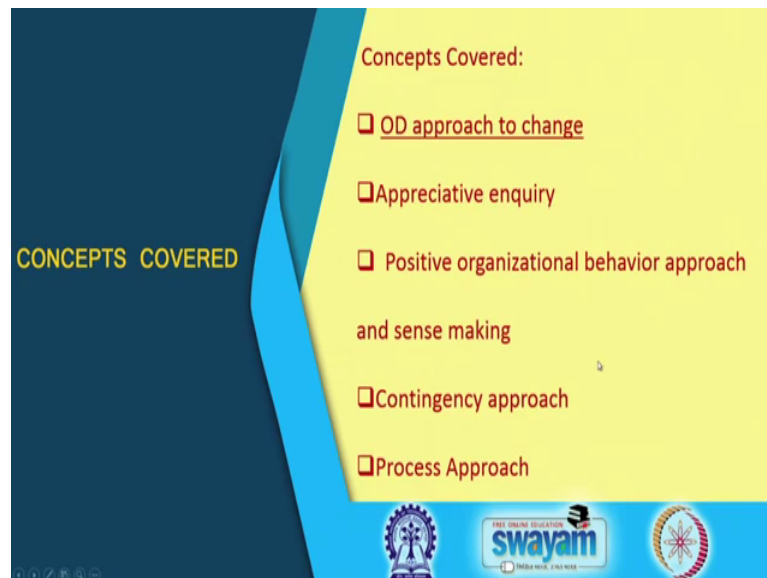


Managing Change in Organizations
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Lecture – 16
Approaches to Implementing Change

So, welcome back and this is the 4th week of this course on Managing Change in Organization and in the last week basically we talked about the diagnosis part and how you are going to resistant right. So, in this week we are going to discuss different kind of approaches that we use when we are going to implement change.

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Now, when we are going to discuss about implementation of change, these are the different approaches that we will talk about. Organizational development approach to start with in the first session then we will talk about appreciative enquiries, positive organizational behavior and the sense making approach and then they also talk about the contingency in the process approach. So, these are the different approaches which we will discuss one by one in this week, this is the 4th week of this course. So, a start with what we call this OD approach to change right.

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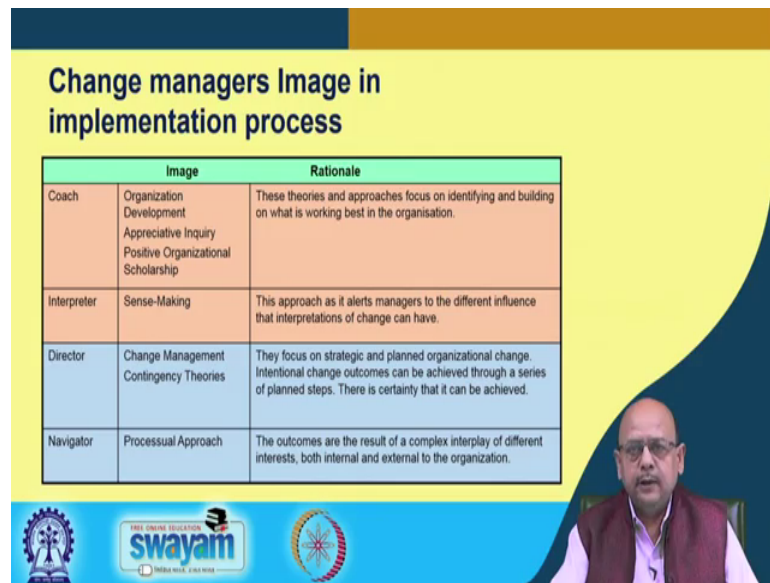


	Image	Rationale
Coach	Organization Development Appreciative Inquiry Positive Organizational Scholarship	These theories and approaches focus on identifying and building on what is working best in the organisation.
Interpreter	Sense-Making	This approach as it alerts managers to the different influence that interpretations of change can have.
Director	Change Management Contingency Theories	They focus on strategic and planned organizational change. Intentional change outcomes can be achieved through a series of planned steps. There is certainty that it can be achieved.
Navigator	Processual Approach	The outcomes are the result of a complex interplay of different interests, both internal and external to the organization.

Now, if you look at this OD approach to change here, who is going to adopt this kind of approach right. Now here we are talking about the change managers and their image. Now you look at here and you will find only four kinds of images, two are not here, who are these people? Care taker is not here right, why care taker is not there? Because they are least concerned about implementation of the change right and that is what I am not going to included.

Now the OD approach is basically followed by the coaches, that is the change managers right. So, the idea here is that when we are talking about this organizational development approach is that how we can identify and build on what is working best in the organization. So, organizational development approach or whether it is appreciative inquiry, I will talking about positive organizational scholarship right. If you look all at all of these approaches, it is not basically concerned with finding fault with the organization or what is wrong with the organization.

So, you need to build up and what is being done well in the organization and that acts as a starting point right. So, we need to identify ad build what is being done best in the best away in the organization and that is how you are going to proceed with that one. Similarly if you look at the sense making, the sense making approach is basically related to understanding and interpretation.

So, they will try to understand the interoperation situation and then they accordingly they would go about it right. Now if you look at the director, they go about the contingency approach, contingency approach is mean that situation requires, then you go for it and then you have a plant process to go for a change. The navigator basically looks into the process, through which the changes change outcome is achieved right.

So, if you look at this various change managers image with which is form and the kind of rational that they go for it is basically helps in deciding what kind of approach would be followed by the change managers in a given context right. So, we start our discussion with the organizational development approach, to change what happens in the organizational development approach?

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Organization Development Approach to Change

- Fundamental basis
- Change is planned, incremental and participative
- Outcomes are focused on the improved effectiveness of the organization
- Long-term focus to achieve its action-orientated goals
- Focus on changing the attitudes and behaviors of employees
- Top-down focus

- Application of **social science techniques** to **plan change in organizational settings** for the purpose of **enhancing organizational effectiveness** and the development of individuals.

The slide features a yellow background with a dark blue curved border on the right side. At the bottom, there is a blue banner containing the logos of the Ministry of Education, Government of India, and the Swayam initiative. A small video inset in the bottom right corner shows a man in a maroon vest speaking.

See organizational development will also a kind of change that we accept right. So, in organizational development what basically do? We try to apply social science technique for plan changes in organizational setting, why? So that we are able to enhance the effectiveness of the organization, see for that matter, you can say that any kind of change management effort is there to help improve the performance and effectiveness of the organization, but the approach that is adopted by different theoretical frameworks could be different. So, if you look at the organizational development approach the kind of say framework that they use is that, they go for more behavioral interventions for planned changes right.

So, the basic other fundamental basis is the use of behavioral interventions, the second important thing related to organizational development approaches that it is always planned, incremental and participative. That is the basic objective of any planned change effort in the organization all right, and how are going to measure the outcome? The outcome of a change effort is measured by looking at the effectiveness of the organization or the performance of the organization.

So, you have various parameters to judge the effectiveness of the organization it in terms of revenue generation, in terms of market share in terms of profits that we are generated. So, there could be different indicators of organizational effectiveness, this is basically a more macro based approach, where you are trying to see that how organization is going to behave not the individual. So, the focus of change is not the individual.

So, that is, but though it is through individual only, but here the focus of change is that how we can bring about the change in the performance of the organization alright. And the focus is long term; it means that you take certain actions to ensure that the long term goal of the organization is achieved and also in the process as I said that it is through the people.

So, you want to bring about a change in the behavior and attitude of the employees. So, improving the performance so behavioral changes among the employees and that is where you are trying to use. So, behavioral interventions or social science techniques right and set up down focus because it is always planned by the top managers of the organization alright.

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So, now it is clear to you that, what is organizational development approach to the change. Now look at what are the issues that is addressed by the organizational development approach. If you go for micro managing growing pains and the organization is growing and we are not able to manage well because there could be a structural issues, because when organization is go you know that you expand your markets, you expand the departments, you expand your units, you expand your products and services.

So, and when you go for this kind of growth, activities definitely you need to plan certain interventions so that these planned growth changes are more successful. Similarly you can also use it for developing the vision and mission statement you can you can also use it for managing conflict within the group or intergroup conflict or even inter organizational conflict.

You can also use it for ensuring that people understand the road role and responsibilities clearly right, you can also identify the performance gap of the organization and see what kind of say targets you have and what you have achieved and see that why it is happening and then what kind of interventions you need to plan to breeze this performance gap.

So, for all of them, all these activities basically you go for a more planned approaches with a focus what you need to achieve right and then you try to ensure that how people are going to behave. If people are not behave behaving in the desired direction so you try

to bring about a change in the attitude and behavior so that you are able to address these issues. Whether it is related to high turnover or improving the skill or looking into the cultural issues like the norms and value systems of the employees are not good right. Or they are not able to take good decisions or they are not, less decisions are not stable, there is in flight in infighting within the say departments of groups in the organization.

And there are diversity issues, diversity issues means people are coming from different backgrounds ok, culture, ethnicity, race and they do not get along with each other. So, in order to solve all such kind of issues you can go for adopting a planned development approach to ensure that this issues are resolved by the people in the organization or the managers in the organizations right and that is where the coach plays a important role.

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Organizational Effectiveness	Employee Effectiveness
Change Management	Executive Development
Strategic Planning	3rd Party Conflict Resolution
Group Facilitation	Customer Service Training
Org Restructures	Leadership Development
Sociotechnical Systems Design	Workforce Diversity
Action Research	Communications Training

Now, moving further see how are going to, what kind of interventions you planed right. So, these are some of the examples that is given here right in order to improve effectiveness for example, any kind of change management effort you can go for executive development program, change the behavior of the employees.

In strategic planning then group facilitation, organizational structuring, socio technical systems, action research all this is related to what? This is related to organizational effectiveness. So, organizational development interventions not only relate to organizational effectiveness, but also ensures that employees are at their best they performance well.

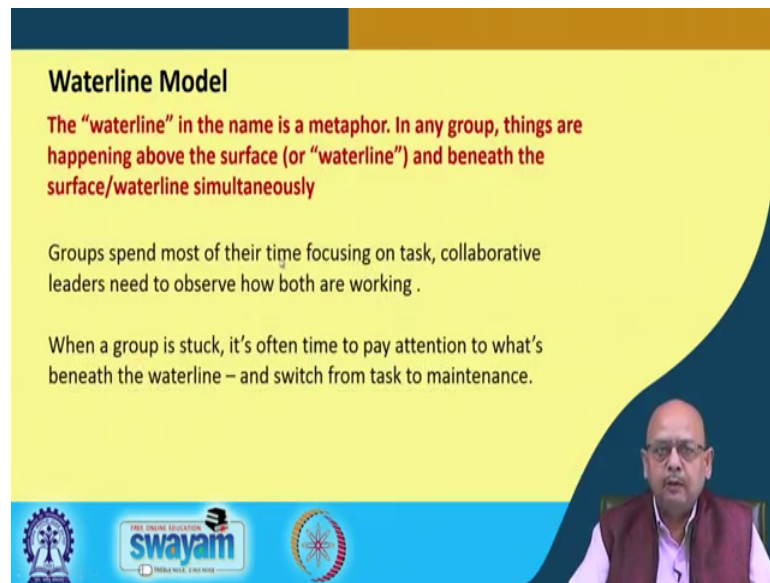
And in rather to ensure that employees are effective these are the different kind of interventions that can be planned right, like how these are conflicts have a better train to provide good service to the customers or quality services to the customers, how you go about leadership development how you manage diversity of workforce? How you develop communication interpersonal communication cross culture communication or even say personal effectiveness through communication. So, how you develop these things among the employees?

Now here you can say that we are talking about two kinds of norms that is organizational effectiveness and employee effectiveness. So, any kind of behavioral interventions that is planned is to improve the performance of the employees effectiveness of the employees and also the effectiveness of the organization as well and any these are the different kind of interventions can be planned.

For example, say the structuring (Refer Time: 10:21), organizational go for a structuring to improve their effectiveness. So, that this is a better (Refer Time: 10:26) integration group facilitation like team building so that group starts performing well. A strategic planning exercises so that top management is in a better position to decide about the strategies of the organizations right. Socio technical systems so that you take care of both the social part the technical part of the organization and you think that how you can go for better alignment improvement in the system.

Action research is a different kind of thing, we will talk about action research in action research what actually happens that we first will see that, what is the problem and then we try to solve the problem act upon it and then see that whether the problem is solved or not right. So, if you look at these interventions that could be use to address issues related to effectiveness both at the employee level as well as the organizational level are very very important.

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Waterline Model

The “waterline” in the name is a metaphor. In any group, things are happening above the surface (or “waterline”) and beneath the surface/waterline simultaneously

Groups spend most of their time focusing on task, collaborative leaders need to observe how both are working .

When a group is stuck, it’s often time to pay attention to what’s beneath the waterline – and switch from task to maintenance.

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'THE ONLINE EDUCATION swayam' and 'INDIA WISE, LEAD WISE'. A video inset in the bottom right corner shows a man with glasses and a maroon vest speaking.

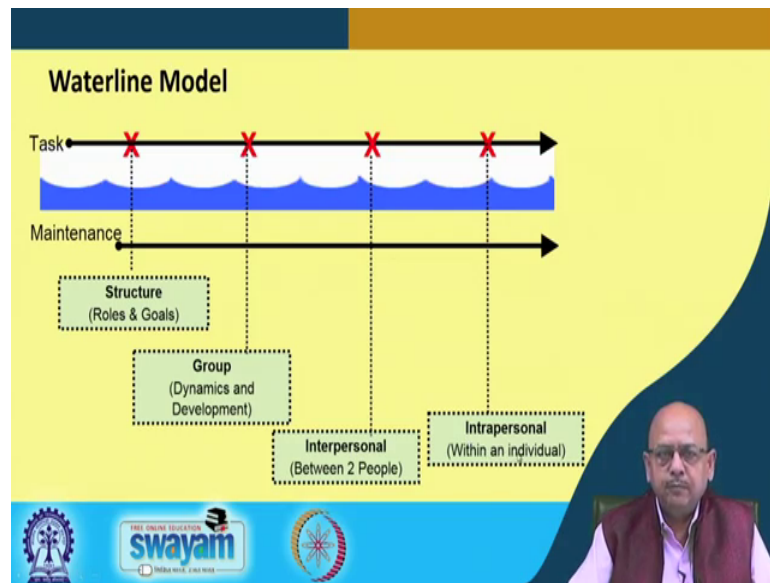
So, before we proceed further like to discuss about a model which is known as waterline model right. So, the concept is of this waterline is used as a metaphor right, what actually happens? Now if you look at waterline so it denotes what? Their certain things that is above the water or the water line and the certain things that is under the waterline right.

Now if you go to a river or sea you can see the surface of the water, the certain things that is above the water and there lot of thing that is beneath the water right; now how this waterline model is being used in organizational development approach. So, what actually happens? So, if you look at the surface of that what actually happens is that, lot of people keep on resolving the day to day issues to solve the problem.

But they do not focus on those problems first which are deeply rooted in the organization right that is below that water right. Now the thing is that you should not only focus on those problems which are on the surface, but also look at those problems which are beneath the surface right. And that is why it is very very important to pay attention to what is beneath the surface or that is beneath the waterline right. So, you should what happen is at the waterline the surface of the waterline is related to maintenance.

And the, what is there is basically the tasks so look at this model.

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So, these are the test task related, these are the maintenance right, this is the waterline that is reflected. Now if you look at this waterline what actually happens? These are the different points right. Now if you look at along this point that is what these are the various task that is to be performed in order to maintain certain things right. So, the task and maintenance goes on simultaneously at different levels right.

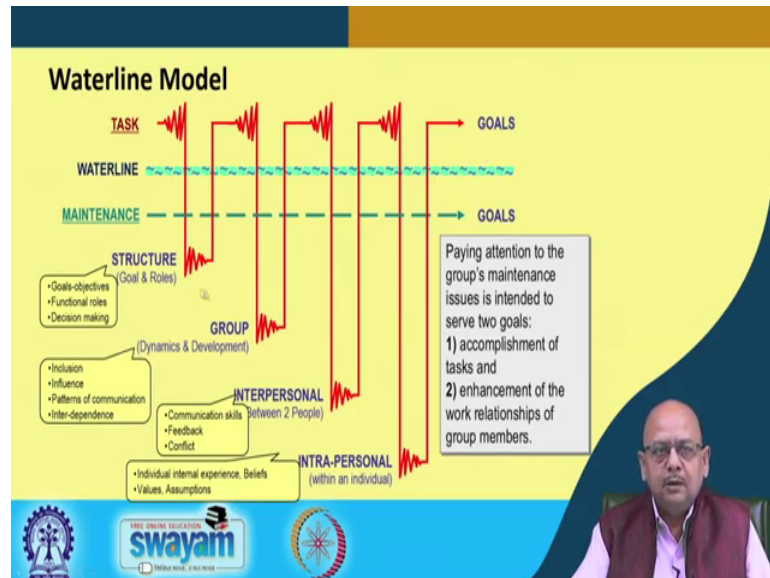
Now look at this, what you do? These are the different kind of tasks that you take up. So, the first one related to structure, we will try to clearly defend the rules and regulations on the regular basis to maintain effective performance. Next level this is related to the individual this is at the group level. So, you look at the group dynamics how the group is working, whether they have been able to form an effective group or not, what are the how they take decisions ok. All such issues related to formation of the group development and group activities is covered here.

So, focus is an individual in a role and also focus on the group, at the third level when you focus is on inter personal right that is between two people right. Then at the finally, you have at inter intrapersonal level within the individual see what happens. So, what actually happens here, we within an individual between two people between the groups and human this is at the organization level.

So, you are moving from intrapersonal to organization levels and both kind of activities tasks related activities and maintenance activities need to be maintained, but what is

more important you need to ensure that at the maintenance level these activities are more important than at the surface level activities right, look at this.

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This is the waterline and you can see here these things. So, most of the things, we will find that part of it only at the surface, but most of this is at the beneath the surface right. So, you need to you need to go for resolving these issues, but you leave out those issues. So, for effective maintenance you need to ensure that the issues which are popping up here right, because these are larger issues then here you see the level of issues are very less in all of them right, in order to achieve the goals and the objectives.

So, what is more important is that you need to focus on these parts in order to ensure that the goals of the objectives of the organization, is a cheap. So, what kind of interventions you can plan, you can planned interventions at the intrapersonal level intrapersonal level group level and also the organization level right. So, at this level what are the activities that is important right the goals and objectives roles decision making how the organization go for it.

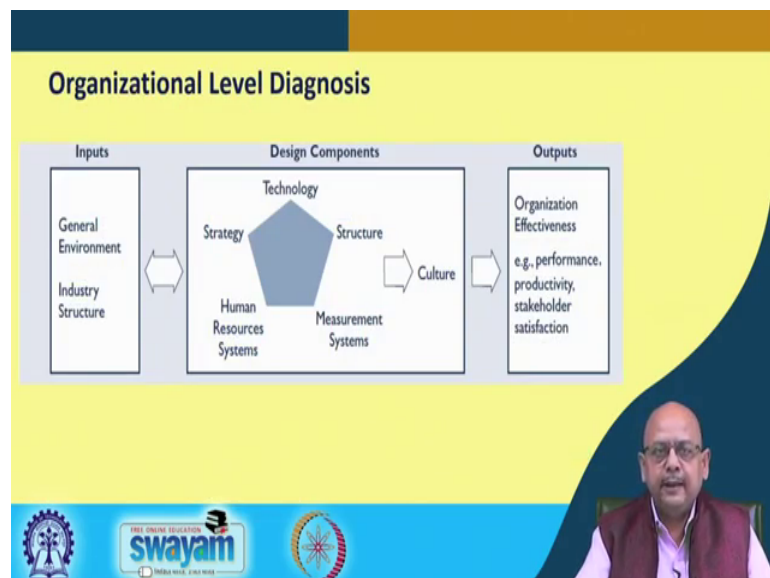
The group level what happens who is the part of the group how much inclusion is there how the group is influencing right, what kind of communism happens in the group, how much dependency is there in the group right interpersonal level the communication feedback conflict between the two people and interpersonal level the last level your own experiences beliefs values assumptions that you have. So, all these are need to be

managed in order to maintain these activities, in order to realize the goals of the organization it is not only important to focus on the task, but also the maintenance factor which is vary the surface. And that is what the waterline model is talking about, moving further it is sorry it is very very important that you need pay attention to the maintenance so that you are able to achieve the goal.

So, accomplishing the task and also the relationship so the task actually helps you to achieve the goals, but the relationship aspect which is covered at 4 level is equally important and that actually helps you to maintain the system and that also helps in achieving the goals and objectives right.

So, this is what the waterline model is. So, now, you can see that using this water line model you can plan interventions at different level to maintain the relationship at individual level, intergroup level and at the organization level and then you have to say that what kind of interventions, you can plan to bring about a change in the behavior and attitude of the people so that these issues are resolved and you are able to achieve the goals and objectives of the organization. Now normally in this kind of intervention happens at the individual group and the organization level.

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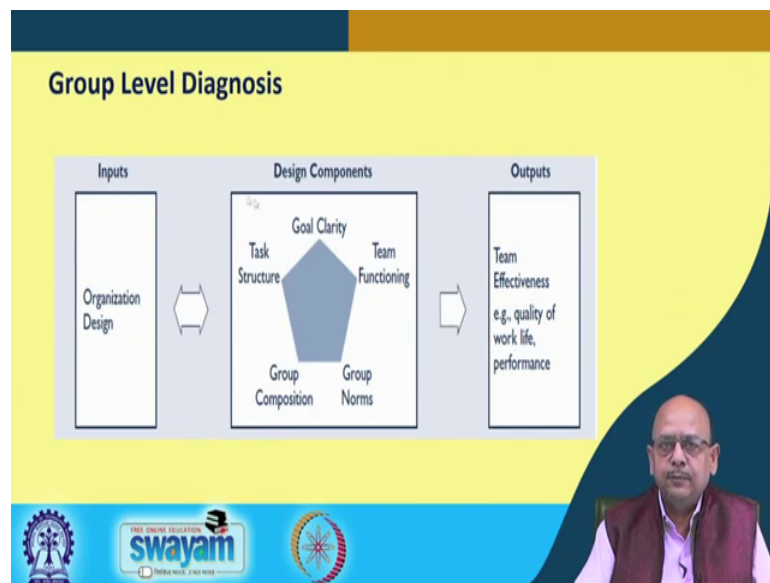


Now, let us see what actually happens at the three levels, see we are using an open system approach here right. So, when you are going for organization level diagnosis what is wrong with what? We remember in the diagnosis we talked about there could be

change in the strategy technologies structure culture or hr right. So, you need to see that there is a better alignment. So, because these are the a scope of the change, the areas of change or the focus of change you can see all right. So, when we are saying that these are the parts of the design organizational design or the structure.

So, you need to look at it so that there is a better alignment among these factors, but the input is coming from where? The environment, based on the environment to decide about the strategy in accordingly you ensure the technologies, structures, systems, HR all these are incongruence with each other and then you have a culture which facilities, supports the performance right. So, output could be productivity performance satisfaction of the stake holders right. So, this we move from organizational level analysis to the next level that is group level analysis.

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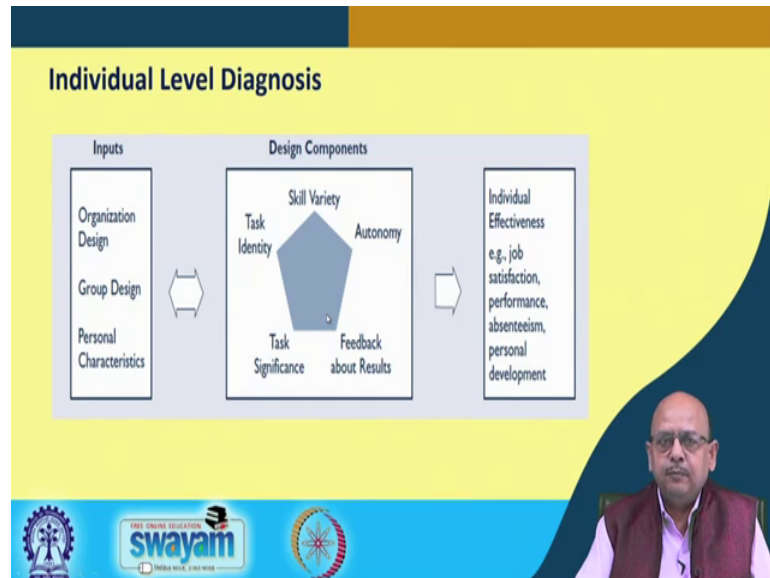


The group level analysis what happens right, you look at the function the composition of the group, how the task is structured around the group, how the team is functioning what kind of norms have been developed? What is the composition of the group right? So, you need to ensure that is a better alignment among these at factors and this comes from what the now here the input is organizational design right.

So, depending upon the structure you decide about the group and then you see whether the group is effective or not, what kind of experience they have, what is their

performance? Now moving from group level we have third level we are going to the individual level now, individual level.

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Now, all these organizational design the group and the individual characteristics act as a input and you also need to ensure that this is the better coordination among the job related factors right. So, this how the job is being designed? So, we are we are moving from organizational design to job design here, these are the factors of the job design.

So, what you need to do you need to optimize this factors right, you need to redesign the job i in this them in such a way so that they are able to identify themselves with the job there able to use a variety of a skills in their job they given enough autonomy. They understand the significance and contribution to the job and you also have a feedback system to provide them how well they are performing their job right.

So, these job design factors are basically emerging from where, the organizational structure and the group design and also the individual characteristics because individual characteristics are very very important here, because they are going to moderate the relationship then from this job design if the job is properly designed then what will happen what kind of outcome can be achieved? Satisfaction performance less absenteeism and growth and development of the employees.

Because if you are going to have a more in this job then definitely it would bring what, more commitment satisfaction and performance on the part of the employees. So, when you are going to do this intervention you need to find out whether the problem is with the design right, whether this problem with the group at the group level diagnosis or whether this problem with the job that the person is performing because any intermission that you are planning to bring about a change in the design the group their attitude or the job depends upon identification of this.

So, the OD approach basically talks about what? Intervening into the process through bring about a change in the attitude and the behavior of the people, to ensure that you are able to successfully implement the change and for that you need to go at 3 level of diagnosis to ensure that this works effectively right.

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Steps After Diagnosis

- Feeding back the information
- Choosing interventions
- Managing change
- Institutionalizing change

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there are logos for Swamyam (Free Online Education) and other educational institutions.

So, after discussing about different levels of diagnosis what else is to be done right. So, you also try to provide feedback to the employees, also decide about the kind of intervention that your plan and at what level the interventions you planned. Intervention could be planted at the group level the individual level or at the organizational level right and how these interventions are going to bring about an effective change.

And finally, one to in make sure that this change in gets institute slides; it becomes emended to the system or become a part of the organization right. So, only diagnosis is not important, but ensuring that the change get institute slides though we will discussed it

at later stage that how you go about consolidating the change, but it here it is very important to understand that unless change become a part of the system it is not successful right. So, after diagnosis you need to look into these activities to ensure that that the changes going to be implement successfully.

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Team Building Intervention

- Improved group processes
- Communication
- Goal clarification
- Role clarification
- Task orientation

The slide includes an illustration of a diverse group of business professionals (men and women in various attire) standing together. At the bottom, there are logos for Swamyam (Free Online Education) and the Ministry of Education, Government of India.

Now, we will talk about some of the common interventions that could be planned. Now team building is the intervention which could be planned at a group level right, the basic idea of team building activities is what? So, the group performs well there is a better communication among the employees or those who are part of the group right and that happens through goal clarification and role clarification. So, the group itself is going to identify what goal they want to achieve and in what way each member of the group is going to participate in the process right. So, the roles of the responsibilities in the group is divided or decided right.

And they work together in order to achieve the common goal who is the have setup right and that is what we know as task orientation right. So, this is one intervention that can be planned by the group right, this a group level intervention.

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Survey Feedback

- Small meetings to feedback survey results
- Meetings used to formulate change
- Managers conduct meetings to indicate commitment

The slide includes an illustration of a woman in a yellow shirt presenting to a group of three men in a meeting. At the bottom, there are logos for Swamyam (Free Online Education) and other educational institutions.

Then survey feedback it could be then at the organizational level right. So, one example could be say organizational health survey that is conducted by most of the organizations. Now this OHS are Organizational Health Survey is conducted to know about how organization is functioning right, how employees feel about the organization in terms of the performance, satisfaction, reputation, branding and all kind of things right.

So, the idea here is to conduct a survey among the employees to know there attitude and behavior about the organization right. And then the feedback that comes out of the survey is being communicated to the employees back and they are going to work on it so that this feedback, which is coming out that the survey acts as an instrument to go for a change in the desired direction right. So, this survey feedback is a very popular intervention and this is done at the organization level intervention.

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The slide is titled "Employee Involvement" and features a list of four items: Quality of work life, Quality circles, Total quality management, and Six Sigma. To the right of the list is an illustration of a man in a suit pointing at a screen. At the bottom of the slide, there is a logo for "swamyam" (The Online Education) and a circular emblem. A small inset video of a man speaking is visible in the bottom right corner of the slide.

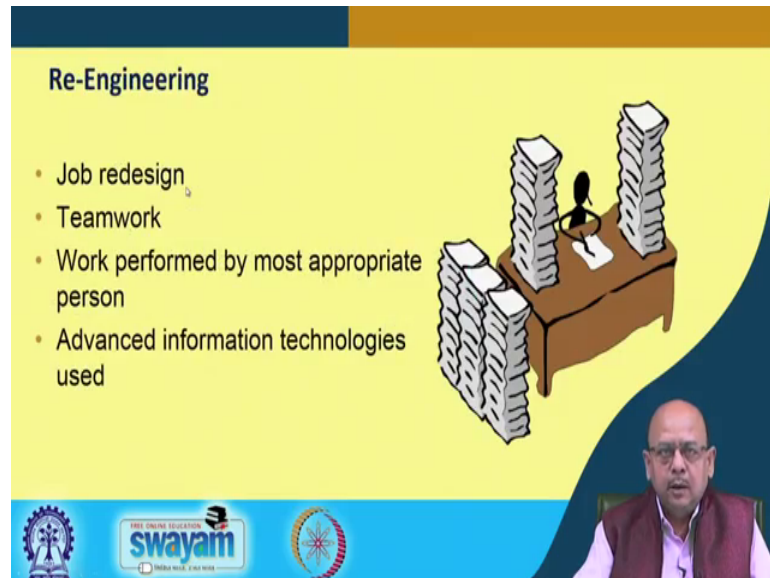
Now, employee involvement this could be there could be different kind of you know programs which has been run by the organizations to get better employee involvement right, quality of work life how you can improve the better quality of a work life right. So, when we are talking about quality of work life means what that how employees perceive their work environment or where the place they where they work right, whether they fail it is good it is worth working over here the work life is very good or not right. Similarly quality circles program; quality circle program is again is a group level intervention were a group of employees talk about in the quality.

So, it is called circles, which is group basically and they are basically concerned about improving the quality of the product or services. So, the group decides everything that how they can go about improving the quality of the product or services right then total quality management, this kind of invention is actually in organizational level interventions as in this kind of intervention what happens? They look at each and every aspect of the process and see that how we can bring in quality their right.

Then coming to a six sigma; six sigma is basically related to the product quality and that is where you are try to improve the product quality as per the best standards right, the best standard of the six sigma quality is that the defects that you are going to have in product is minimize to the extent as per the standard lead down by the six sigma council that is 0.0003 per million product right. See for able to achieve this it means that your

product quality is the best one and this uniformity in the product qualities right. So, six sigma is an effort actually to improve the quality of the product.

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Re-Engineering

- Job redesign
- Teamwork
- Work performed by most appropriate person
- Advanced information technologies used

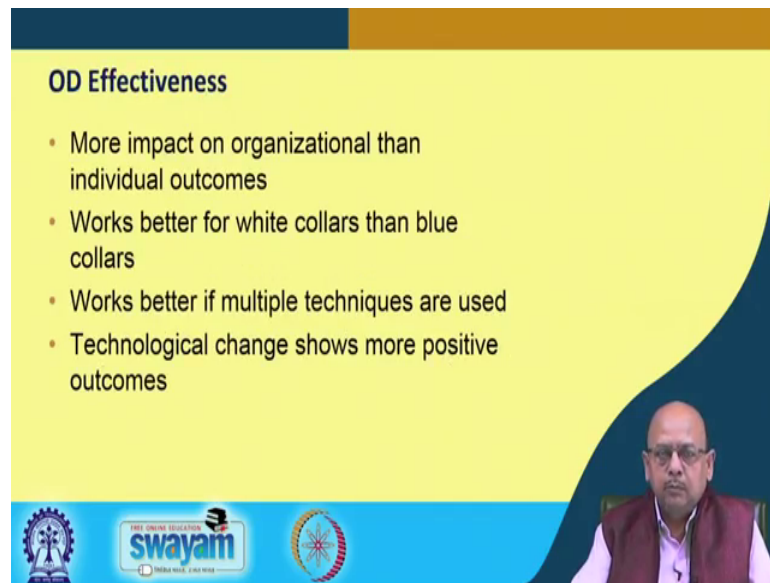
The slide features a yellow background with a blue header and footer. On the right side, there is an illustration of a person sitting at a desk with several tall stacks of papers. The footer contains logos for 'swayam' and other educational institutions.

Then coming to the business process reengineering, where you go for reengineer restructuring the processes it could be related to team. So, we are going to reject the team, have different type of members in the team so those who are working in one team they are not going to part of the another team.

So, you are going to redesign the team, you are going to re design the job by looking to the job design factors like task verities skill entry task significance and how you bring about a change in their to improve the job its meaningfulness right. So, that its more challenging a satisfying to the employees. Then you also look into the various processes the work perform by people right.

So, you also need to ensure that is the better fit between the person and the job and also using IT to facilitate or to go for more efficient performance right. So, let us reengineering is done related to activities, processes, teams, jobs in order to bring more efficiency and performance in the organization.

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OD Effectiveness

- More impact on organizational than individual outcomes
- Works better for white collars than blue collars
- Works better if multiple techniques are used
- Technological change shows more positive outcomes

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Then the next part we are going to discuss is that how effective these organizational development efforts have been right, what the results or the studies found that most the impact on organizations than individual out comes. So, it is more related to what you call organizational effectiveness and individual employees effectiveness right. And it works better with the white collars, the executives than the non executives right. Because most of the OD interventions are actually planned for the managers only, if that is related team building communication or job design right or any kind of thing that is planned only for the organization executives or the managers right.

And you are not going to you just one technique, but we are also using multiple techniques, though I have not use the discuss all the techniques of a OD interventions we focus the only in the major one like survey feedback and other quality improvement techniques. But it really works right and then if you are going for technical changes it shows more positive items. Like for example, if you go for say TQM quality circles for improving the quality and efficiency of the products and also six sigma, they have been found to be more effective and the outcome was very very good right.

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Clients of OD

- Board of Directors, CEOs, VPs**
During changes in corporate strategy, mission, leadership, technology or organization structure
- Middle Managers**
Within specific areas or across functions to identify sources of conflict and barriers to performance, or help build a broader vision and more effective leadership
- First Line Supervisors**
To improve operations and employee involvement, establish high involvement work teams, improve organizational communication, develop supervisory training or new reward systems
- Line Workers**
To facilitate job redesign improved performance, teambuilding or improvement in the work environment

The slide also features logos for UGC, SWAYAM, and a circular emblem at the bottom left, and a small video inset of a man in a red vest at the bottom right.

So, after discussing what OD effectiveness, let us see who are the clients of the OD and anyone talking about the clients of the OD as I told you that it could be the done the diagnosis is run at three level that is organizational level, group level and individual level. So, the clients could be also at different levels in the organization and when are talking about the clients of the OD, it could be the board of directors likes CEOs or VPs. For example, when you want to bring about a change in strategy, mission leadership or technology or a structure these are basically more transformational changes.

So, if you want to go for this kind of transform transformational changes it means that you need to adopt this approach are you any kind of intervention that is planned to bring about a change in these activities is related to the top management of the organization right. Moving next is the middle managers, and when you are focusing on middle managers basically the areas are what? How you are going to manage conflict? How create better performance right? How create a whether broader vision for the organization or the leadership?

So, since they are concerned with the middle managers most of the OD interventions that is planned at the individual and the group level will help these managers to better resolve conflict look into the barriers and see that how they can remove these barriers to build better performance. Or how they can realize the vision of the organization and how they can develop leadership at the middle level right, because basically the middle managers

act as a bridge between junior managers and the top managers. So, the relationship aspect is very very important here and that is where they need to be developed. So, any kind of OD intervention like team building and this kind of things conflict management are planned at this level.

Moving to the third level that what you call the first line supervisors or managers, single managers you can say, since they are involved in the operations and they are better engaged with the employees, here you plan interventions like team building, communication right supervisor training or reward system. So, these kinds of program interventions can be planned for the first line supervisors, now you see the movement you move from top managers to middle managers to the junior managers there is a change in the focus and the attitude of the program right.

For example, in the middle management you are go for different kind of interventions first line supervisors, you go for different kind of interventions and finally, at the lower level when the line workers though it has not been found to be very very satisfactory. But the basic objective is good to go for redesign the job because the job that they have been doing, they do not find it very very motivating, rewarding, satisfying and challenging. See for able to identify that this is the situation so you need to go for re design the job.

So, you bring about a change in the feedback system right, you empower them you also bring about a change in the job characteristics factors right, like how a skills are used, what kind of things they are doing how significant the job is right. So, if you are able to look into these issues what will happen? You are able to re design the job in a better way are also look into the team building exercises so that collectively they are going to perform well.

So, what we have discussed in this approaches especially the OD interventions is that what kind of interventions can be planned, why it is important, what level we planned interventions and see who are the clients and depending upon the client and the level we can planned several interventions to bring about a change in the attitude and the behavior of the people.

Because ultimate you are using behavioral interventions to bring the change right, but only problem is that this kind of exercise cannot be carried out with say workers at the organizational right it could be done only at the managers are at any level. So, this is one

of the drawbacks, but and another drawback is that employees are not that effective when you are using this especially it is aimed at improving the organizational performance and effectiveness. So, with this we can say that yes it is a good approach that could be used to bring about a change at the organizational level, not other level ok. So, with this we are going to close this.

Thank you very much.