Organizational Design Change and Transformation
Prof. Sangeeta Sahney
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 05
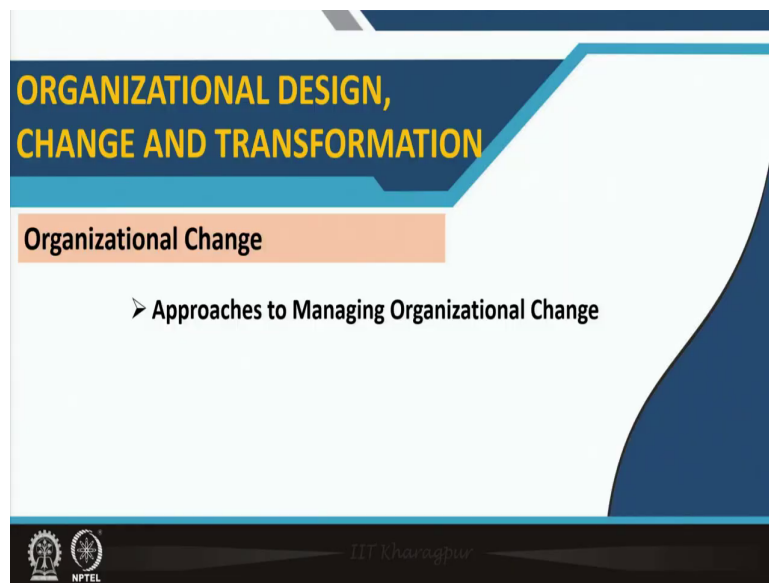**Lecture - 24**
Organizational Change

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[FL], we will be continuing with our discussion on Organizational Change in our course on Organizational Design Change and Transformation. In the previous lectures, we spoken about what organizational change is, the targets of change, the forces for organizational change, the barriers and resistance to change. We spoken about the types of change, the process of change, the stages for commitment to change, managing planned change and change agents.

In the previous lecture, we were speaking about the approaches to managing organizational change and we will continue from there.
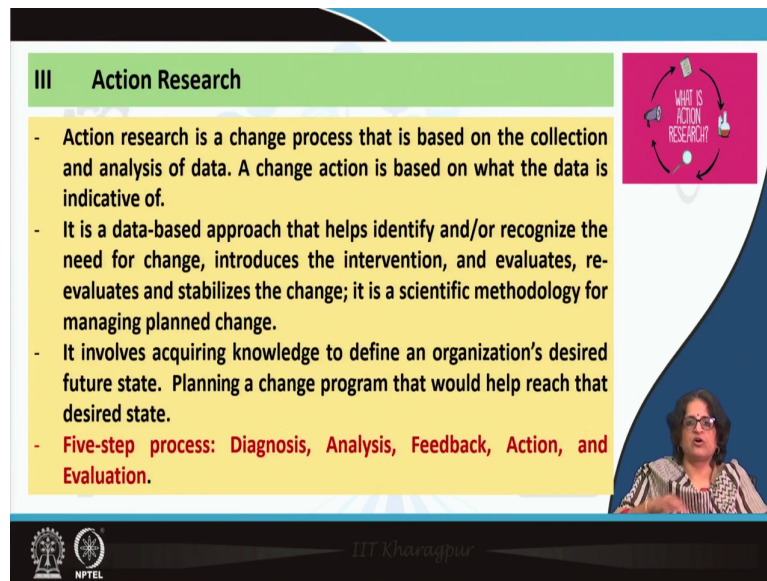
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APPROACHES TO MANAGING ORGANIZATIONAL CHANGE

I   Lewin's Three-Step Model (*planned change*)

II   Kotter's Eight Step Plan

III   Action Research

IV   Organizational Development

And then we will now be you know speaking about action research and organizational development. In the previous class, we discussed the first two approaches which is a Lewin's Three-Step model and Kotter's Eight Step Plan and so the so now, today we will be moving with action research and organizational development which are the other two approaches you know in how we in managing organizational change.

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Let us first start with action research. Now, action research is a change process which is based on the collection of data and analysis of data. So, the change action is based on what the data indicates. So, it is a data-based approach which will help identify or help recognize the need for change and it will you know introduce the intervention and evaluate and reevaluate and stabilize the change.

So, it is a very scientific methodology for bringing in change of a managing planned change. So, it is a data-based approach which helps identify the need for change, introduces the intervention and evaluates, re-evaluates and stabilizes the change and it is a scientific way of managing planned change.

So, it involves acquiring knowledge to define an organization's desired future stage and planning the change program that would help reach that desired stage. So, it is a five-stepped process where we speak of diagnosis, analysis, feedback, action and evaluation.

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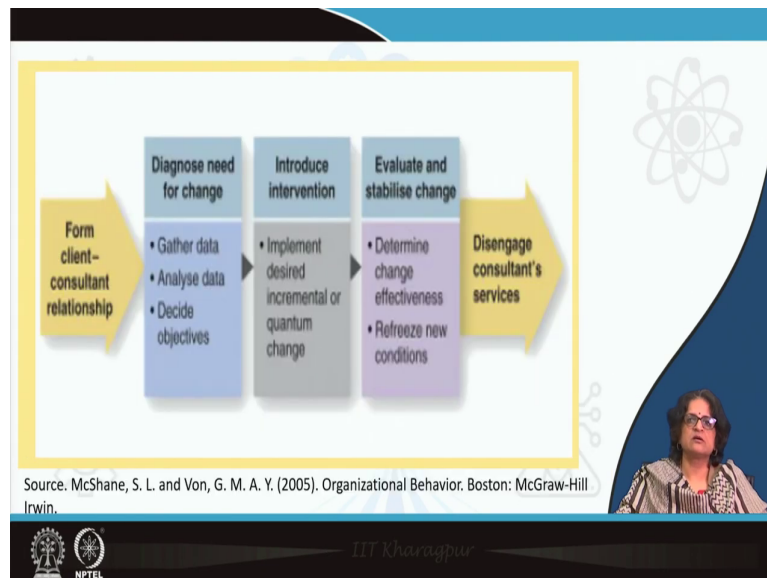
So, we have the process here where we start with the diagnosis or the need for change and then introducing the intervention and then evaluating and stabilizing change. So, in the first stage, you know which is diagnosis, the change agent starts with gathering information about the issue, about the problem and concerns of employees from the organization.

So, he gathers data as you see in this first stage, he which is diagnosing need for change, he gathers data and about the issue problems and concerns from employees in the organization and then the then it is he analyzes the data. So, information that is gathered is arranged as a

primary concern, a problem area and a possible action and then you know an objective is decided.

So, thereafter, you know we move to the next stage where we introduce the intervention and we implement the desired increment or quantum change and in the next stage, so this is more about the action and in the next stage, we evaluate and stabilize the change where we determine the change effectiveness and refreeze new condition.

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So, this process actually takes place as diagnosis, analysis, feedback, action and evaluation. So, in the 1st stage, the change agent starts with gathering of information about the issues, problems and concerns from employees. Then information that is gathered is arranged as primary concern, problem areas and possible action.

What then there is a feedback, whatever is found from step 1 is shared with employees, is shared with the employees and a plan is developed to bring about change. The 4th is the action stage which is the change agent and the employees get into action and various task and activities are performed to correct the problems and the 5th stage is evaluation which is used to determine how effective the change management has been.
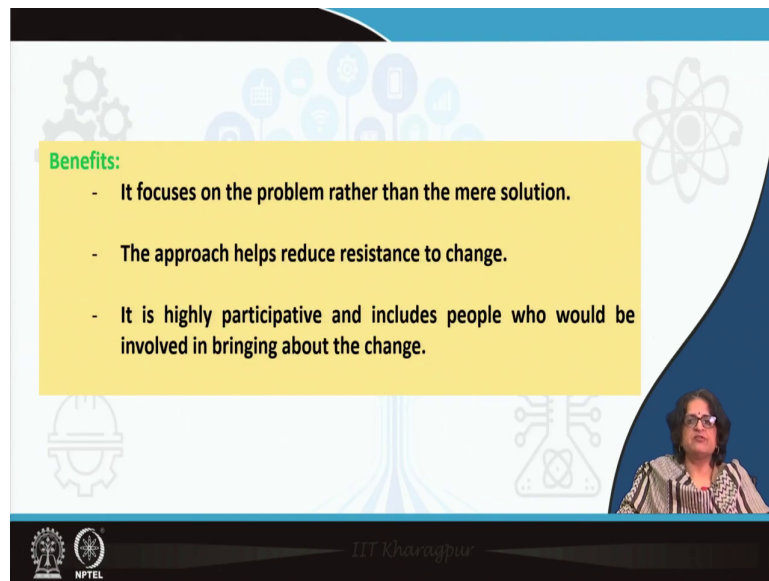
So, if you see here, you know we talk of gathering data, analyzing data and deciding on a plan for bring about change and then the next stage we see there is an introduction and you know you of the intervention, you introduce the intervention, implement the desired change and the change agent and the employees get into action and the various tasks and activities required are identified and implemented.

And then there is a stage of evaluation, which is the last stage where the change agent basically and his team they try to determine the change effectiveness and they see how effective the change has been and the refreeze the new conditions. So, we see here that the process is very very scientific as it moves from a stage of diagnosis to analysis and then to feedback and to action and to evaluation.

So, it is a diagnosis you know about the issue, about the problems and analyzing you know information and categorizing it as a primary concern, a problem area and a possible action and then you know deciding on a on the you know plan to bring about change by through you know collating that information, taking feedback from each other.

And then deciding your plan and then implementing the plan where the action agent and his team get into action and they introduce the change process and then the final stage is evaluation where they try to evaluate if the change process has been effective and they refreeze the change conditions. So, these are the different stages and very scientifically you know methodology is adopted for planning change.

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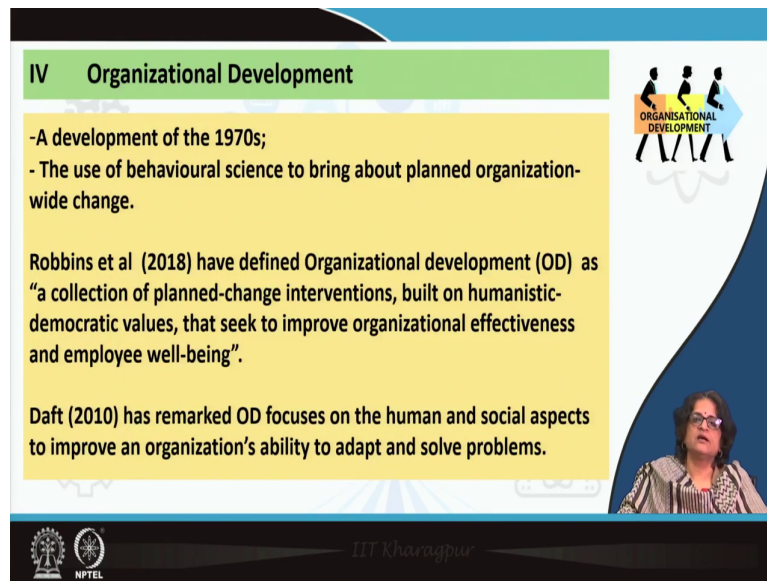
The benefits of this is that the approach focuses on the problem rather than on the solution and it helps reduce resistance to change because its highly participative and it includes people who are going to be involved in the process of change.

The next approach to manage change is through organizational development. Organizational development you know is a development of the 1970s, it was proposed in the 1970s and it makes use of behavioural science to bring about planned organization wide change. Robbins has defined you know organizational development as a collection of planned change interventions built on humanistic democratic values that seek to improve organizational effectiveness and employee well-being.
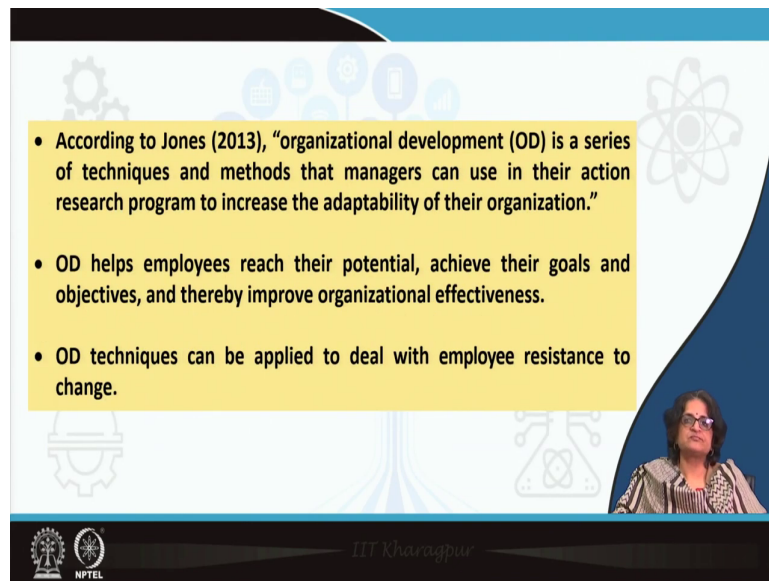
So, Robin Et al 2018 have said that OD is a collection of planned change interventions built on humanistic democratic values which seeks to improve organizational effectiveness and employee well-being. Daft has said that OD focuses on the human and social aspects to improve an organizationals ability to adapt and solve problems.

According to Jones, OD is a series of techniques and methods that managers use in their action research program to increase the adaptability of the organization. So, if you look at all of these definitions, they all focus or stress upon you know how change can be brought about you know and how a companies or organizations can use these techniques to deal with employee resistance to change.

So, OD organizational development or OD helps employees reach their potential, achieve their goals and objectives and through this it helps enhance organizational effectiveness.
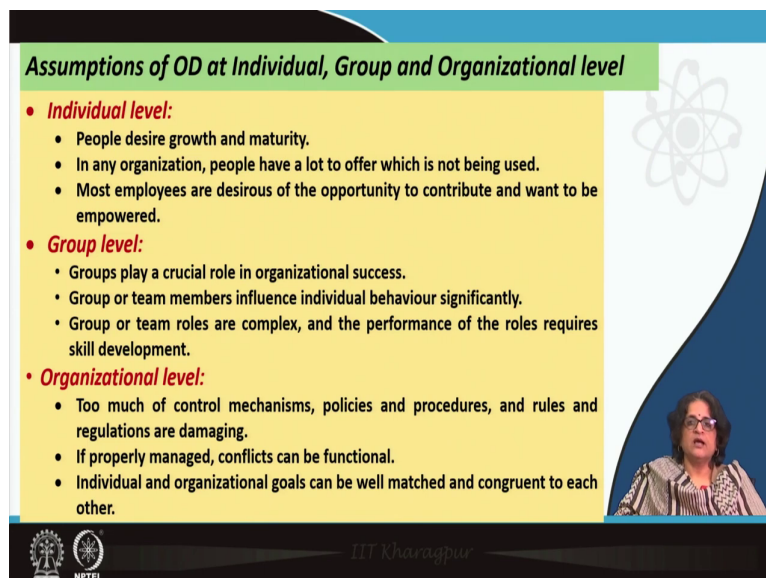
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Now, first now before we go into the various techniques let us first go into the underlying values in the underlying values in most of the OD in most of the OD efforts. The first is about respect you know the fundamental principle here is to be receptive to each other's ideas to list to communicate with each other to be receptive to each of everybody's ideas to listen to each other carefully, patiently empathize with others and so this that is this huge you know importance to respect.

Also, the most of the OD intervention techniques which you will see you know focus on openness, focus on trust, on fairness you know people are allowed to you know participate and speak freely without any fear. So, there is freedom from course on you know the intervention techniques emphasize upon equalization of power you know individual

autonomy and there is a lot of emphasis on participation on you know and in confrontation and collaboration.

Confrontation here is not in terms of a negative connotation, but more of you know confronting meaning, talking face to face interacting with each other freely and collaborating with each other. So, OD helps to bring about changes in work settings. So, that people can experience personal development and organizational effectiveness can be improved and overall productivity and you know can be enhanced. So, these are the different values which most OD efforts.

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Now, we come to the assumptions of OD at individual group and organizational level. At the individual level OD believes that OD assumes that people desire growth and maturity, people
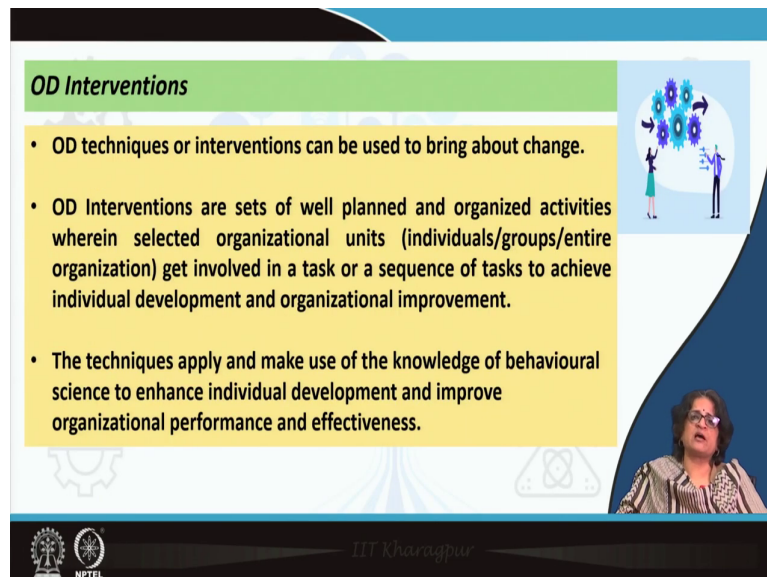
in an organization are assets they have a lot to offer which is not being used, most employees are desirous of opportunity to contribute and they want to be empowered.

At the group level, you know the assumption is that groups play a crucial role in organizational success, team members or group members influence each others behaviour significantly and groups or team roles are complex and performance of roles require skill development also group and team members influence not only their own behaviours, but also other members in the groups and their behaviours.

At the organizational level the assumption is that too much of control mechanisms very stringent policies, procedures, rules, regulations are damaging for the organization if properly managed conflicts can be functional and individual and organizational goals can be can be well matched and congruent to each other.
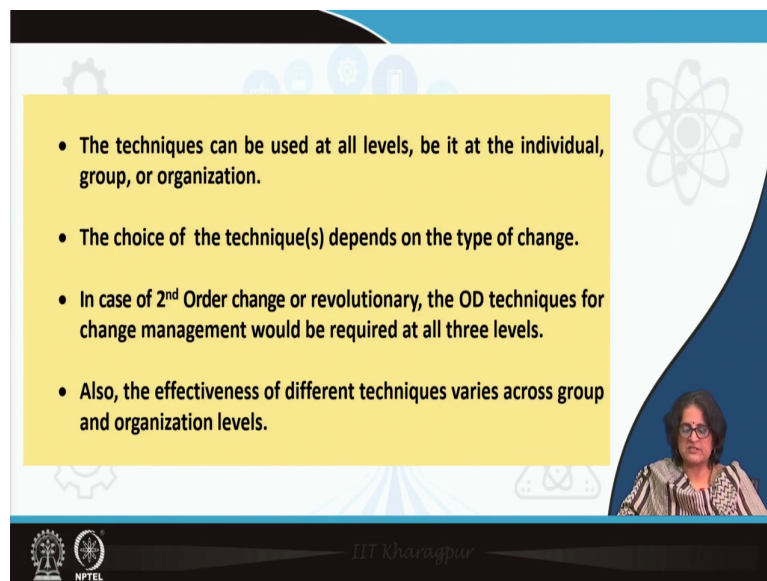
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So, with these assumptions we move to the OD interventions. Now, OD techniques or OD interventions are you know can be used to bring about change and these are a set of very well planned activities, very well organized activities wherein you know selected organizational units be the individuals or groups or entire organization they get involved in a task or a sequence of task aimed towards individual development and organizational improvement.

So, these are a set of activities where different units you know whether individuals or groups or departments or the entire organization they get involved in the task or a sequence of tasks to achieve you know both individual development as well as organizational improvement. And the techniques you know apply and make use of behavioural science to enhance individual development and improve overall organizational functioning and performance.
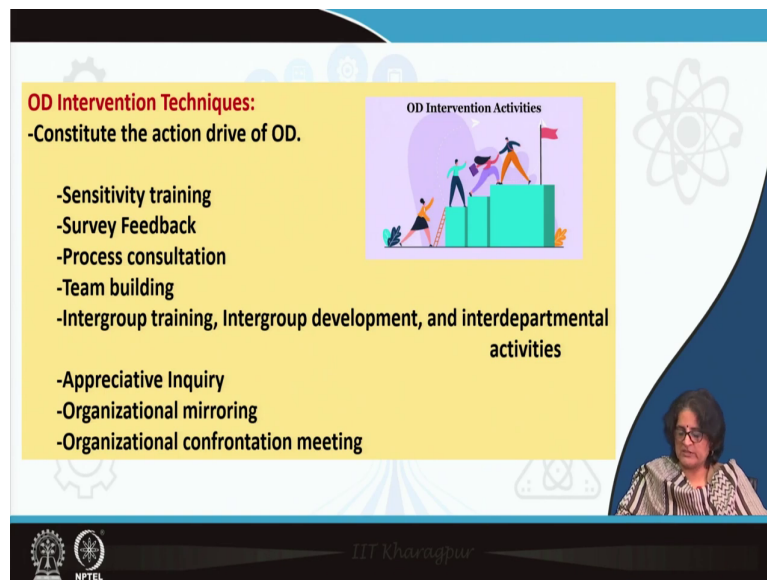
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So, the techniques here which we speak of can be used at all levels they can be used at the individual level or at the group level or at the organizational level and the choice of the techniques will depend upon the type of change.

In case of second order change or revolutionary change OD techniques for change management would be required at all the levels; whether it is the individual level or the group level or the organizational level. Also, the effectiveness of the various techniques we will see will vary across individuals across group and organization levels.

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So, which what are these techniques? So, the OD techniques constitute the action you know drive of OD and they constitute the action drive of OD and we have several of these

techniques like the sensitivity training, survey feedback, process consultation, team building, intergroup training, intergroup development and inter departmental activities.

We have appreciative inquiry, organizational mirroring and organizational confrontation meeting. So, let us you know now start with the discussion on each one of these we will start with sensitivity training.

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Now, sensitivity training is also got T-group or training group training or it is called laboratory training. So, sensitivity training is also called either laboratory training or T-groups here meaning training groups. So, whether laboratory training or T-groups training or training groups training or (Refer Time: 13:25) training they all of the same.

Now, this involves techniques which helps individuals understand their own nature as well as the other person's nature, other person's personalities and this helps improve interaction with others. So, it involves a very comprehensive free flowing unstructured discussion amongst participation, participants freely talk to each other and it is a very free flowing in communication that occurs.

This is there is a facilitator or a moderator who may be a professional behavioural scientist and through this open interaction open communication free flow unstructured communication and dialogue, people begin to you know get aware of each other, people become more aware of themselves as well as of others and it helps people understand their own nature their own personality as well as other people's personality.
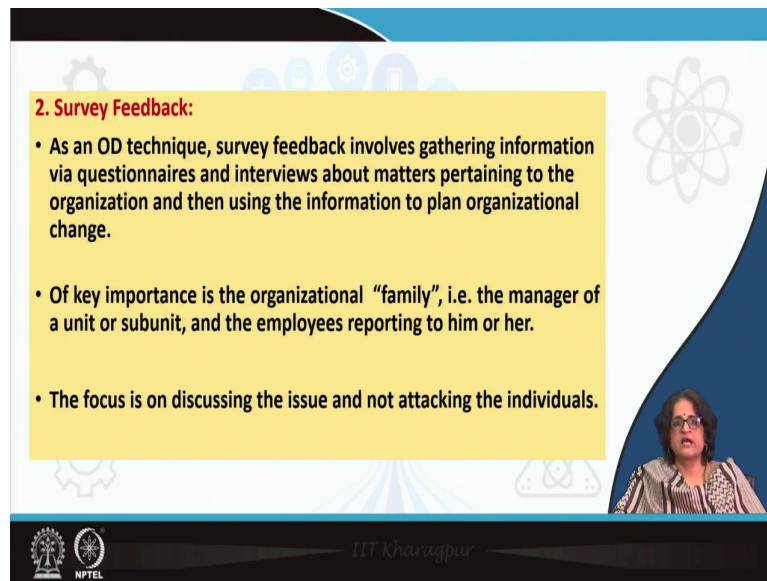
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So, the technique you know comprises intense counseling aided by the facilitator or the moderator where the person learns about how others perceive him and through an understanding of you know himself and others; they he or she can learn to be more caring with others.

So, output that is expected from such an effort includes greater openness and transparency, improved listening skills, greater understanding among each other, empathy increased tolerance for individual differences, you know broad mindedness and all of this leads to more of patience, more of understanding, more of empathy and helps reduce chance of conflict and if even if there is conflict it also improves conflict management skills.

So, the executive coaching and team building exercises have evolved from this OD technique or from the sound sensitivity training. So, it is through sensitivity training that executive coaching and team building exercises have evolved.
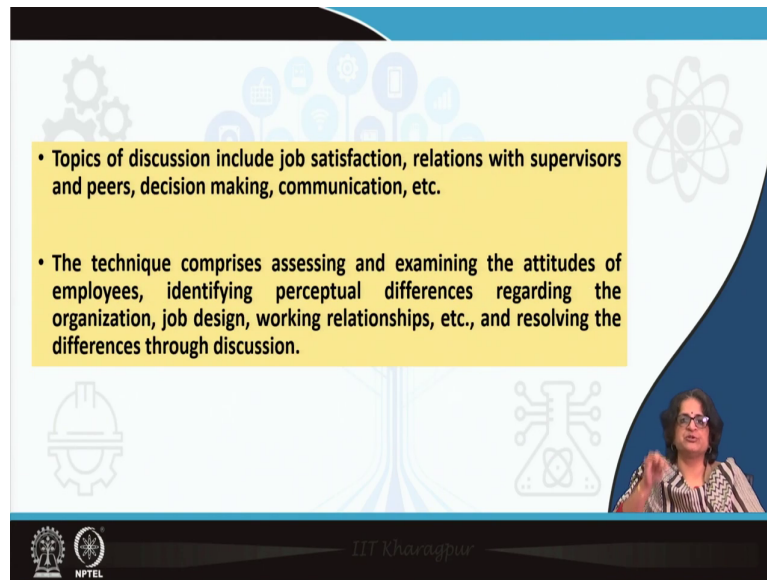
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The second is the second is survey feedback. Now, survey feedback is another OD technique which involves gathering information through questionnaires and interviews about matters pertaining to the organization and then using this information to plan organizational change.

So, what important here is the family is the you know concept of the organizational family that is the manager of the unit or the sub unit and the employees reporting to him or her. So, though this the exercise is between a manager and all those who report to him and constitute as a family as a unit or a sub unit family or an organizational family.

So, the focus is on gathering information via questionnaires, via interviews about matters related to the organization and then trying to use this information to bring about

organizational change. So, the focus is one of the issue its on the problem or its on the matter or its on the issue rather than on the individual.

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So, the topic of discussions would could pertain to you know decision making, communication, conflict, you know job satisfaction, interpersonal relations with peers, subordinates, supervisors and so forth.

And the technique comprises assessing and examining the attitudes of employees, identifying perceptual differences among them regarding the organization, the organization structure, the job design, the working relationships, the work processes, the workflows, decision making, communication, conflict and so forth and resolve the discussion, resolve the differences through discussion.
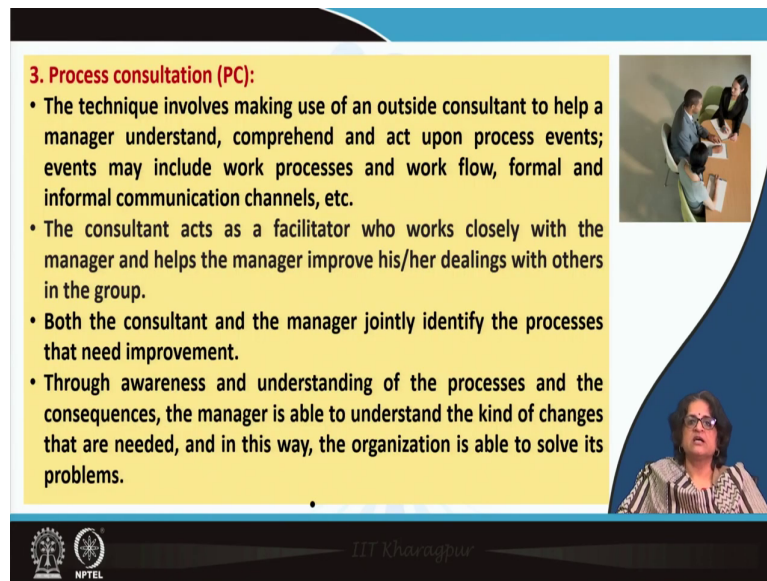
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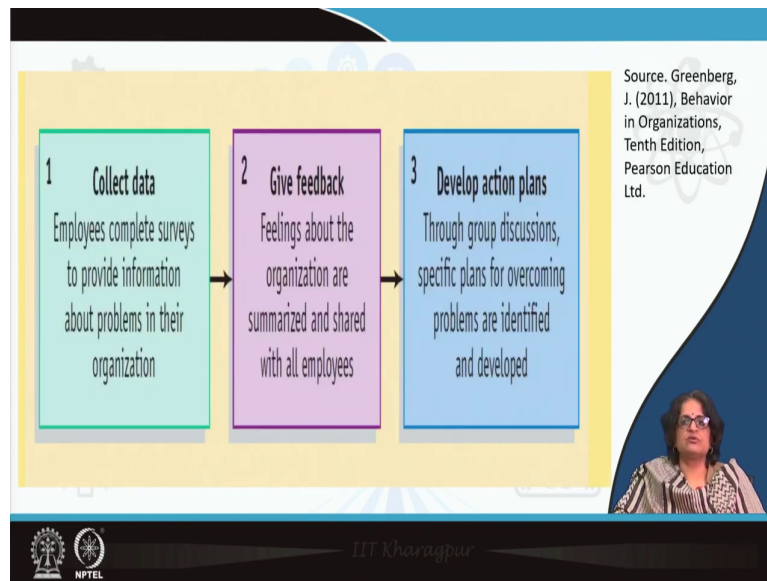
So, you know here we see that employees first data is collected and employees, complete surveys to provide information about problems, facing the organization and the feelings about the organization are summarized and shared with everybody and through group discussions, specific this you know plans are formulated to deal with the problems.
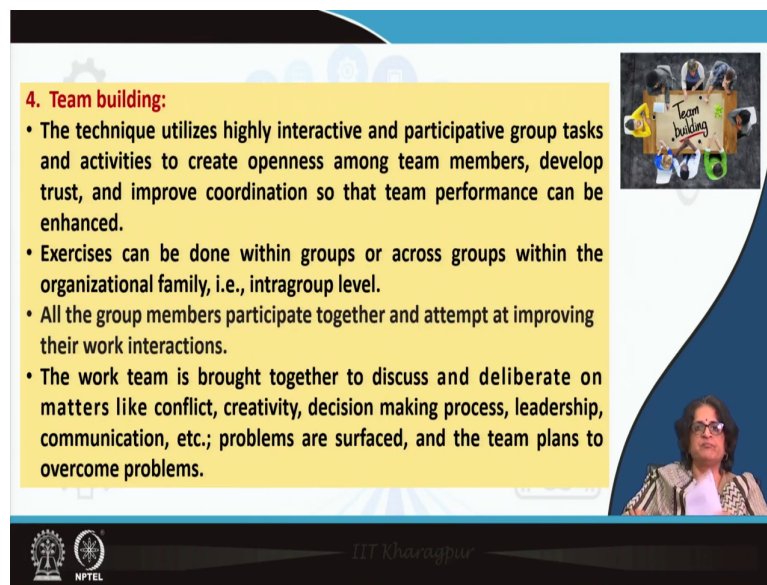
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The next is process consultation which is also abbreviated as PC. Now, the PC involves making use of an external party, making use of an outside consultant to help a manager understand, comprehend and act upon process events and these events may include work processes and workflow, informal and formal communication channels etcetera.

So, the consultant acts as a facilitator who works closely with the manager and helps the manager improve his or her you know work dealings with others, his or her dealings with others you know in; you know in terms of giving orders or in terms of you know controlling them and so forth.

So, both the consultant and the manager jointly identify the processes that require some kind of a change, require some kind of an improvement and through an awareness and understanding of the process and the consequences; the manager would be able to understand

the kind of changes that are needed and this way and in this way he would be able to solve the problems which he is facing at the at the group level or at the division level or the department level as also the organizational level.

The next is team building. Now, the team building as a technique utilizes highly interactive and participative you know activities and group tasks to create you know openness among team members, develop trust amongst them and improve coordination. So, that team performance can be enhanced. Exercises you know are highly participative, highly interactive basically aim to create openness amongst members, develop trust amongst them. So, that you know the team performance can be enhanced.

Now, these exercises can be done within groups or across groups within the organization which means that they could be with they could be intergroup or they could be you know intra

group as well and intergroup or intra group and the focus here is basically to so that people develop an a better understanding amongst themselves, they participate together, understand each other better, develop trust amongst each other and improve their work interactions.

The work team is brought together to discuss and deliberate on matters like say you know conflict, creativity, decision making, leadership and problems are surfaced, problems are identified and team the team plans to overcome these problems through you know through mutually agreed upon you know ways.

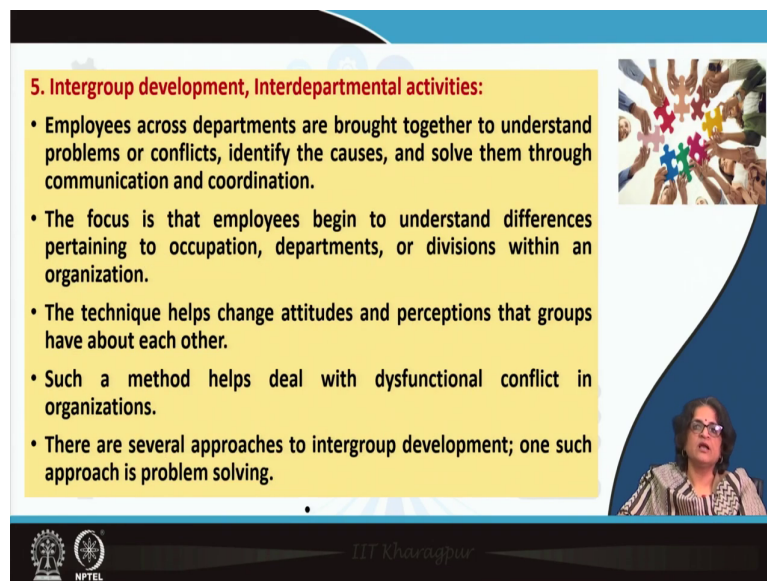(Refer Slide Time: 19:51)

So, the consultant or the facilitator observes the communication patterns and dealings of the group members and he then grooms them into becoming more conscious of the ways to improve the work interactions on their own willingly.

So, this team building method is team technique utilizes highly you know interactive style or participative style when people are able to create openness amongst themselves, develop trust and improve coordination and the objective here is to improve the way in which members of a group work together to improve group processes for efficient functioning.

The technique is useful in case of where work groups or where team teams work interdependently and there is huge amount of interdependence and coordination among members would actually lead to enhancing the team's performance as well as the organizational performance.

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Next, we come to intergroup development and inter departmental activities. So, employees in intergroup development and inter departmental activities employees across departments are

brought together to understand problems or conflicts and identify the cause and solve them through communication through coordination.

So, the focus is that employees begin a dialogue they understand differences pertaining to their job to their occupation, to the depart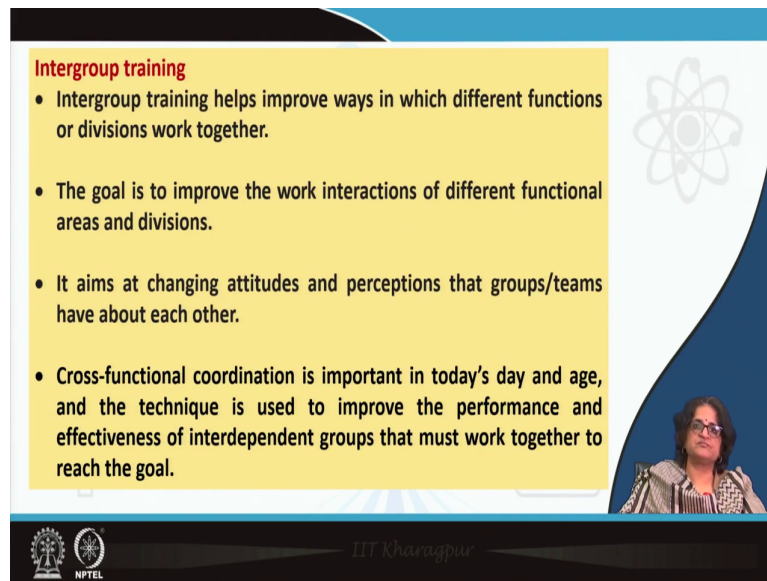ment, to the division, to the organization and the technique helps technique helps change people's attitudes and perceptions about each other, about each other's groups, about each other's departments and such a method helps deal with conflict also in a positive way and there are several approaches to intergroup development one such approach is problem solving.

So, the employees across the departments are brought together they understand their own self, they understand the others, they empathize with them. So, focus is that employees across departments understand the differences you know in their work, in their you know occupation, in their roles, in their responsibilities and can understand each other better and the technique could help them change their attitudes and perceptions about each other and it would lead to better coordination amongst them and minimize conflict.
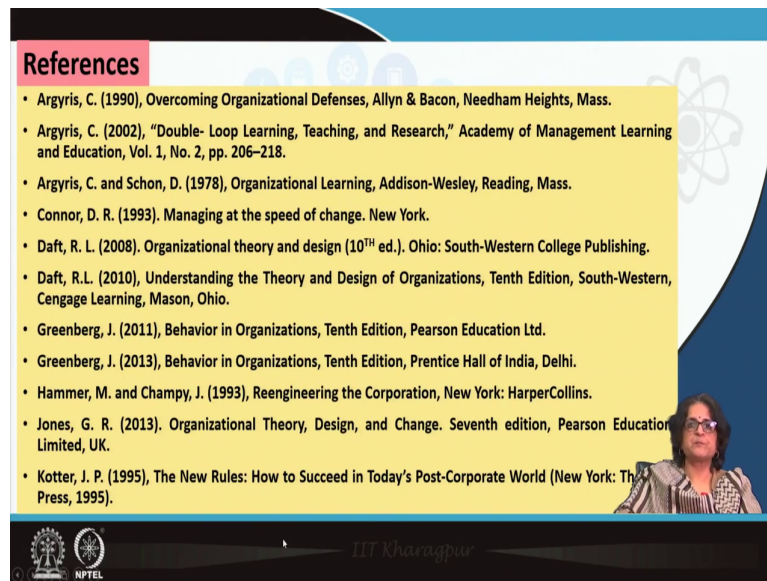
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Intergroup training you know helps improve ways in which different functions or divisions work together again the goal is to improve interactions between different functional areas and divisions.

So, the goal is to improve work interactions. It again relates to changing attitudes and perceptions that teams or groups or departments have about each other and cause functional coordination in today's day and age and that you know technique you know is important and the technique is used to improve the performance and effectiveness of inter department groups that must work together to attain goals.

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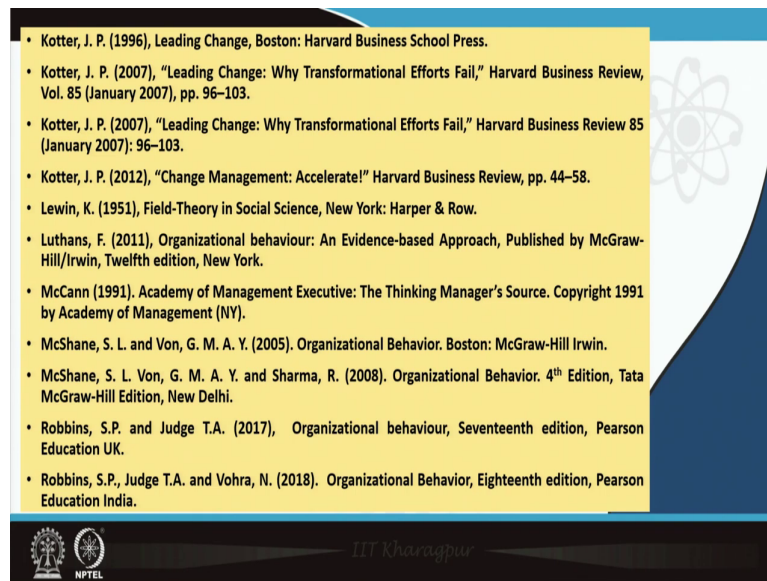- Kotter, J. P. (1995), The New Rules: How to Succeed in Today's Post-Corporate World (New York: Th Press, 1995).

With this I come to a conclusion of this lecture these are the references.

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We shall continue with the lecture in the next class.

Thank you.