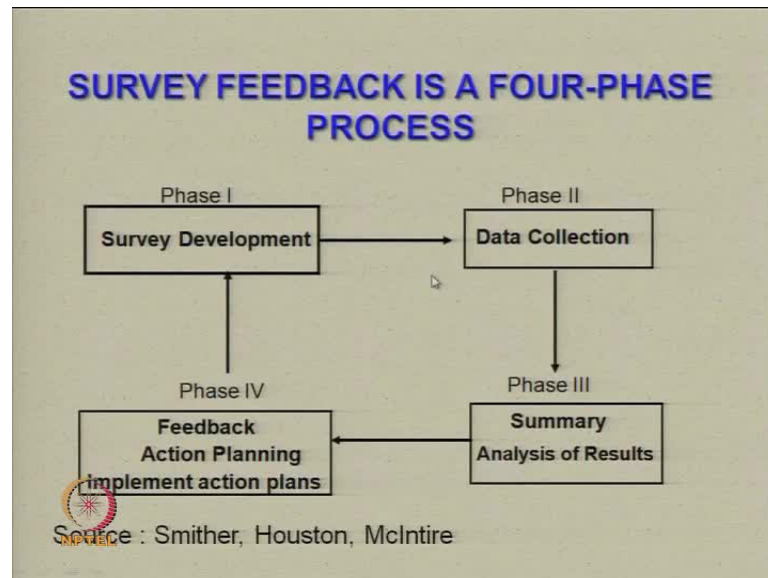
Survey feedback is a four phase process, develop a survey instrument and remember this is not easy. Not everyone can be the questionnaire, in fact developing the questionnaire itself needs a trading, this is not the best time to get into it, but I will give you one example, so that you understand what the issue could be. You cannot have more than one idea in a question, because if you have two ideas, you do not know where to fit in that response and there is a whole methodology in drafting the questionnaire.

So, if you are the one who believes in a survey feedback, either develop the confidence of developing a questionnaire or get somebody who knows a technique to do it. Then, administering the survey is also a technique, not everyone can administer a survey, certain things have to be explained, that has to be a certain speed of filling of the questionnaire, you give too much time, it will get ruined through it.

If you give too little time, it will get ruined, which is why all questionnaires needed to be pilot tested, you alter the variables and you get to know which one works, which one does not. Summarizing and analyzing the results; now, you have to anticipate that while

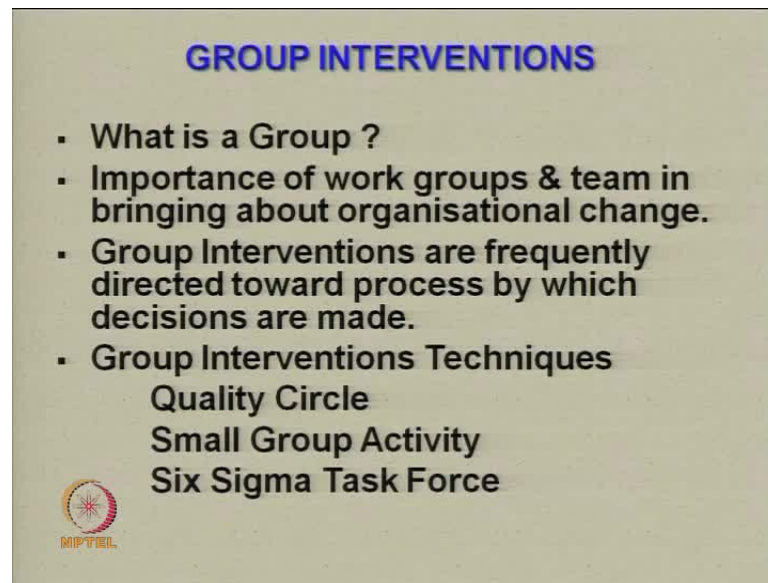
doing of the survey instrument, how will I analyze it, feeding back the results and creating action plans, the whole process is cyclical.

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So, another organization development intervention is, get the feedback from the participants, know how to analyze it scientifically, know how to quantify it, know how to reduce form it, and know how to create an action plan out of the results, this is a feedback method. And after you have done this, then you go back to this as and when required to put it together in a cyclical form, this phase 1, and phase 2, phase 3, phase 4, I wanted to read this very carefully and understand this.

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GROUP INTERVENTIONS

- **What is a Group ?**
- **Importance of work groups & team in bringing about organisational change.**
- **Group Interventions are frequently directed toward process by which decisions are made.**
- **Group Interventions Techniques**
 - Quality Circle**
 - Small Group Activity**
 - Six Sigma Task Force**

 MPTTEL

What should be noted here between phase 4 and phase 1 is, this is not an immediate follower and the next survey development is after a period of time. Let us get group interventions; the first question is what a group is? Importance of work groups and teams in bringing about organizational change is self-evident. A group always has a purpose, but a group can dissolve itself, it can be created as a special vehicle.

Group interventions are frequently directed towards the process by which decisions are made, then the each group decides up on its own norms, like for example, most important committees, let us say, let us not get into the number game, simple say a every large number of very important committees when constituted do not have a chairman assigned. The group gets together to select its own chairman, so what is being told to this group is you are high powered enough, you are mature enough to write out your own norms, do what you think is right, give us result. And then it is not as if they start fighting, I will be the chairman and now I will be the chairman, no I will be the chairman or better still after my favorite side, no **no no** I am going to be the chairman.

Conventionally it goes through the senior most people, because you are supposed to respect each and conventionally nobody questions it. The group sets its own phase of work, obviously within the mandate given to it; therefore group interventions are frequently directed towards the process by which decisions are made within a group.


Group intervention techniques; quality circles, small group activities, Six Sigma tasks and I am going to cover these three interventions in the coming few minutes.

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GROUP INTERVENTIONS

QUALITY CIRCLE (QC)

- Small groups of employees that meet regularly to discuss solutions to problems that arise in the workplace.
- Supervisor Nominated to coordinate the meeting.
- Problems are identified by Brainstorming.
- Problems are prioritized.
- Information is collected & ideas are generated.
- Solution is put forwarded to the management.





Quality circle; now, as you know quality circle is a label, which has been used for a while, on a moment which is as old as at least 30 years. It began as quality assurance, but reason why we are using the word quality circle is because quality circle had a very large number of instruments which were used to a facilitate the pursuit of quality.

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GROUP INTERVENTIONS

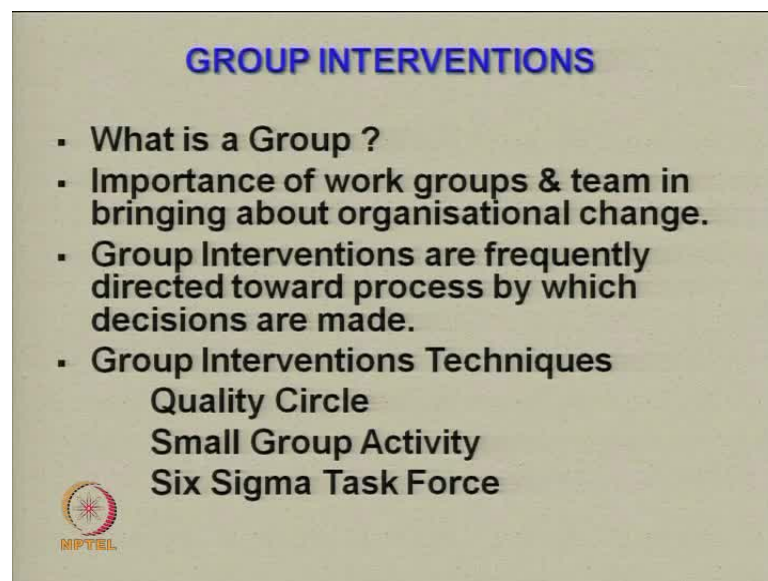
Problem Solving by QC

- Primary Activity : Problem Solving
- Brainstorming
- Nature of the Problem: To analyze the problem, Seven Quality Control Tools are used.
- Factors contributing to the problem




Let me show you some. They used checklist, they used flowcharts, they used histograms, they used Pareto charts, they used cause and effect diagrams, which is called the fishbone, they use a scatter diagram and no other intervention had so many checklists. Pareto charts, flowcharts, cause and effect diagrams, histograms scatter diagram given as an intervention technique. And for a while, quality circle was quite a moment, it is still a moment, only the concept of quality seems to have evolved.

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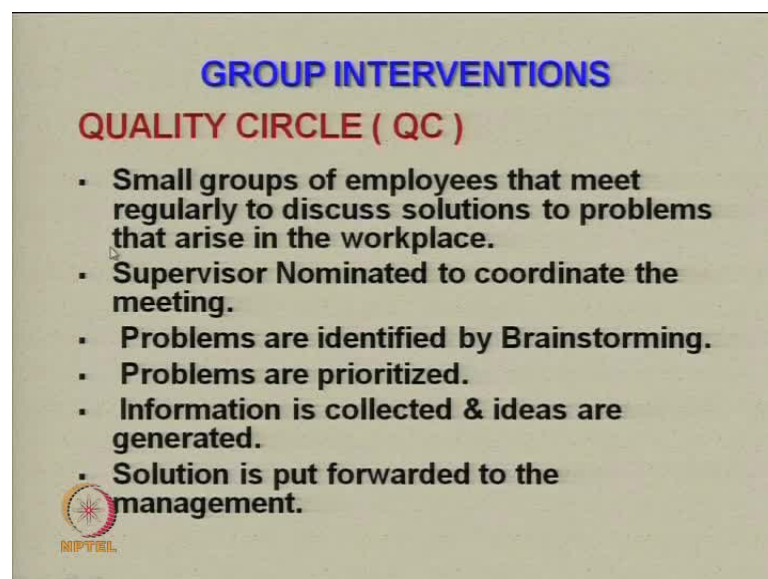


GROUP INTERVENTIONS

- What is a Group ?
- Importance of work groups & team in bringing about organisational change.
- Group Interventions are frequently directed toward process by which decisions are made.
- Group Interventions Techniques
 - Quality Circle
 - Small Group Activity
 - Six Sigma Task Force




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GROUP INTERVENTIONS

QUALITY CIRCLE (QC)

- Small groups of employees that meet regularly to discuss solutions to problems that arise in the workplace.
- Supervisor Nominated to coordinate the meeting.
- Problems are identified by Brainstorming.
- Problems are prioritized.
- Information is collected & ideas are generated.
- Solution is put forwarded to the management.



Now, if we are going to talk of quality circles small group activity as Six Sigma task force, these are all group interventions. Small groups of employees that meet regularly to discuss a solution to problems that arise in workplace and this very often is addressed to design issues, technology issues, assembly line issue, issues which are tangible, quality circle is not applied to marriage counseling.

Let us be very clear, do not have as a take away of the session, now I am going to apply quality circle to my marriage counseling. Now, I do not want to generate a debate on that, because I will find some people with lot of wisdom shaking their head as a why not, no that is a question, which I cannot answer, it is like saying why wont you born in 2032, I do not know. Quality circle is much better used where there are material and techniques which effect materials in question. Though I have **had** peoples were to be that quality circle can also to be applied to emotional issues, provided you have the skill to do it, now I like to just stop there on that.

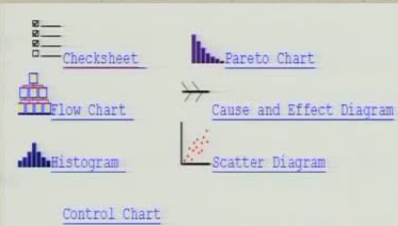
Supervisor nominated to coordinate the meeting, this again is top to bottom and **for to do** for discussing solutions, the supervisor is nominated to coordinate the meeting, this means you use the formal authority to backup quality improvement that is the meaning of that statement. So, supervisor is appointed to coordinate the meeting, problems are identified by brainstorming, problems are prioritized, information is collected and ideas are generated, solution is put forward to management and then **for it is** for management to take a call.

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GROUP INTERVENTIONS

Problem Solving by QC

- Primary Activity : Problem Solving
- Brainstorming
- Nature of the Problem: To analyze the problem, Seven Quality Control Tools are used.
- Factors contributing to the problem



The image shows a collection of seven quality control tools arranged in a grid. Each tool is represented by a small icon and a text label: Checksheet (a list with checkboxes), Pareto Chart (a bar chart with a curve), Flow Chart (a diagram with boxes and arrows), Cause and Effect Diagram (a fishbone diagram), Histogram (a bar chart), Scatter Diagram (a plot with scattered points), and Control Chart (a line graph with data points and control limits). The NPTEL logo is visible in the bottom left corner.

Group interventions in problem solving **a** quality circles are primary activity problem solving, brainstorming nature of the problem, to analyze the problem, several quality control techniques are used, the seven are listed here, the factors contributing to the problem are also analyzed. And it is amazing, these seven quality control tools if identified appropriately for the correct type of problems, almost give you, I repeat almost give you assured results, provided, for example, the fishbone technology, which is the cause and effect diagram is very good in finding out the positive factors.

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GROUP INTERVENTIONS


SMALL GROUP ACTIVITY METHOD

- Why a Non-Lecture Approach?
- We learn by doing.
- Basic Structure

Small Group Tasks : The idea is to work together, not to compete.

Report-Back : Report back to the workshop as a whole how his or her group tackled the particular problem.

Summary : The trainer highlights the key points.



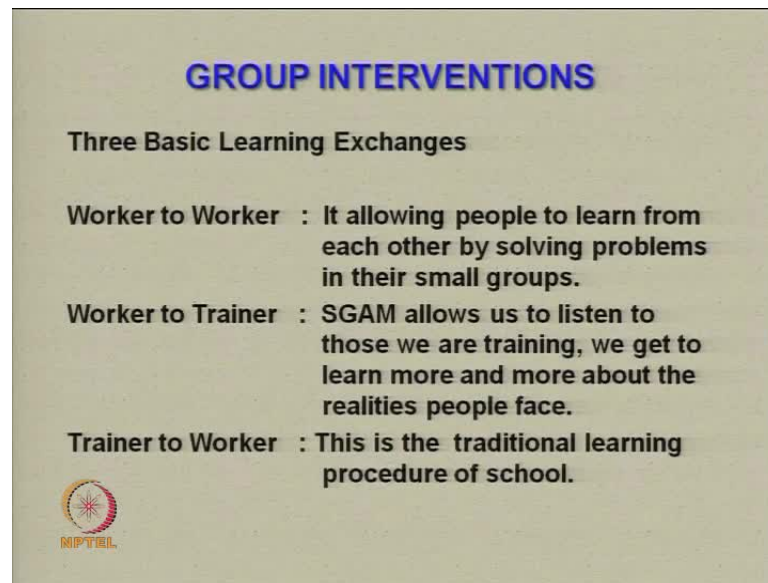
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Then there is a small group activity method, this is a non lecture method, you do not lectured here, you let people to develop **up** the solutions through practice, where people learn by doing. The basic structure is small group task; the idea is to work together, not to compete. This is a very difficult method, but can be handled by a mature group and it realizes that working together all of us when fighting each other, all of us are going to lose, unfortunately that realization is both slow and not so common. Report back; report back to the workshop as a whole how his or her group tackled the particular problem.

So, you can have a workshop discussing a problem and the workshop is then broken up into groups to tackle separate problems and each group comes back with a solution and then the workshop tries to integrate it. In each case, you will notice it is the same kind of cycle, you decide through a given scientific method that this is the problem, then you design and intervention of one instrument, two instrument, three instruments, keep yourself open to more instruments if it is required and each one works on an instrument and brings back a solution, then the workshop integrates the solution with six groups say have brought back and see which was them are compatible, which of them are not compatible and there by the solution is written, which is the difference between a seminar and a workshop.

The seminar word comes out of the word saymen, where ideas are generated for future development; a workshop is a place where ideas are perfected for implementation, of course if you do not know it all the same thing, there is a huge difference between a seminar and a workshop. In a workshop you come up with an action, which has been perfected through looking at different options. Through a seminar you come across a method, which has to do with **what to do with** a problem which you are faced. And finally, the summary, the trainer highlights the key points, so again you notice people work amongst themselves, there is a coordinator and there is a trainer, which means the problem solving group itself has to be structured.

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GROUP INTERVENTIONS

Three Basic Learning Exchanges

Worker to Worker : It allowing people to learn from each other by solving problems in their small groups.

Worker to Trainer : SGAM allows us to listen to those we are training, we get to learn more and more about the realities people face.

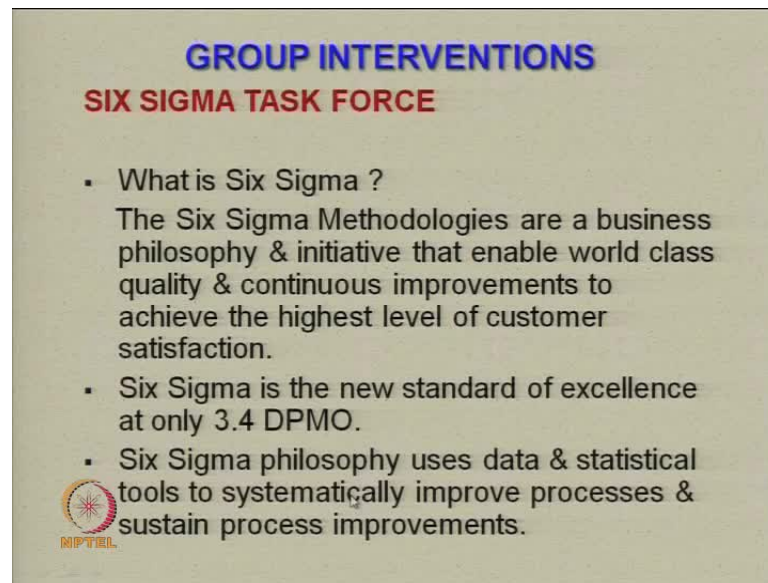
Trainer to Worker : This is the traditional learning procedure of school.



Group intervention techniques; there are three basic learning exchanges, you notice the building in of the expression learning exchanges, there is a lot of intervention which is now being practiced with people exchanging their learning's, because they have faced similar problems. So, they sit together and discuss what worked with whom and then they select from him, what works for them. Remember that is the best which works for you, worker to worker it allows people to learn from each other by solving problems in small groups. Worker to trainer SGAM allows us to listen to those we are training; we get to learn more and more about the realities people face.

And finally, trainer to worker if you notice worker to worker, worker to trainer, trainer to worker, what is in the first word is from where it originates, the second word is where it is being. Here, it is worker to worker, here it is from worker to trainer, here it is from trainer to worker and there is a distinction among three, this is a traditional learning procedure of school.


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GROUP INTERVENTIONS

SIX SIGMA TASK FORCE

- What is Six Sigma ?
The Six Sigma Methodologies are a business philosophy & initiative that enable world class quality & continuous improvements to achieve the highest level of customer satisfaction.
- Six Sigma is the new standard of excellence at only 3.4 DPMO.
- Six Sigma philosophy uses data & statistical tools to systematically improve processes & sustain process improvements.

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And of course, the Six Sigma task force, what is Six Sigma? The Six Sigma methodology is **are** a business philosophy and initiative that enable world class quality and continuous improvements to achieve the highest level of customer satisfaction.

Now, you again go back to the proposition, customer is king. I would like to modify that statement into saying and informed customer is king. Do not make mistakes of categories, do not deify, where no deification is justified and informed customer is king. And if you want an informed feedback, make sure you have educated your customer, a lot of organizations, a lot of corporate enterprises make the mistake, they conduct a survey method, they get a feedback from the survey method, the survey method says something they say, but that is the customer feedback, it may be the customer feedback, I would like know who is the customer, so as I suggested, this modification has to be built.

Six Sigma is a new standard of excellence at only 3.4 DPMO, Six Sigma philosophy uses data and statistical tools to systematically improve processes and sustained process improvements, therefore it is very amenable to the engineering method, but the engineering method itself has its limitations and a good engineer is the first one to recognize that. So, do not again convert Six Sigma into a panacea, it works at some places, it is **in** inapplicable at other places.

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GROUP INTERVENTIONS

Six Sigma is a Project Focused approach consisting of Five Phases.


DEFINE : Customer needs are stated & processes & products to be improved are identified.

MEASURE : Determines the target & baseline performance, defines the I / O variables & validates the measurement systems.

ANALYZE : Use data to establish the key process inputs that affect process outputs.

IMPROVE : Identify improvements to optimize Output & reduce defects.

CONTROL : Documents, monitors & assigns the accountability for sustaining the gains made by process improvements.

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So, what is the group intervention for Six Sigma, it is to be projected focused approach consisting of five phases, and then like in every other intervention technique, I have defined the five base phases. The phases are defined, which means customer needs are stated, processes and products to be improved are identified. You cannot have a defining without measuring. Measure; determines the targets and baseline performance, defines the I O variables and validates the measurement systems. Then analyze, use the data to establish the key processing inputs that affect process outputs.

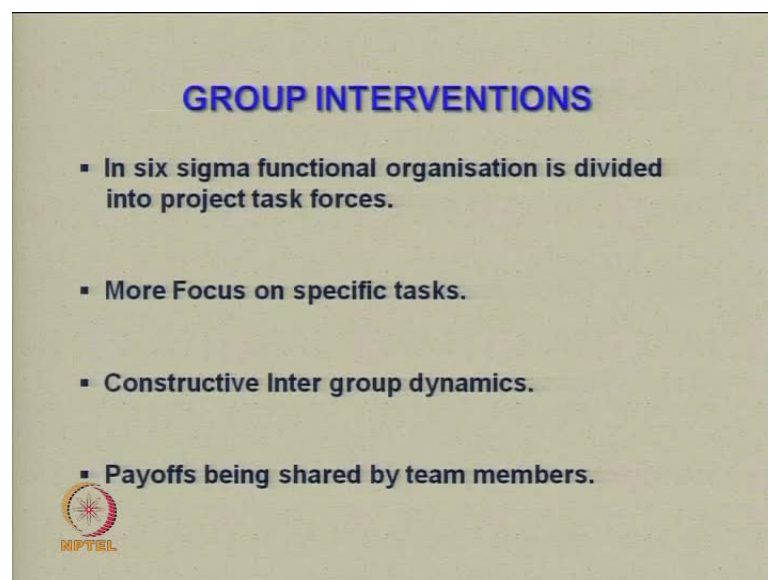
In other words, get the relationship between process imports and process outputs, fairly commonsensical thing when you approach it, but then all intervention techniques are commonsensical, you do not may need to be Eric Burns to told, if we have a dominating person, you need a complaned persons to respond to it.

If you are a complaned person, **then the lady of the house,** if your husband is compliant, that if you need the lady of the house to put on trousers as it wears. Somebody has to take control, if you have a person who wants logic, you cannot treat him like a child, what is so great about? You would like it, you go through any discipline and all the basic principles of all disciplines are commonsensical, what is that to learn heat and light? You strike two pieces of stone, heat is generated, now do you have to study physics to understand it.

So, it is not as only management uses commonsensical techniques, all disciplines use commonsensical technics, the business of learning formally **he** is it abbreviate your learning time. So, I again you define, you measure, you analyze, then the focus should be on improving. What is the difference between the positive side of the debate and the negative side of debate? The negative is trying to prove that the formulation is wrong, the affirmative side is stand to **the** prove the formulation is right, but it is a negative, it is a better negative side, or against the motion, if that side can prove what would be a better formulation, so get the sequence. It is not for the motion or against the motion, it is not the affirmative side and the negatives, ultimately who presents the better solution. Since always easier for a quality mind to propose a better solution than to demolish somebody, and in the process of proposing a better solution, you have already **wanted a** demolish somebody **is** what is the big deal.


So, ultimately you need controls for documents monitors and assigns accountability by sustaining the gains made by the process improvements. Ultimately you will have to prove, **how** what you are doing is a better position than you where when you began that is an intervention. And **if** after intervention you find that the situation has deteriorated, I am afraid the intervention itself was a failure.

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GROUP INTERVENTIONS

- In six sigma functional organisation is divided into project task forces.
- More Focus on specific tasks.
- Constructive Inter group dynamics.
- Payoffs being shared by team members.

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So, by definition all interventions are for the better. Group intervention in the Six Sigma functional organization is divided into project task forces, more focus on specific tasks,

constructive intergroup dynamics and payoffs being shared by the member's appraiser. So, please remember, these three identify the basic three building blocks of action. You have to have a focus, focus must be specific, you need people to work together and ultimately payoff must be for everyone. These are the basic methods which go into team building, create it around specific issues, make sure people work together and make sure the benefits of action give an advantage to everyone. And those who cannot do it, do not fulfill the leadership role adequately and always end up by causing more problems and they solve.

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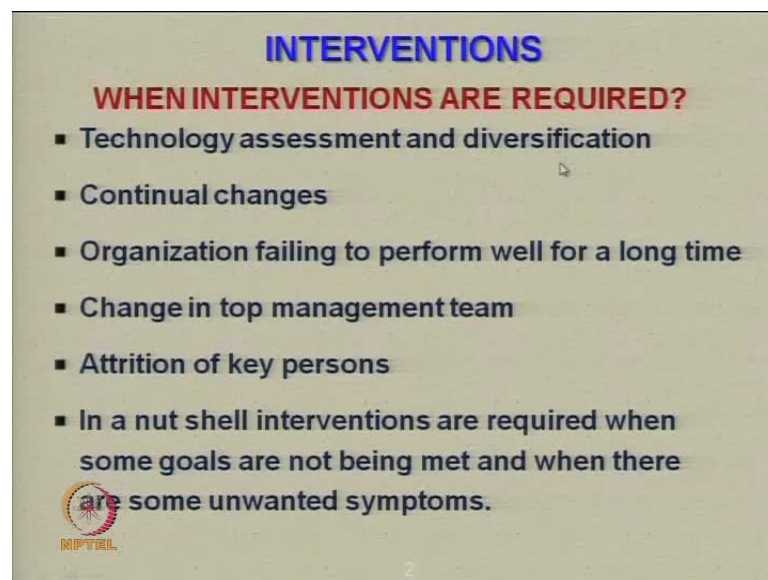


There are huge list of references on this, some of them are given here, but let me conclude by talking of what we began with, namely interventions strategies for organization development individual, linterpersonal and group; what I have tried to put across to you are the following.

One, understanding an organization is important, but it does not go far enough. Two, an organization has to be understood and improved upon. Three, improvement requires tools also. Four, these tools to work, you should have proper diagnosis; proper backward linkages and then you will soon discover when you come to evaluation of proper forward linkages. Five, selection of tools, I walked you through over half a dozen and a might recall my caution, that this is by no means, an exhaustive list and in fact, ever so often we have new additions often made to the list and they will continue to come.

Six, they do not necessarily work in isolation, they work together as a group, not necessarily all of them everywhere, you have to put together combinations depending upon the type of issues which you have. You have to keep evaluating them that is something which cuts across all the six activities; you have to keep evaluating them periodically, because you may need mid-course correction. You may realize that one intervention technique did not work; you would want to alter that or replace. The next process is checkout for the results and ensures that the benefits will go to everyone. And finally, when the benefits come, create the internal systems and procedures to run that system, which is called refreezing.


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INTERVENTIONS

WHEN INTERVENTIONS ARE REQUIRED?

- Technology assessment and diversification
- Continual changes
- Organization failing to perform well for a long time
- Change in top management team
- Attrition of key persons
- In a nut shell interventions are required when some goals are not being met and when there are some unwanted symptoms.

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The system must work, the system must be kept alive and it is this process of keeping the system working and keeping the system alive, that again raises the question of structure and issue, and therefore the structures of organizations need to be revised, the processes of organizations need to be revised, because the refreezed situation, the refrozen situation, the situation which has again crystallized will have its own dynamics. We need a set of structures and processes, which are consistent with that dynamics to keep it going. And that dynamics in its own turn will get dated by the logic of what I told you technology assessment and diversification, continual changes, organization failing to perform, change in top management, attrition of key persons and the cycle would need to begin again after a while and that is what intervention strategies are about. If you want to develop organizations, **and** I hope what we have been able to cover **to** help you to be a better person, have better interpersonal relationships and better group dynamics.