**Concept of Management and Evolution of Management Thought**
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Lecture - 28
Organizational Development - I

Hello, in my last lecture we looked at various dimensions of job and how the job system it could be linked to the payment system and some of the characteristics of compensation system. We move on to an another important aspect of the human resource management but today also has developed into its own independent field with very specialist orientation, we call the organization development. Organization development as emerged as a field of interest in managing change in bringing about change in the organization at various levels, it has a strong philosophy several methodologies have been standardized over a period of time and a history of bringing about and managing complex organization based on theory, understanding and application.
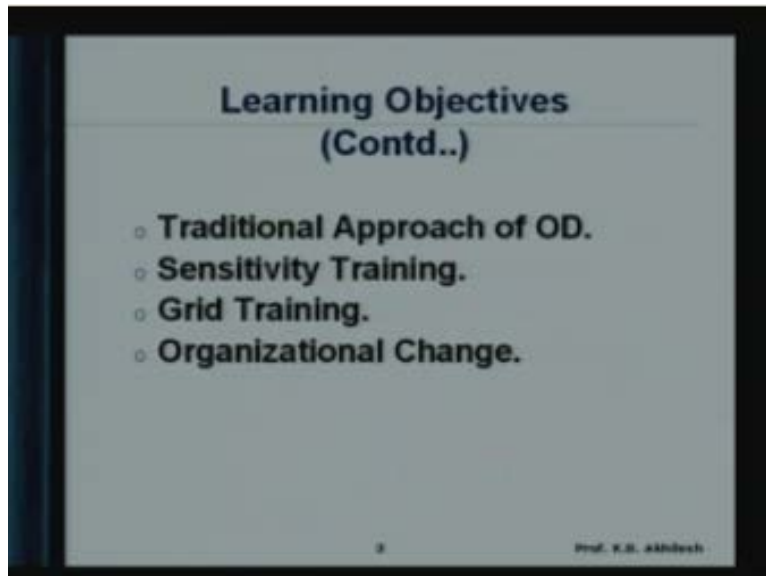
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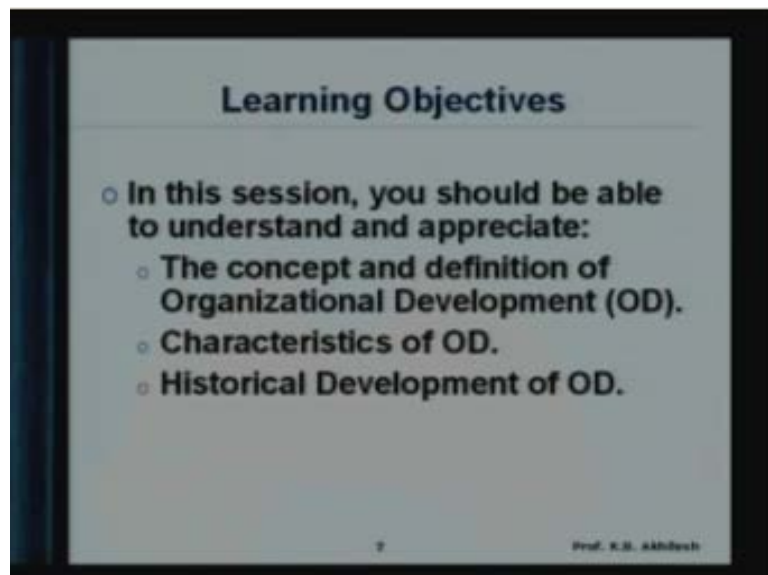
So in this session we will try and focus on the following things that you should be able to understand and appreciate the concept and definition of organization development the various characteristics of organization development and also some of the historical development of organization development and the kind of researcher and the people way they have

contributed for this. The traditional approach how of the how people have done in the past and particularly the sensitivity training, the grid trading and also some concepts of organizational change and at the end you should be able to get a complete view of the focus of this field itself. Organization development has been defined by different authors in different ways.
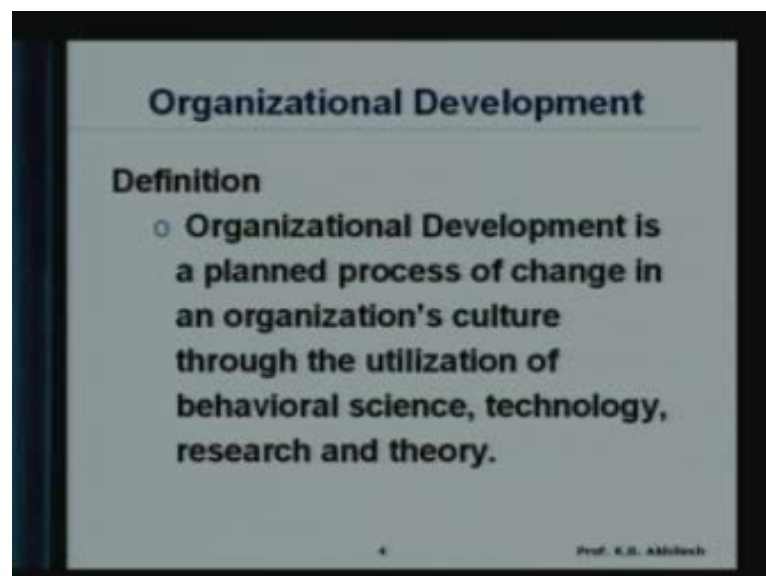
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So it is defined as a planned process of change in an organization culture through the utilization of behavioral sciences, behavioral science technology research and theory. I mean let me elaborate on this quickly, so basically it is a planned change, it is a planned process of bringing about change in the organization with respect to its technology or maybe with respect to its structure or with respect to the processes or the people.

So people, process, structure as well as the technology are seen as the 4 basic systems and subsystem of the organization and through that an organization culture we try and change these things how do we do this is based on the utilization of the behavioral science, research and theory. So when we talk about behavioral science it is psychology, it is the sociology anthropology to an extend economics and other fields which are concerned about the behaviors of the organization or behaviors in the organization and sometimes the research has come through the theory or also through experimentation.

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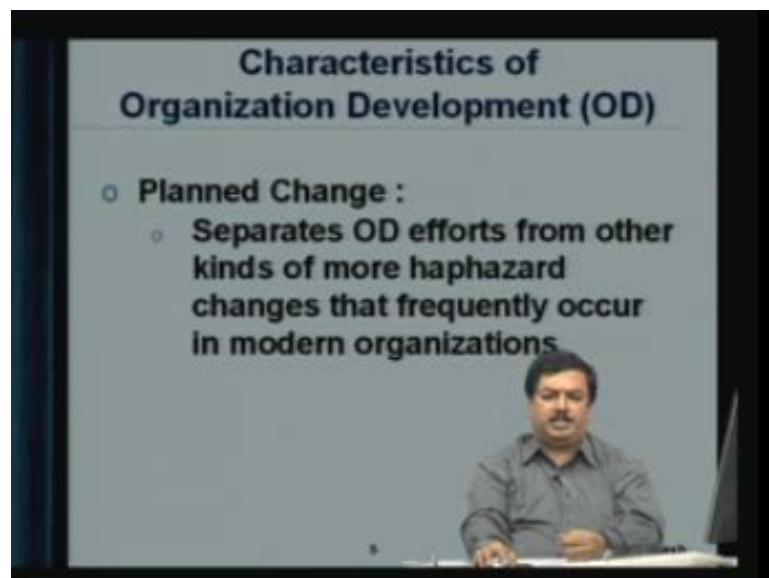
So most of the time we refer to as a field of action research. So you also develop understanding of the organization through various intervention. So when you look at the planned change in the it separates the OD efforts from other kinds of more haphazard changes. So what is planned change that mean it starts with a diagnosis, it identify the needs as perceived by the organization as perceived by the members of the organization and the

stakeholders and then it focus among what can be done based on the assessment of the people, so it is highly collaborated, systematic based on the diagnosis and that is what it is.

So it is one of the key elements of organization development if it is not an unplanned or an haphazard change but it is a planned change then the other important thing is the comprehensive change. So the OD efforts are generally involve with respect to the total system that means you have a total system view as I mentioned earlier, you may see organizational system consisting of technology, organizational structure, organizational processes as well as the people.

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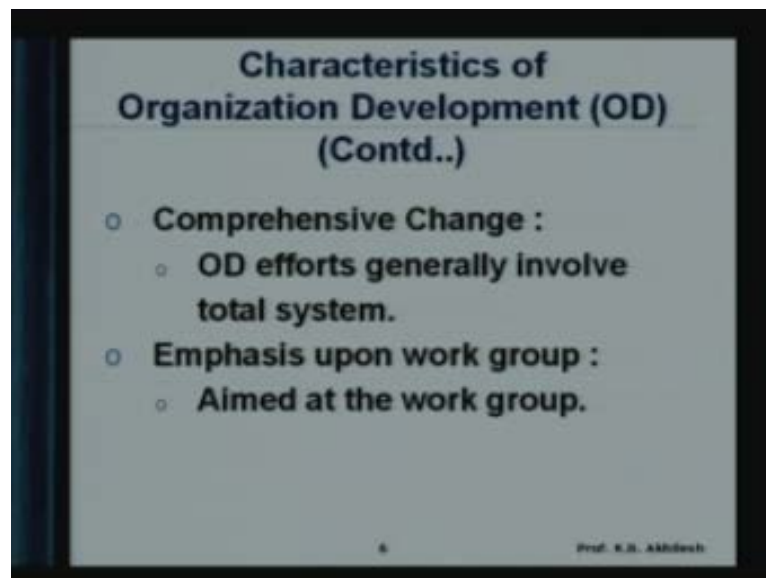
So when you focus on the people you are all the time bothered about whether the processes and the culture and the structure are supporting these changes and the initiatives or not. So the emphasis is also upon the work groups, the intact work group is also at the focus of organization development apart from brining about a comprehensive change. So the comprehensive change in the its work systems, OD is it is a planned change, it is a very comprehensive change considering all the systems and subsystems of the organization and then it is working with intact work groups to bring about and sustain changes and it is also the long range change, it is not that very cosmetic or anything it may take some time take months sometimes in years but it is a long range view of the organization that certain changes takes time, certain changes takes more effort than a minimum level of interaction.
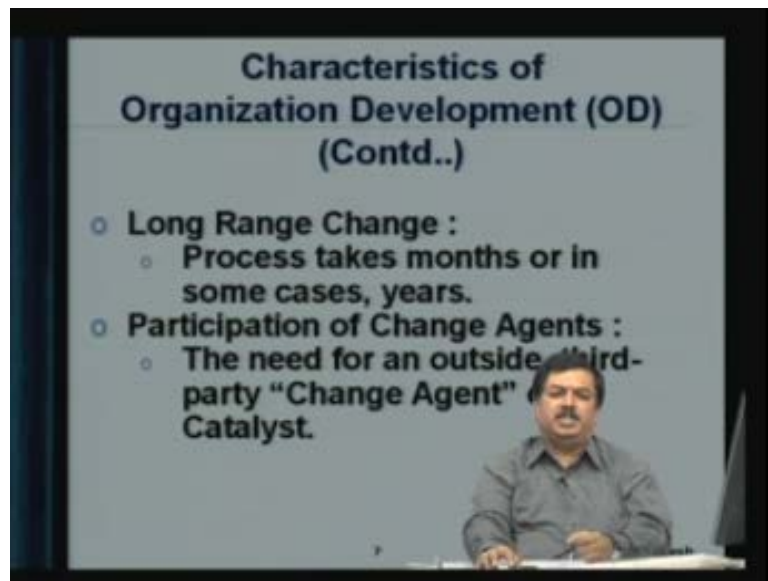
So it is a long range change means a good collaboration is required between the organizational members as well as people who are attempting to introduce and bring about the planned changes and also it is based on the participation of the change agents. So that means there we are thinking of an either an insider or an outsider. So whether it is the question is it started earlier as an outsider but more and more we are also seeing organization development is dominated by internal change agents, so the change agents act as a kind of a catalyst.

So they help in diagnosis, they help in changing this diagnostic information, they help to analyze understand the individual at the group behaviors as well as the culture in the context of the organization, they relates some of these experiences one to the other and then help build the required collaboration in the trust and that is how it is the another key dimension or the key characteristic of organization development is the participation of the change agents, the emphasis is upon intervention and action research. So that means the results in an active intervention in the ongoing activities of the organization.
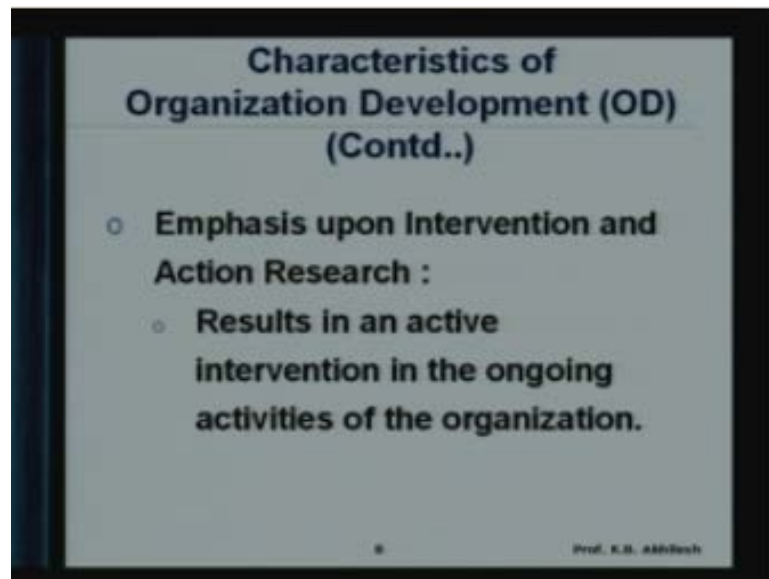
So the change agents are open to learn but they are systematic, they are prepared to learn from the success as well as the failure and you typically know what is that planned effort you are trying to do or the initiatives being deployed and the intervention and action research means you learn from that the action and then that is systematic it is analyzed understood validated verified by the members of the organization or it is verifiable by the other as well. If we look at from all this the look at the historical developments of OD.
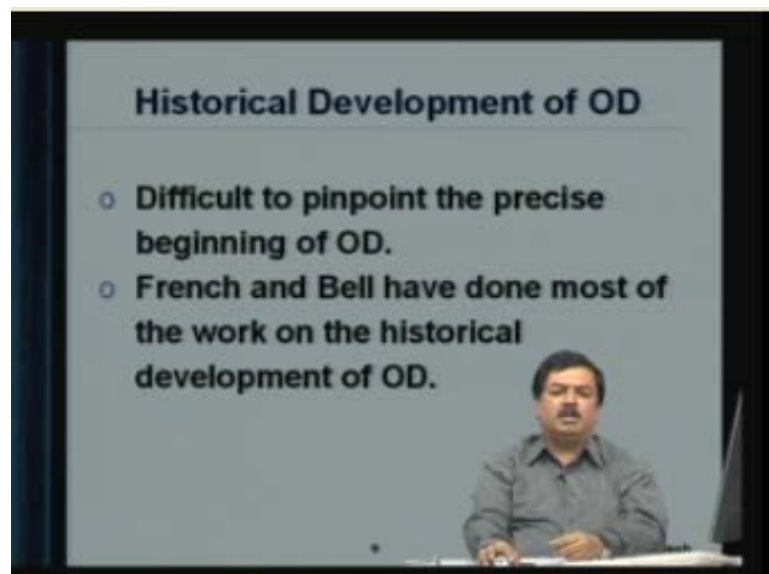
So the characteristic of OD as we have understood is a planned change focusing on the system having an action research approach build on a long range collaboration and the long range effort and then brining about change in the systems and practices. So but historically if you see the difficult to pinpoint the precise beginning of the OD there are people who have worked extensively in the extension work where they wanted to demonstrate the change of the habits of the farmers and the use some of the group methods in introducing new crop in over the new methods of growing seeds with respect to the farmers probably these are in 1920's can be seen as initial efforts of bringing about planned change then we also seen the in the European context, the Lewinian you know the Kurt Lewin when he introduced the group dynamics.

So people have look at it or as seen the historically these things have been captured a different points of time where people have intervened in the intact work system as standard intervention using group methods to bringing about change.So but some of the best of the things have been documented by the author French and Bell in their book on organization development.

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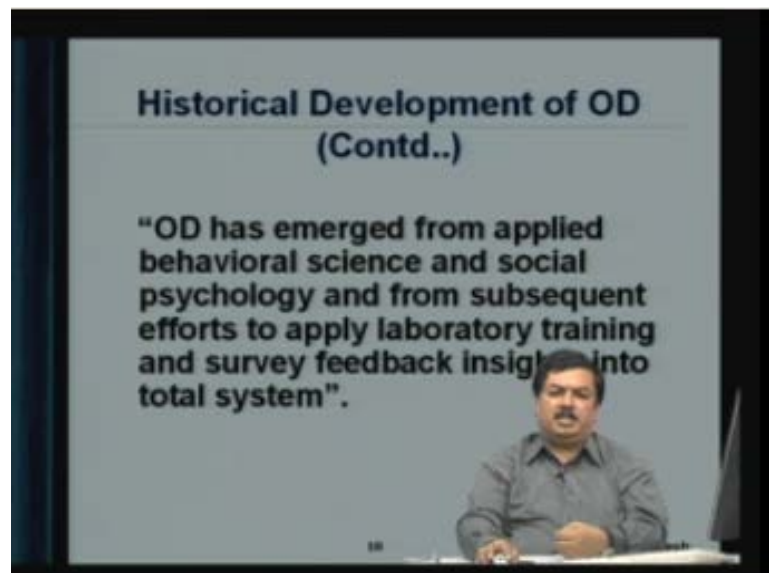
So the historical development of the OD if you see has emerged from the applied behavioral science and the social psychology particularly, those of them who focused on the group and the group behaviors and then the lot of efforts from subsequent efforts to apply what people

use this work laboratory training and the survey feedback. The survey feedback methodology which I am going to elaborate also gave insights to the total system.

So the one group of people focused on at the individual and individual in relation to the group and use of the group processes to bring about more sensitivity in the individual and through that they brought changes at the organizational level and the other one started the perception of the organization itself by the members of the organization as a whole and then get that kind of a macro picture sharing that macro picture as making it as a motivational tool do the organizational diagnosis and based on the organizational diagnosis initiate the required change.

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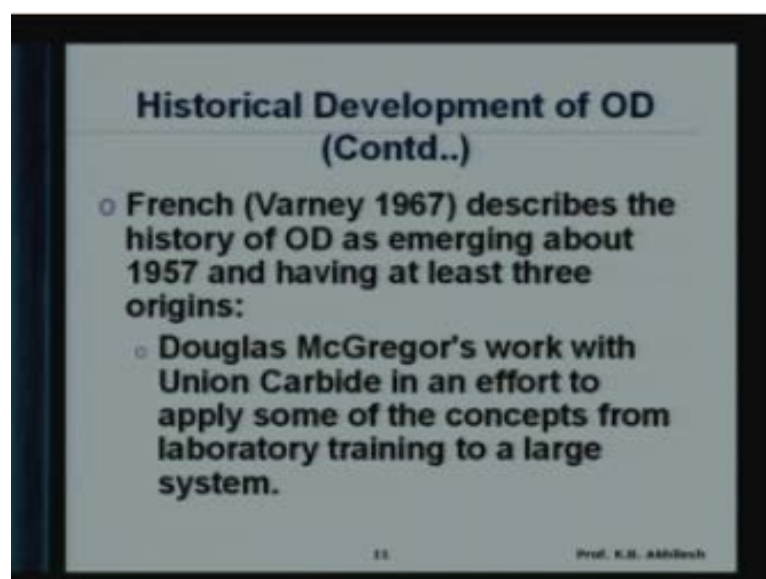
I think the idea of this the both French the French and Bell where they have documented the beginning of this to started with these two initiatives. So described the history of OD as emerging about 1957 very clearly and at least the three origins have been stated, one is in terms of the Douglas McGregor's work with union carbide in an effort to apply some of the concepts from L group training or the T group training or laboratory training to a large system that is one specific application at the beginning. The other here is the human relations group at the Esso Company that began to view itself as an internal consulting group offering services to field managers rather than as a research group writing reports for top managers

that means they become internal consultants and with the help of this Robert Blake and Herb Shepard, the group began to offer laboratory training in the refineries of Esso.

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So this is an another kind of a beginning one can see where you applied some of the understanding of the group to group processes and then see how it could be deployed in the actual organizational context and the other is the "The University of Michigan", "The Survey

Research Center" which started using the attitude surveys, a systematic attitude surveys were conducted attitude surveys then were given as a kind of a feedback to the members of the organization and this provided an agenda for to bring about change in the organizational systems and practices I think survey feedback as a kind of a methodology also has been documented very well by the McGregor in his book, Feedback and organization development".

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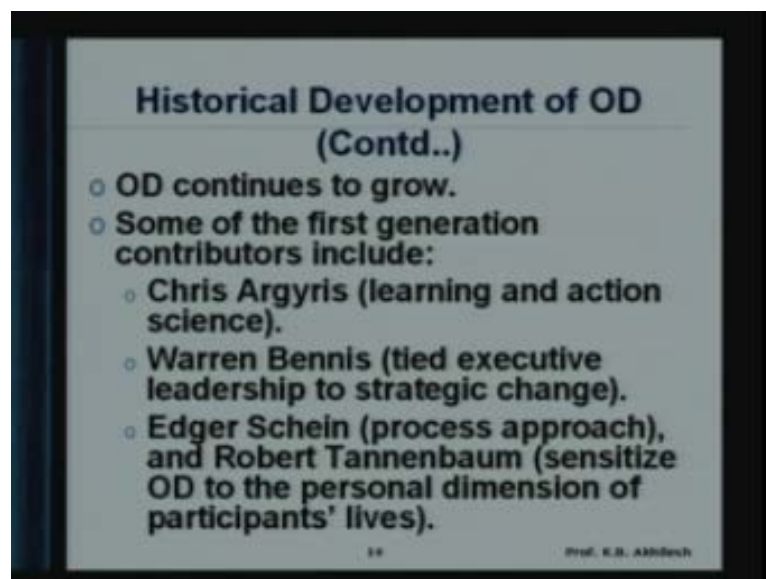
So if you see from no doubt it started with a beginning of this human relations school then the the T group and the L group kind of a lab training methodologies as well as the several feedback methodologies but the the OD has grown continuously over last three decades and it is continuously grow where people brining different dimensions and different contribution to this field. So the first generation contributions include it is not to elaborate all of these things but to acknowledge some of the typical contribution is Chris Argyris, he is where he talked about learning and action science tries to you know the vary and try to integrate the individual and the organization. Chris played a very significant role in identifying the sensitivity training and how this could be applied to the groups at the people and then how group methods can be used to bring about change at the organizational level. Warren Bennis is another he talked about very extensively to the executive leadership and then he exit the how to link an executive leadership and bring about strategic change in the organization.

In fact he used the word organization development as re-educative strategy and then Edger Schein also used a word Schein the kind of a process approach and Robert Tannenbaum talked about the the sensitize OD to the personal dimension of the participants lives. So that means through through education and through collaboration , how changes could be brought one can also think in terms of a second generation contributions they include Warner Burke, Warner Burke talked about the particularly through his extensively think and then having that kind of an OD conference, he brought this OD into a professional field.

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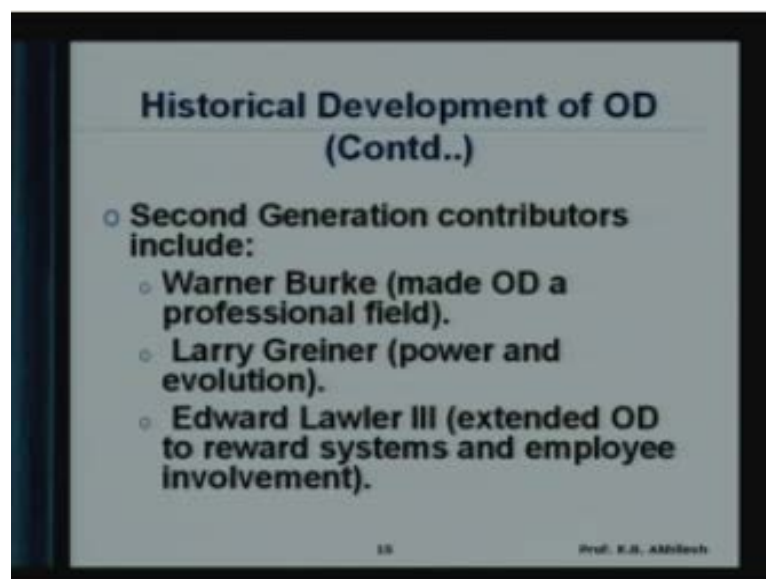
So continuously reworking on the practices the philosophy and the kind of approaches people adopted got questioned and then refinements were seen through the efforts of Warner Burke and then Greiner who talked about the power and evolution the age and the size of the organization. So contributing the theory development and apply this theory to all the organizational collaboration practices then we also see the Lawler and others they worked towards extended OD to the reward systems and the employee involvement, how would some of the interventions can be linked to the other interventions, Margulies and Anthony Raia is another thing we talked about they talked about the values underlying OD.
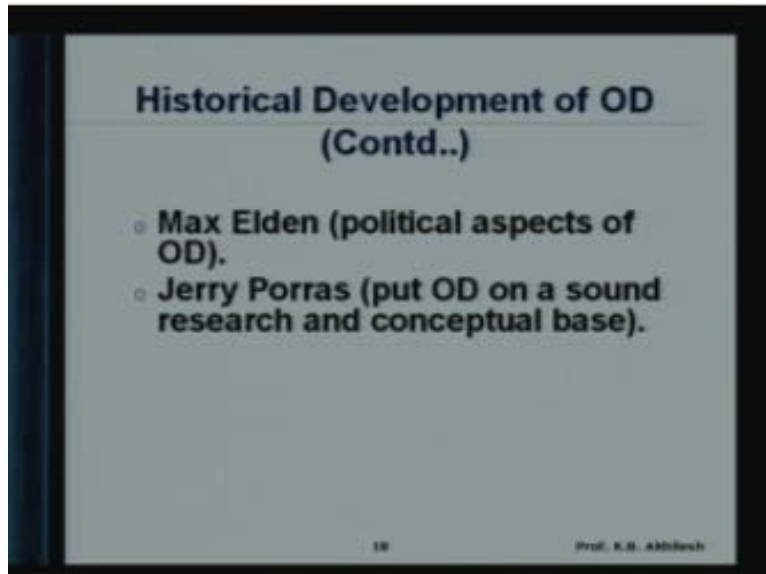
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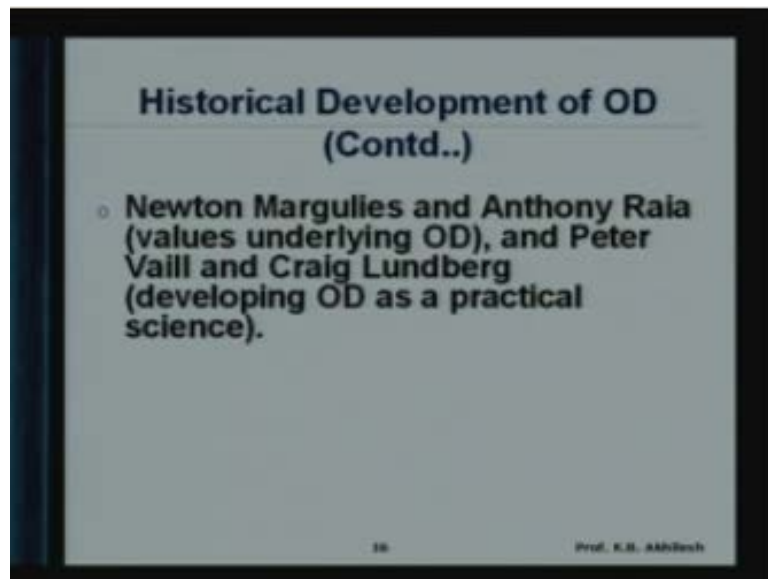
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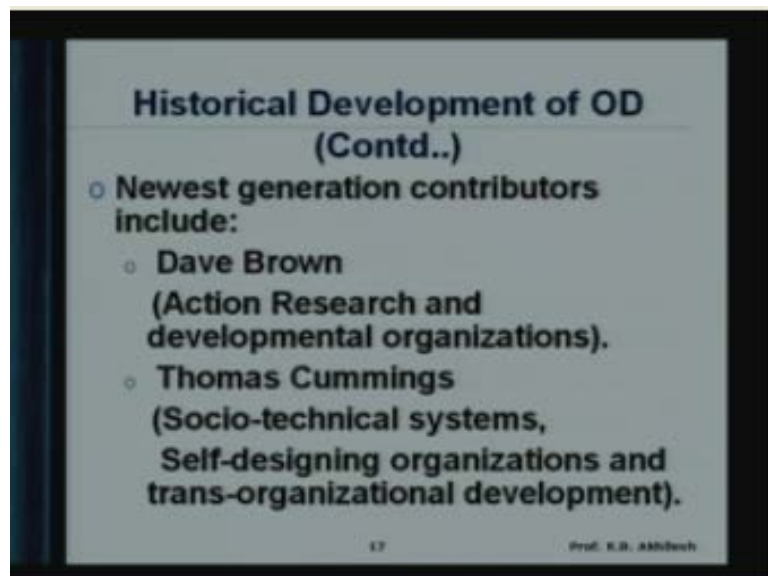
So the values of organization development means it is more towards theory Y of the McGregor he believes that people are motivated, people are responsible and then what does required is the organization to be guided organization once they understand what they are the to the discomforts what are the you know the critical areas they do get motivated and take action and similarly we have seen the developing OD as a kind of a practical science has been documented by Peter and Craig in some of their works and historically, if you see last three

decades substantial contributions have come from different practitioners and also documenting various approaches then people also have talked about today, Dave Brown talked about action research and developmental organizations and Cummings has a part of the socio-technical systems.

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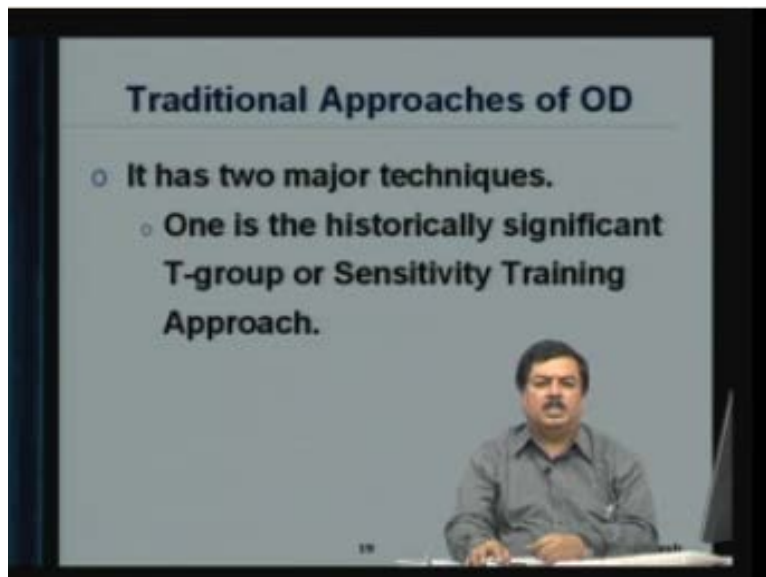
Historical Development of OD (Contd..)

- Max Elden (political aspects of OD).
- Jerry Porras (put OD on a sound research and conceptual base).

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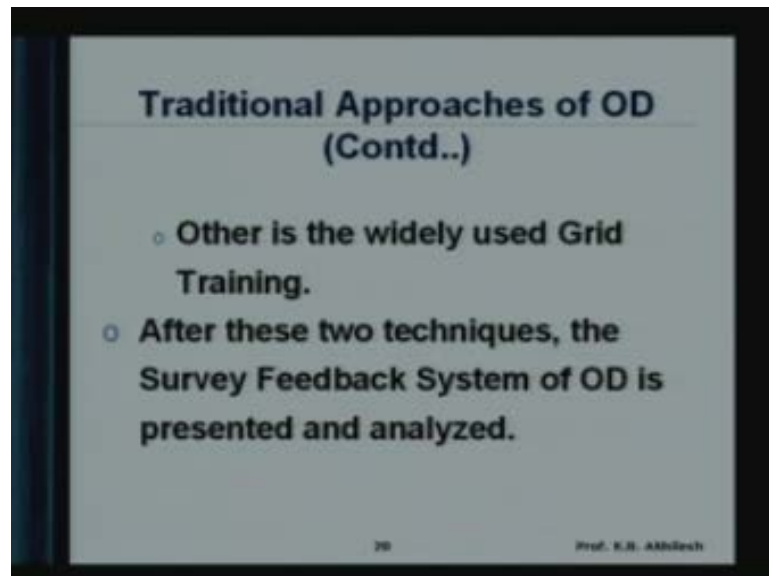
Traditional Approaches of OD

- It has two major techniques.
  - One is the historically significant T-group or Sensitivity Training Approach.

Then the concepts of self-designing organizations and trans-organizational development particularly, the global organization and then the some of the authors have also talked about political aspects of organization development and then also some of the authors put the OD on a sound research and conceptual base.

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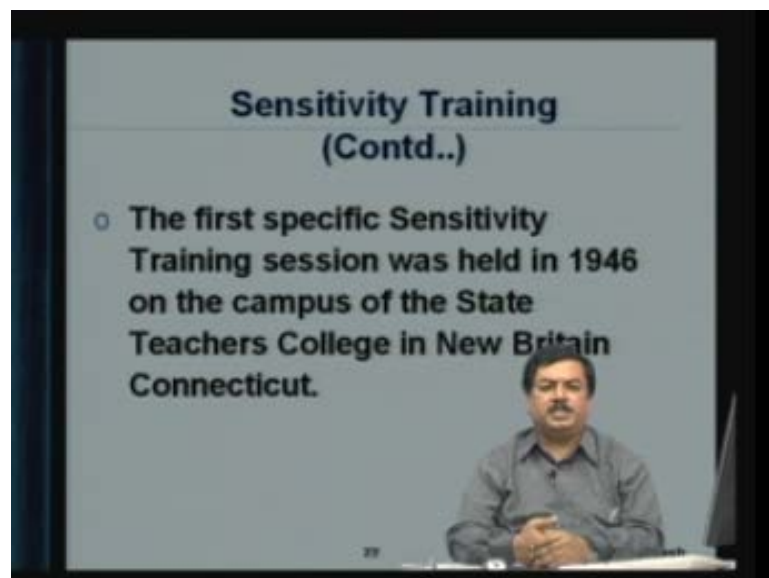
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But it has always grown around these two major techniques: one is this significant T-group and sensitivity training approach and the other is the kind of the kind of a grid training and apart from this is the survey feedback system of OD and how it is presented, how it is analyzed and how it is deployed for not only diagnosis but also for the assessment and evaluation when you see the sensitivity training approach it is basically evolved from the group dynamic concepts of Kurt Lewin. So that means group can be an important instrument in creating understanding for the people to see the to learn our their own perceptions and correct their perceptions and build that kind of a relationship with others

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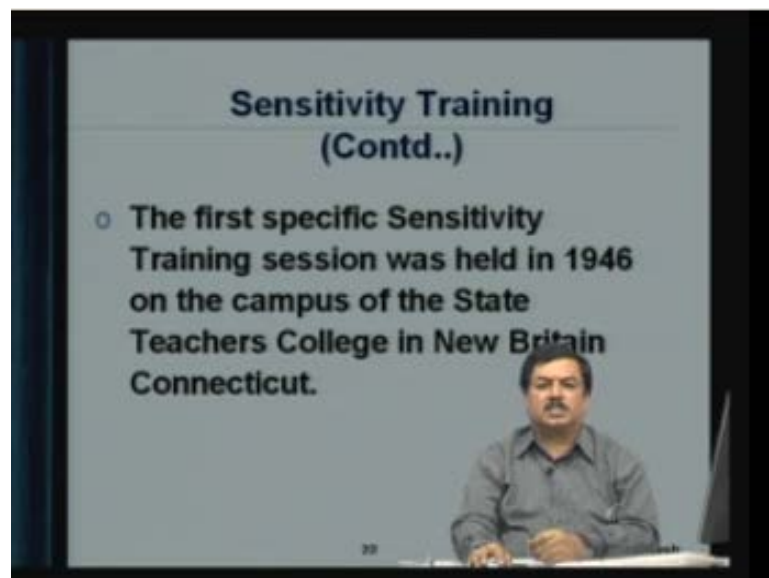
So the first specific sensitivity training session was held as documented in 1946 on the campus of the state teachers college in New Britain Connecticut. So this kind of a methodology that being used at the beginning become a technique very widely used to a variety of professionals to variety of context and the there are six major target populations at which laboratory training is aimed that means you have to bring this kind of a sensitivity either one can use that kind of a family group or could be a group strangers but ideally the be both the practices are in invoke that is family group means people working in the same organization and or know each other from the beginning. So it is less is a kind of kind of a less threatening and that kind of an education the educational or the emotional support is already there it is also true in other context where the strangers are brought together and which could be sometimes were threatening to share some of the very personal abuse.
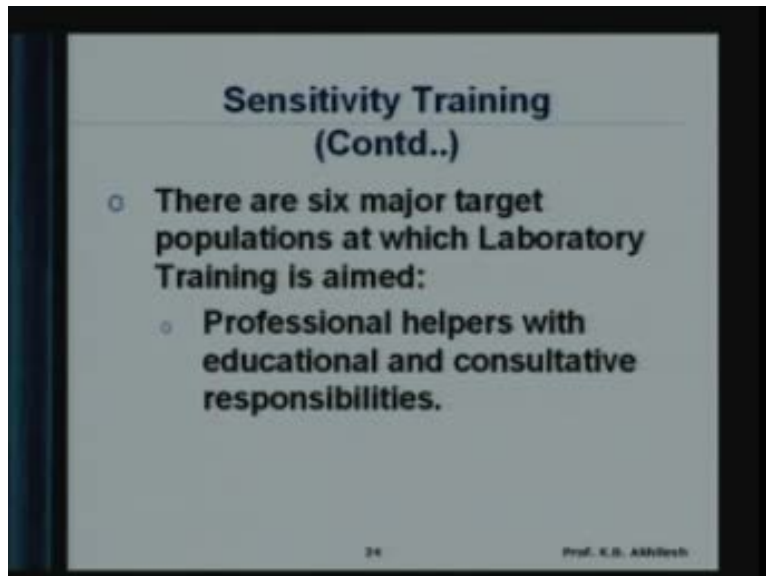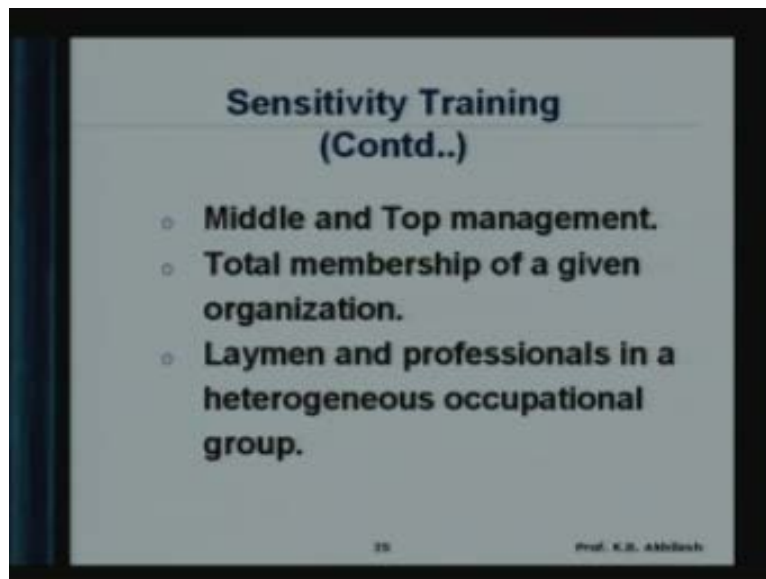
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So in the question of the the if you see how the laboratory training has been view you know used he has aimed at professional helpers with educational and consultative responsibilities, it has also focused on the middle of the top management and it has focused on the total membership of a given organization that means it has been practiced at the worker laboratory senior most level, it has also has been used as a Laymen and professionals they are very heterogeneous occupational group.
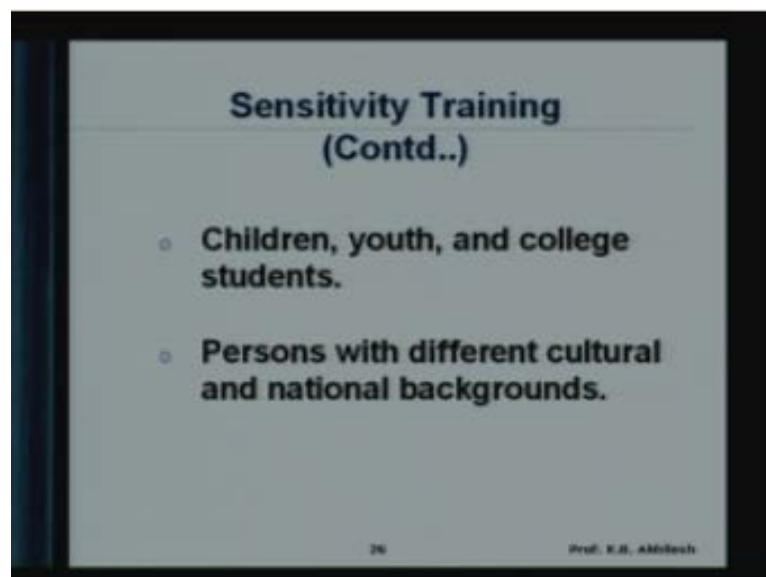
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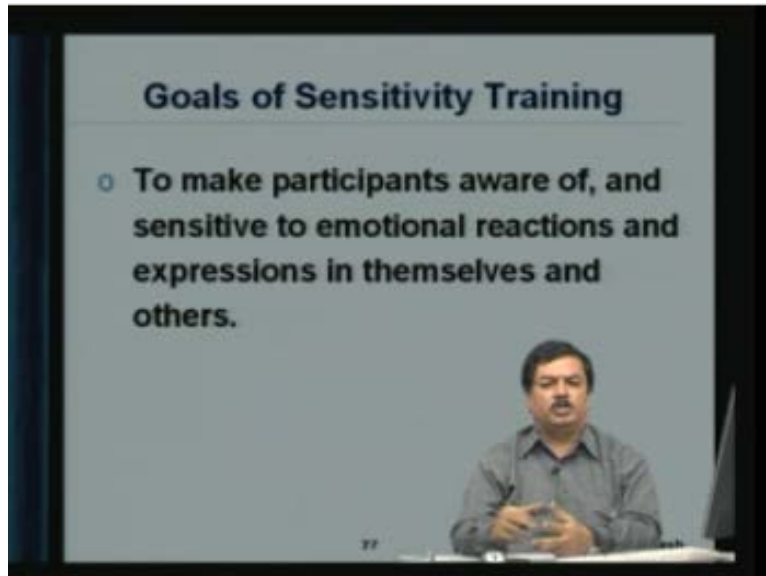
It has also been used in children youth and college students as a kind of a personal growth labs and also persons with different cultural and national background the success stories have been documented and the specific advantages also have been made available through several research studies. The goals of sensitivity training is to make participants aware of and sensitive to emotional reactions and expressions in themselves and others.
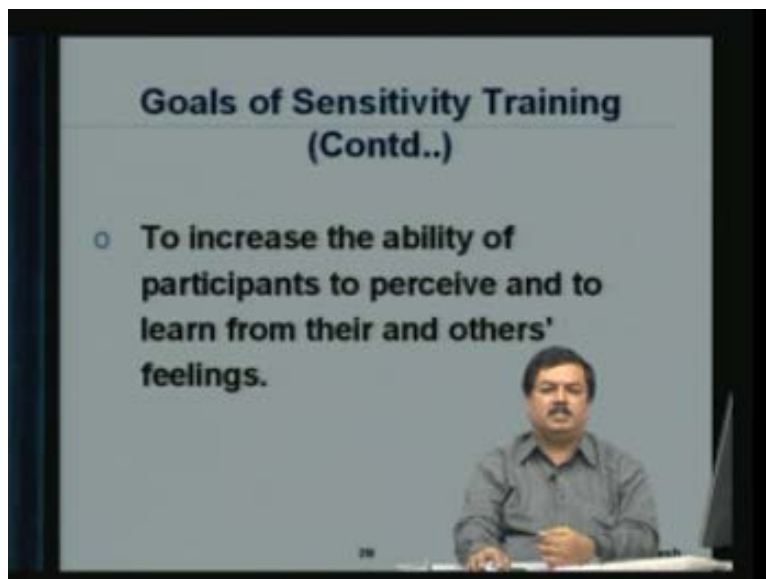
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So that means people try to look at their own strengths and weakness as perceived by themselves and also as perceived by the others and then one can also see what is their own emotional things of these kind of angriness or if they are very feel sad about certain things what they are excited about what is that they get charged. So many of these internal things which are known to the individual but many a times not to so clearly or openly gets

elaborated in the group processes, it is also to increase the ability of participants to perceive and to learn from their own ideas and the others feelings.

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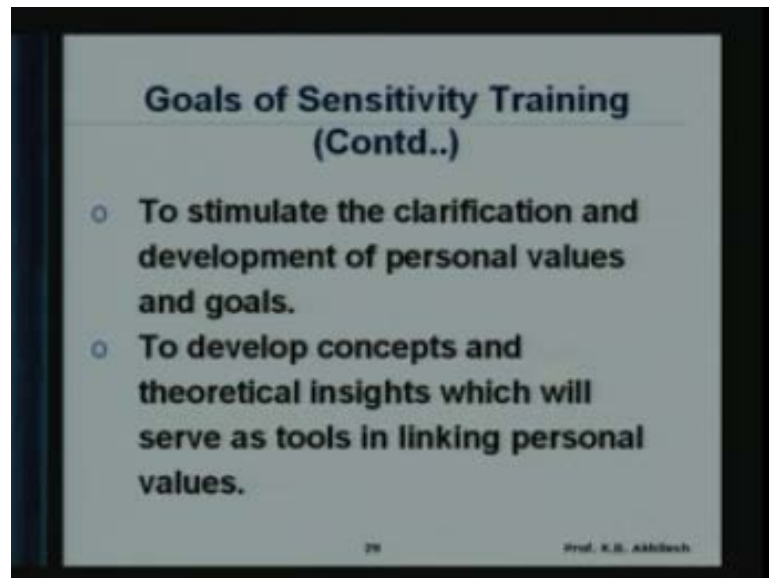
So that means you would request others to help you out in a group sitting and then you participate and contribute to the growth of the others. So you would give as well as you get are in that is the that is the focus of the sensitivity training then the stimulate the qualification and development of personal values and goals. So one one need to articulate in terms of the life planning maybe or in terms of the how one would like to be perceived over a period of time. So the what is one's own perception and also what the issues perceived by the others are in these things are compared and also to develop concepts and theoretical insights which will serve as tools in linking personal values.

So what is most import is sometimes to develop the ability to work with others bring that kind of a team culture and also to see the that to bring a kind of a required openness, transparency. So many of these things can be developed through active collaboration which can be demonstrated in the sensitivity training the second.

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So the foster, the achievement of behavioral effectiveness you are able to comprehend you are able to related you are able to relate to the other persons at the intellectual level as well as at the emotional level. Sensitivity training has been evaluated for its effect on the performance of the organization and many have seen yes it does contribute to the overall performance of the organization but there are many others who have also said it is one of the limitations where you cannot really link the changes at the individual level to the overall

performance. The other method has been the grid methodology of training. So it is an outcome of the managerial grid approach to leadership Robert Blake and Jane Mouton talked about very extensively on this. In other words they talked about that every manager can be thought in terms of a the kind of concern what they have about the production.

So it can be seen in the x axis and also what they have a concern for the people on the y axis so this concern for production and concern for people can be expressed a value of 1 to 9, 1 to 9 on the x axis one meaning very low and nine meaning very high similarly on the y axis one meaning very low and nine meaning very high. So that means when you get characterization in this grid where you get one one manager who have a low concern for production and very low concern for people.

Similarly, you would get managers if you see nine one managers where there were high concern for production and very low concern for people and similarly, you have one nine managers, one nine managers have very low concern for production and a very high concern for people and then you have a 5, 5 managers who have moderate themselves for production as well as people and then 9, 9 managers who have a high concern for production and high concern for people.
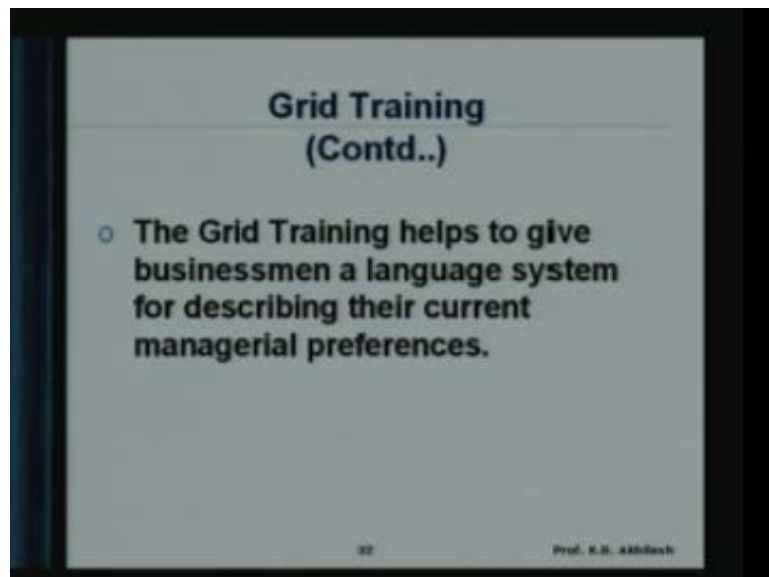
So when they describe this kind of a grid, so the managers can adopt a leadership style depending on so they also characterize this leadership in terms of how do they approach people, how do they resolve conflicts, how do they build and group. So the 1, 1 managers are typically not interested in the production or in the people are called as a kind of a lose lose kind of a style not bothered about anything and such a behavior do not contribute to the group or to the group development.

Similarly, they talked about the nine one kind of a managers they are highly bothered about production so then, they do not like any problems of the people it is described as a win-lose kind of a style win-lose leadership always had a subtle one against the other and they do not look for opportunities for collaboration and they are highly intolerant of the problems forced by the people and they think that they are lazy, they do not what to do the work and so the negative assumptions about the people.

Similarly, the one nine managers they are highly bothered about people but not really concerned about the production described as a kind of a Country Club managers also described as a yield lose kind of a style in, the yield lose style they are pleasing people they are postponing the work then does not they do a less concern for the production or to the organization and the 9, 9 we described very clearly as a win win strategy and those of them integrating you know 5, 5 was seen as a kind of a compromise. In brief the grid methodology provided a kind of a normality of model of bringing about change and more comprehensive step-by-step approach which was able to take and that kind of a grid method is used in OD.
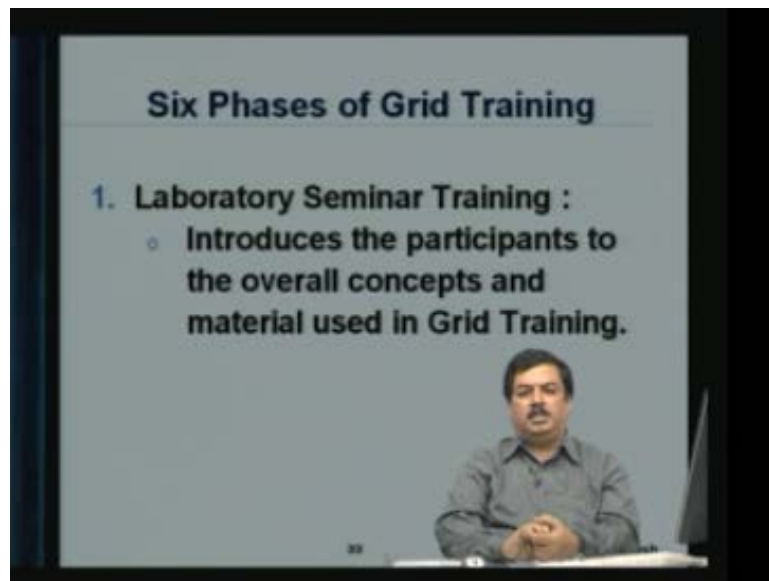
So similarly, there are other normality methodologies got developed in term of the leadership styles and practices also in the systems of management what Francis Liquor talked about from system one to system four, system one being very autocratic system, authoritative system through the system two to a system four which is highly participative kind of a system.

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Grid Training
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o The Grid Training helps to give businessmen a language system for describing their current managerial preferences.

So the grid method as well as the systems of management kind of a concepts provided the businessmen a language to describe the current managerial preferences. So they were able to see what this current styles are and they were able to relate to the a desired, desirable kind of a system, so they were able to analyze.
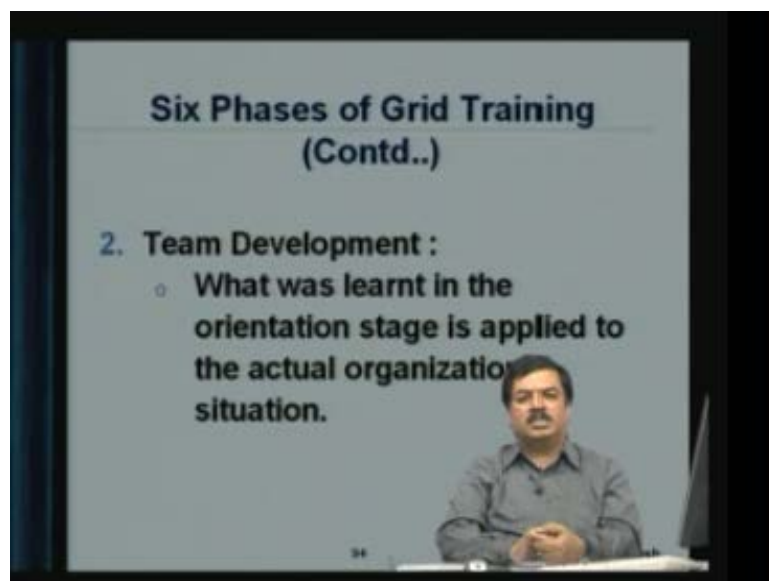
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So in the 6 phases of the grid training if you systematically it follows one with the a kind of a seminar training in a laboratory seminar training is introduce the participants to the overall concepts and material used in grid training the one which I mentioned to you earlier is to explain the full concept and then possibly do a kind of a questioner and give me that kind of an instrument where people who are able to analyze some of their own styles and then kind of an understanding.

So once those things or data has gathered then what was learnt in the orientation stage is applied to the actual organizational situation. So that means the teams when they have worked together then they are told what is that they are really focusing on, are they focusing on the task and the production or they focusing on the people or they are not bothered about anything or they are focusing on integration.
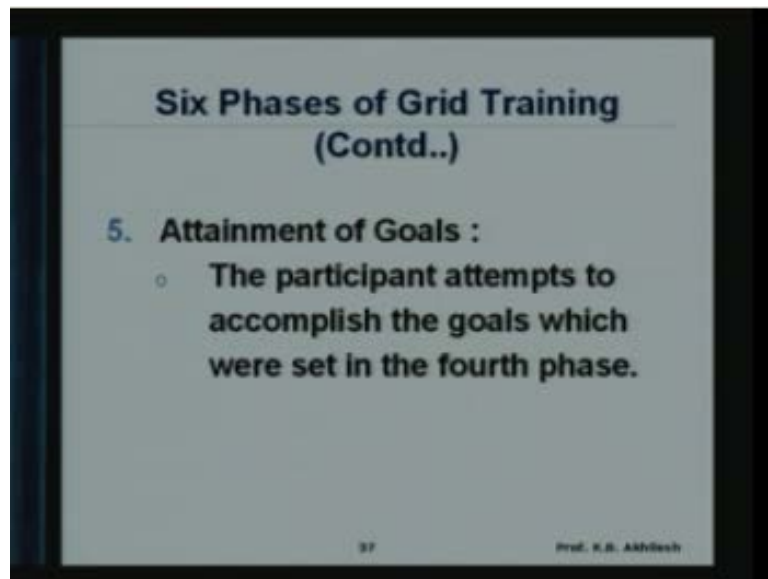
So the team with gets the sensitivity in terms of their own methods and procedures and then the then they have taken at the inter-group level to how they handle the conflict situations and how they resolve these things and the kind of approach what they adopt in terms of the grid style of conflict resolution and conflict management.

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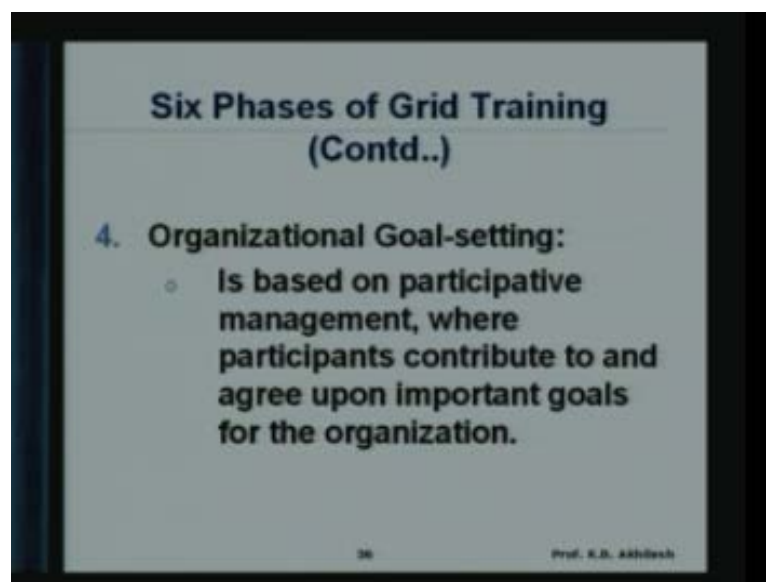
Then the you know based on this participation the contributions and then you know one would like to see what are the important changes to be put in the system in practices I think then the organization then one can also see the next level of practice is attainment of goals the participant attempt to accomplish the goals which were set in the previous phase they were practicing and also getting that kind of an actual feedback about how effectively they are doing internal level.
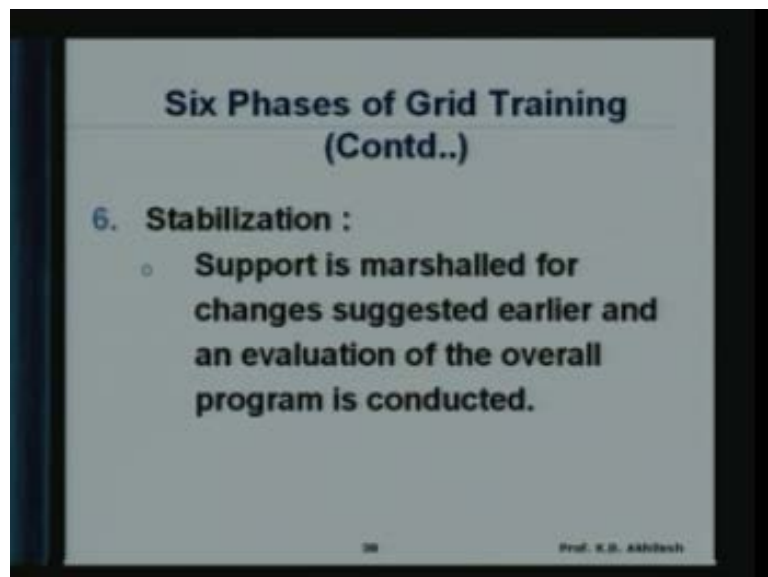
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The methodologies are identified in terms of changing the styles and practices and making sure that they stabilize their style and brining about that kind of a change in their style of functioning and moving most of the managers towards this kind of a 99 style and the overall evaluation of their own style of functioning also called as the stabilization stage. These are the six phases of the grid development another which we mentioned in the survey feedback one of the first but still very very popular OD technique has been the survey

research and the feedback, the feedback of the data the survey methodology means that you design a questioner, the questioner the questioner would provide a kind of a diagnostic methodology.

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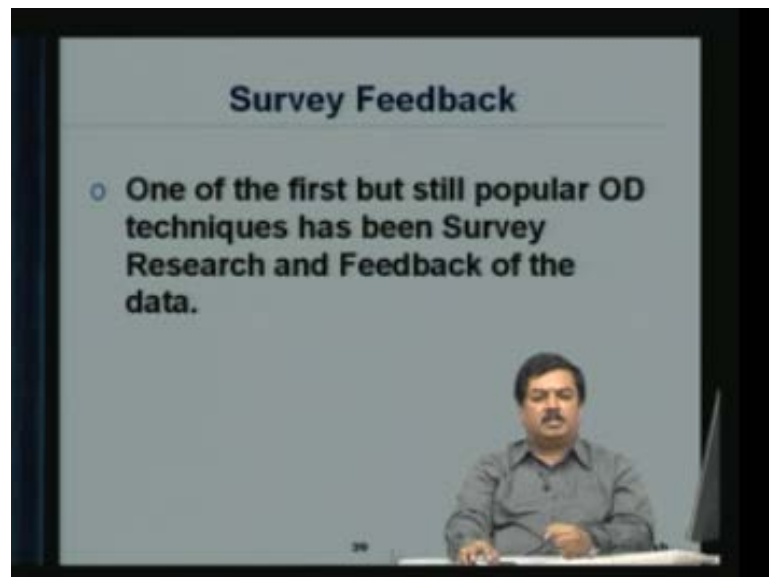
So people are asked to describe how the system is as of today and then how the system should be so current versus a kind of a desired system. So the current and the desired system gives that kind of a gap what people call it as a need deficiency or also these approach is called as disparity profiling, so current versus the desired state then will help people to discuss what it is now and what it should be so the survey of methodology is first step is to design a proper instrument and a questioner asking the right set of questions and then using that questioner to explode the perceptions of the people and then recording some of these perceptions in a systematically and using statistical methods aggregate the data in terms of their central tendencies and also show how different groups are perceived and are there any differences in these perceptions, different groups within the organization could be based on the age or based on the kind of functions what they are handling production versus marketing or the marketing versus the finance or the finance versus the RND or it could be the layers within the organization, top management versus the supervisory layers or supervisory versus the workers or it could be the different interest groups in the organization then union versus the management representatives.

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So that means a feedback can be based on the kind of analysis required and also the action need to be taken so the data was analyzed and then a systematically the details are provided so this OD survey feedback approach forms the basis of very very popular methodologies today of three sixty degree feedback technique which provides information to the individuals from his or her you know boss subordinates etcetera. So the but the several methodology has

been the feedback technique is the only one that fanned out through the entire organization. So it is possible to populate and cover the complete the all the members of the organization.
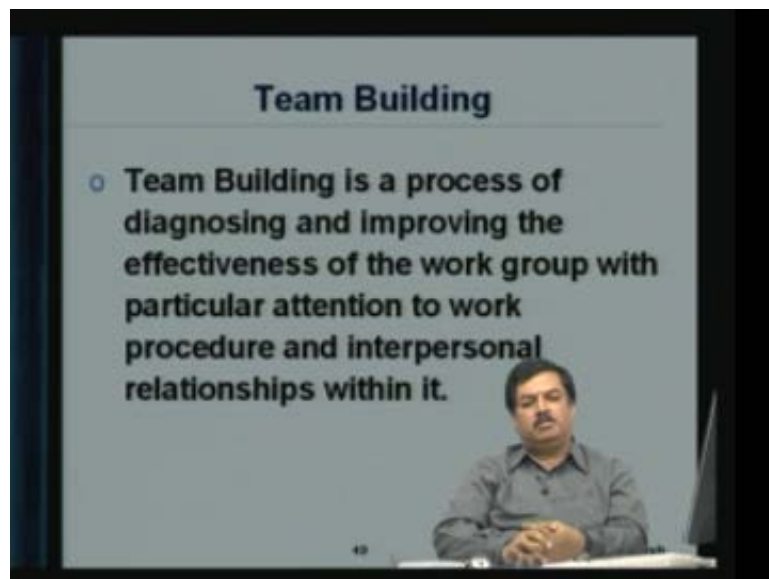
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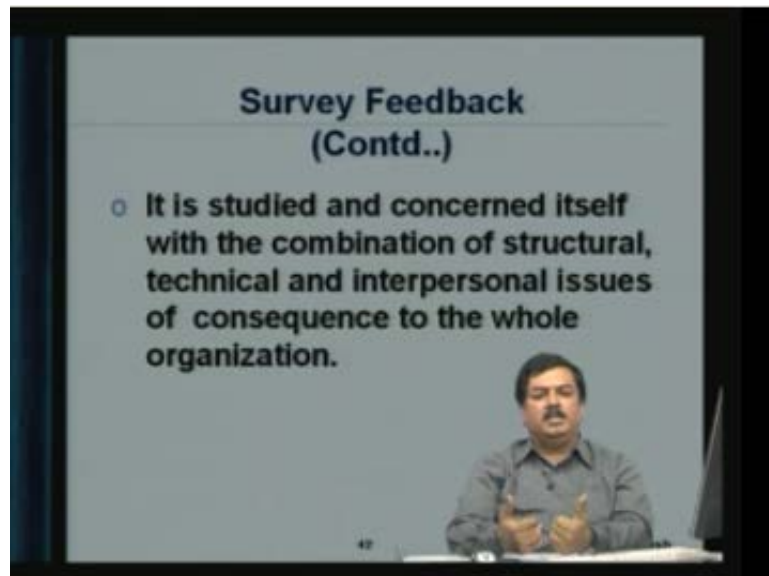
So the survey feedback methodology as popularized by the survey research center of the university of Michigan that it is studied and concern itself with the combination of structural, technical and interpersonal issues and of consequences to the whole organization. So the people were asked to describe the perception and the and the experiences. So the coverage was comprehensive and then was able to study the complete systems and practices of the organization and then people who are able to describe how the system was to how the system is and how the system is and how the system should be.

So this also enables that people who are able to see that kind of a contrast of the past to the present or present to the future. This methodology also help not only for the diagnostic purposes but after an evaluation in the organization system, it also helps for the evaluation of the of the interventions. So that means it also provided a sound methodological basis to see are there any changes are there any changes because of the intervention.

So the survey feedback and the and the what we talked about is the L-group training or the T-group training and the grid training led to many combination of interventions. So it is also popularly described as the OD technology, so the team building is one of the interventions, so
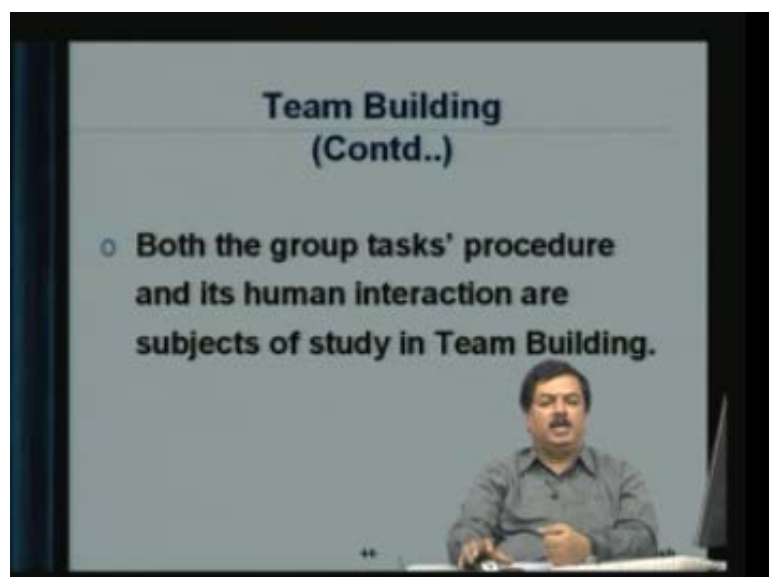
team building is a process of diagnosing and improving the effectiveness of the work group with particular attention to work procedures and interpersonal relationships within it. So that mean the focus is on overall effectiveness in term of the goal and goal setting, in terms of the work procedures, so where it is the focusing on the role and the role relationships and also the interpersonal relationships with respect to the communication with respect to the trust and things like that.

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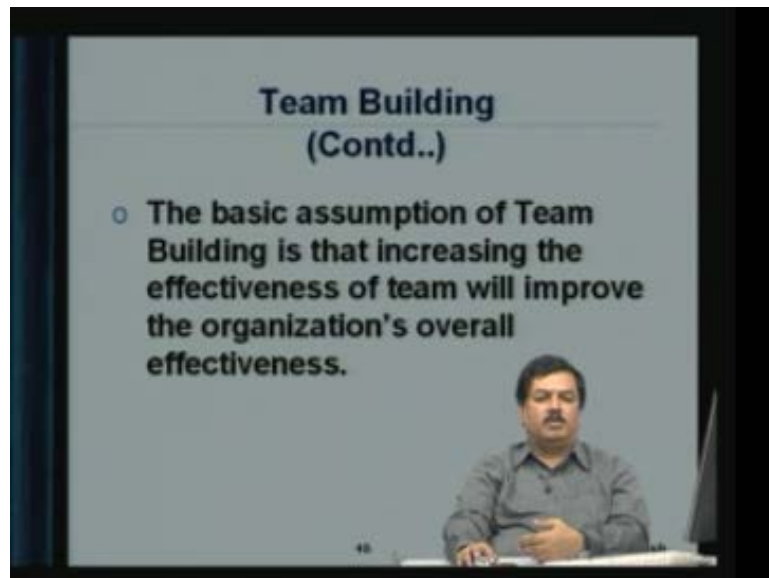
So team building has another important intervention, so both the task procedures and the human interactions have been the subject of change and they study in team building. So the team building interventions have focused on the role relationship, goal and task achievement and the interpersonal relationship and the communication and trust building.
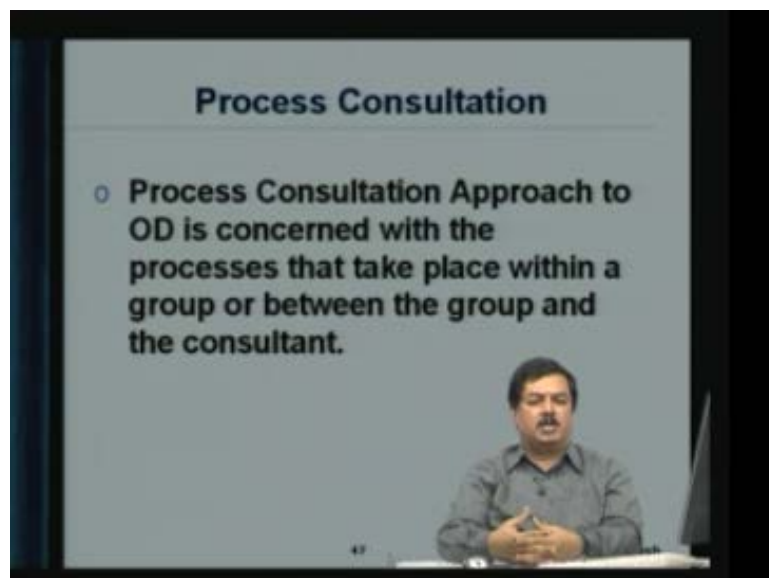
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So the basic assumption of team building is that increasing effectiveness of teams will improve the overall organizational effectiveness. So teams have been seen as a kind of a building blocks and the building blocks have been used to build that overall changes in the organization. So as been directed at the to different types of teams of the working groups.

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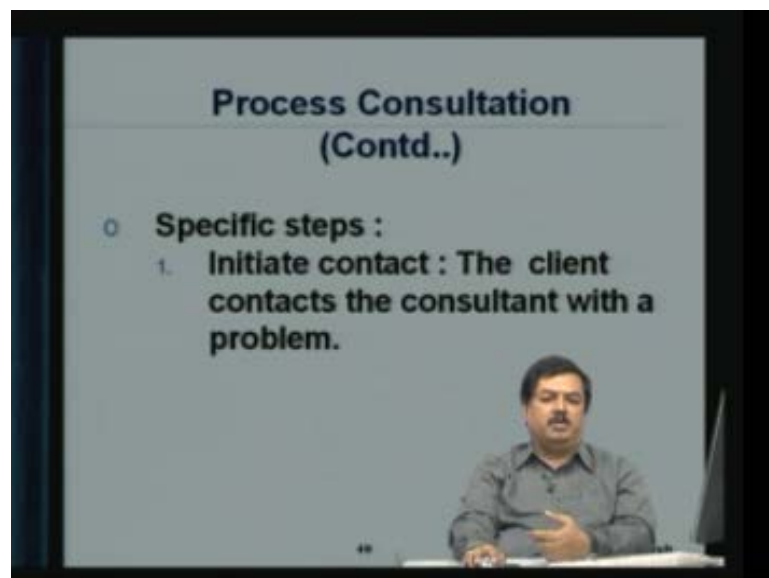
Process Consultation
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o Specific areas at which Process Consultation is aimed at, include communication and functional roles of group members.

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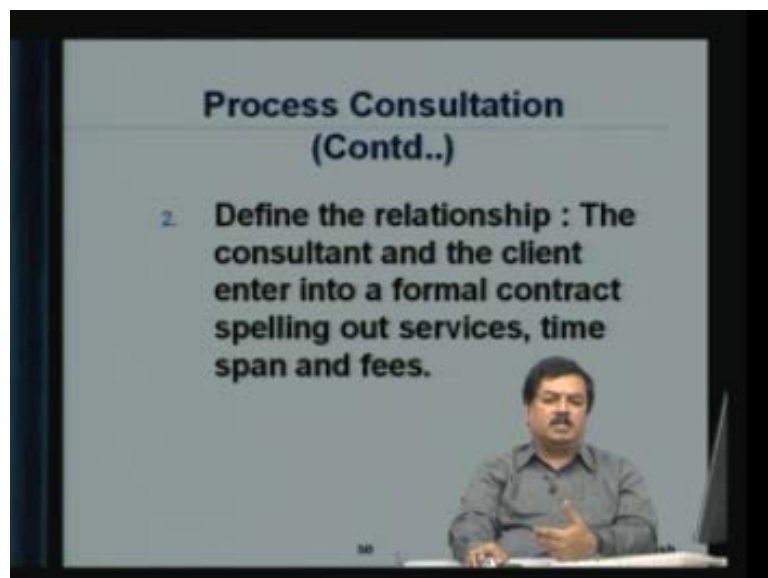

Process Consultation
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o Specific steps :
1. Initiate contact : The client contacts the consultant with a problem.

So some of them also have used that interact teams as well as the different members of the organization but not necessarily working members of the same team but approaches have been same and similar. The other intervention is the process consultation. In process consultation approach the organization development what the focus is on to work with the intact teams or intact work groups and the consultant becomes a kind of a participant observer or the change agent becomes a participant of observer and then helping the group to be aware of how they are perceiving the goals and what kind of methodologies are they adopting and how they are functioning as effective team members or not.

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So the process consultation has been aimed at include communication and functional roles of the group members, the specific steps if we you see in process consultation, the initial contacts, the client contacts the consultant with a problem and then you know about the way they are functioning and the way they are handing the problem and then there is a definition of the relationship the consultant and the client enter into a formal contract spelling out the services time and span and the fees but basically the how much time time they spent together and the role of the process consultant is to mirror. So it is also a step called the organizational mirroring.

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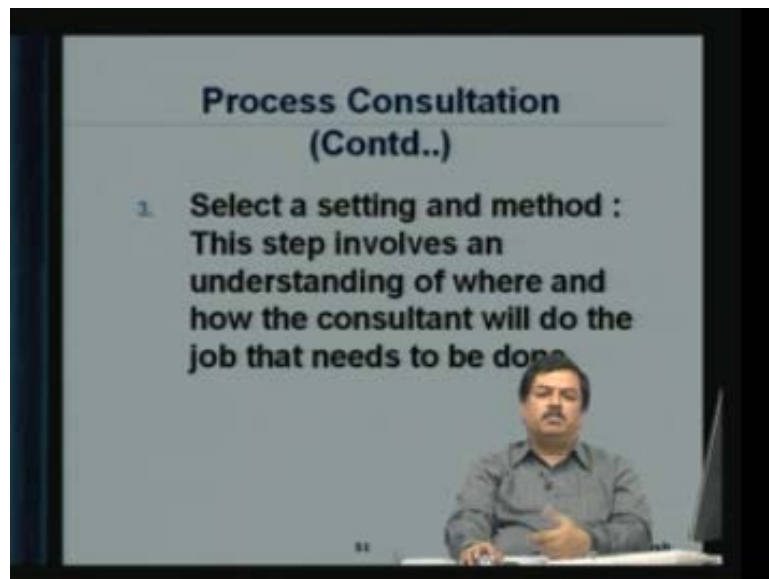
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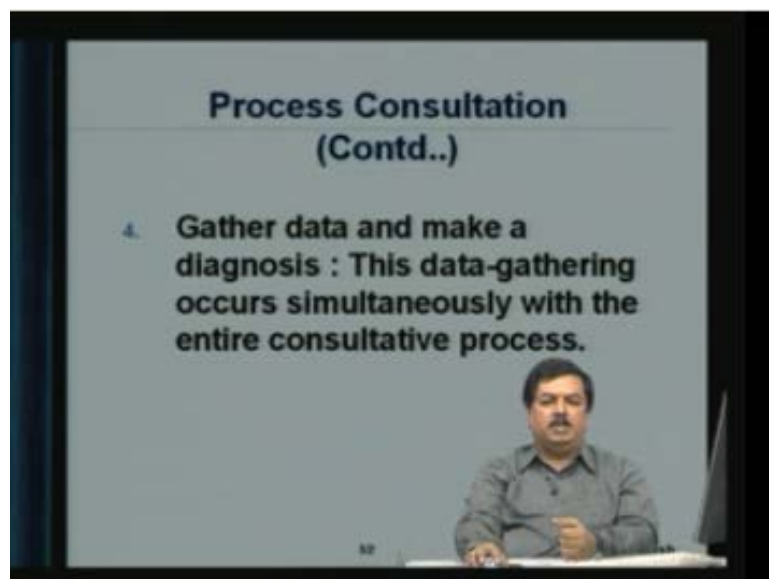
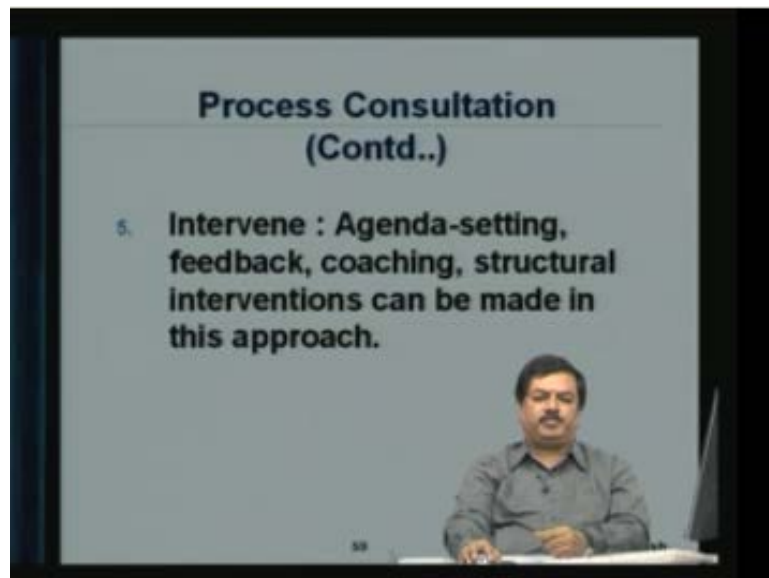So in other words he is now doing a team mirroring and they also setting a method so this step involves an understanding of where and how the consultant will do the job and then you know what are the best methods that needs to be handled. In a process consultation methodology he gathers the data and then makes a diagnosis. So this data gathering occurs simultaneously with entire consultative process.

So that means the as I said that as a participant observer the change agent would makes the notes of how the team members are reacting, how the leadership is functioning what is the kind of a trust or what is the kind of openness and how do they focus on the problem and how good I have practical their interactions are these kinds of views are reflected at the end of the interaction, at the end of the meeting.
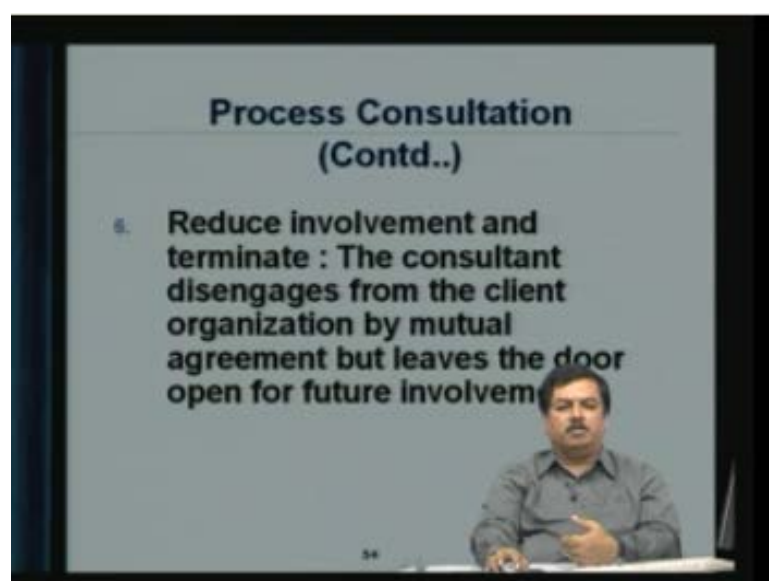
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So the process consultation when it happens so there is a clear intervention with respect to the agenda setting, the feedback, the coaching sometimes a structural interventions are also made as a part of this. So that rearrangements to facilitate the task and help them to do the problem solving. The process consultation methods we know the also to see then you know the if you last step is to reduce involvement.

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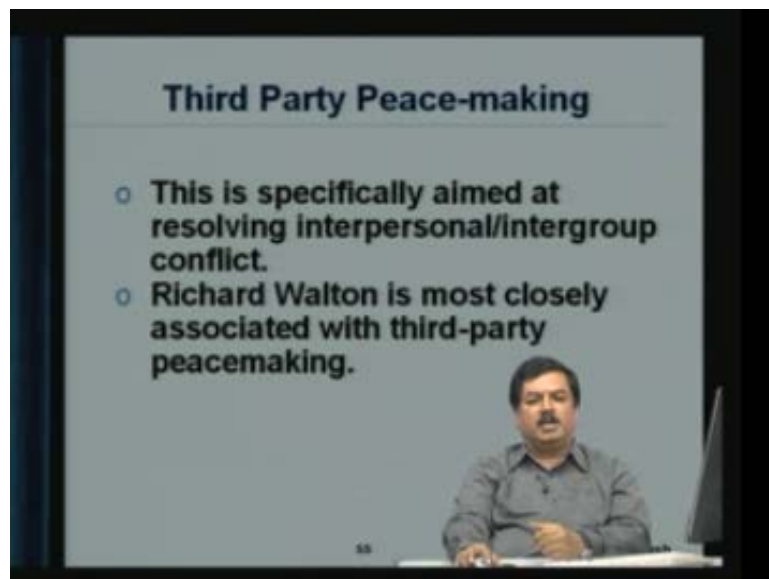
So that they do not depend upon the change agent or the consultant. So the consultant disengages from the client organization by mutual agreement but leaves the door opened to the future of future involvement. So that means there is a very clear time frame within which all the 6 steps going to be completed. The other thing is the third party peacemaking, the rather this intervention is specifically aimed at resolving interpersonal intergroup conflict. So the Richard Walton talked about very clearly as the with the third-party peacemaking, so in the organizational situations, the intervention is directly aimed at conflict resolution.

So the third party peacemaking was the it is a systematic approach to cover the disfunctional conflict resolution, so the so is the it is the very clearly use the conflict and conflict resolution to the positive side of the organization and then Walton suggested the many of the methodologies which to be used so for the idle third party the peacemaker but he is the one who has high professional expertise regarding the social processes very clearly understands

the how the parties are organized, how the two parties go with respect to their problems, is it their conflict is it the value level or the stakes are at their low level.

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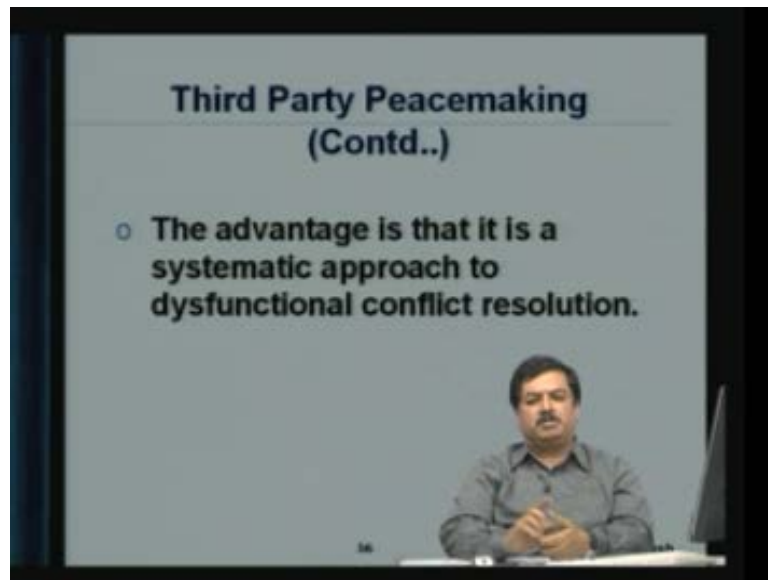
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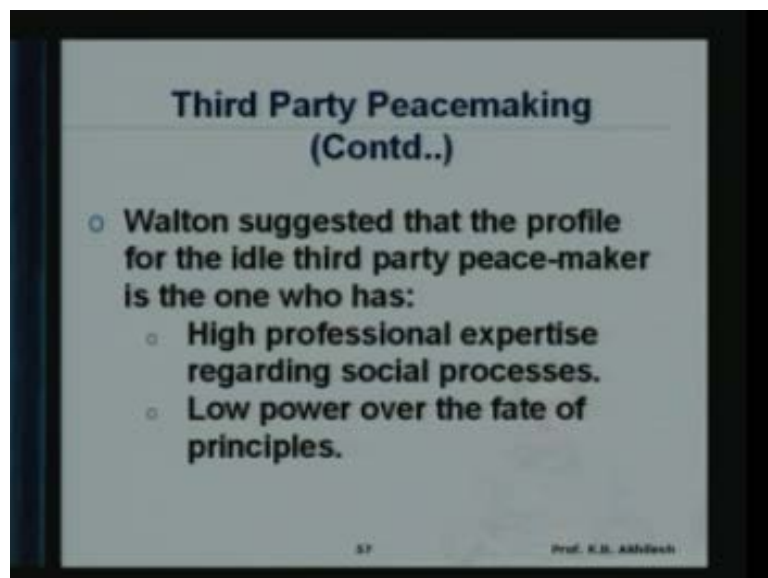
So he could understand some of these things and also the they do not believe in the low power over the fate right the for the principles. So the principles of negotiations are adopted high control over the confrontation setting and processes that means people are prepared to

work through their problems than giving it to the chance or taking imposition that you go your way I go my way kind of a thing and also the clear modern knowledge about the principle issues and also the background factors which is contributing to the conflict.

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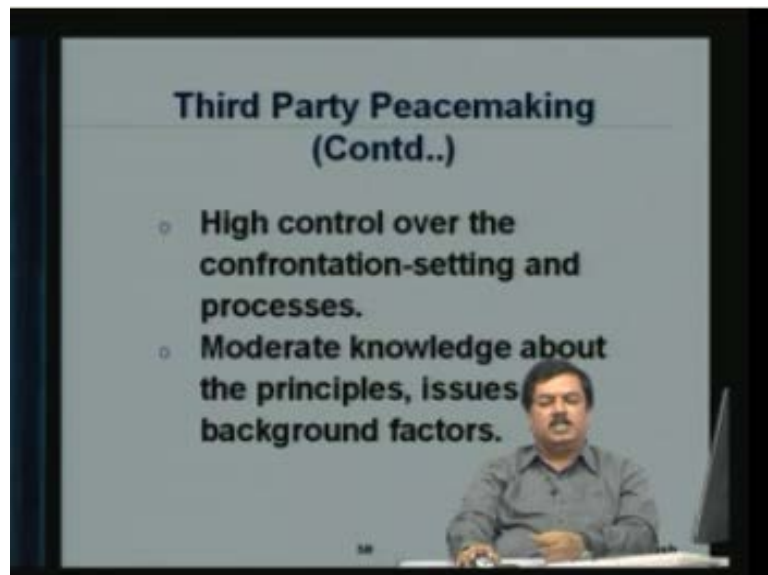
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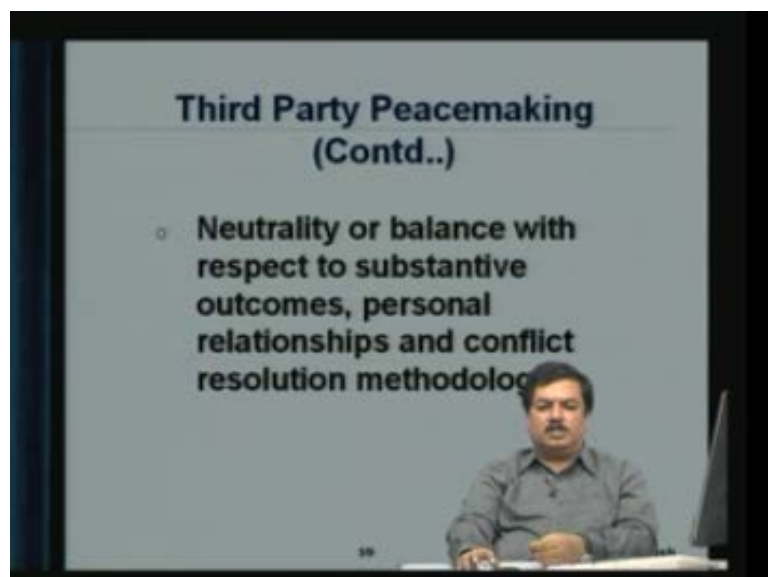
So that means you are able to explore these details with the with a parties involved in the conflict situation and also the neutrality or balance with respect to the substantive outcomes

or the personal relationships and also the conflict resolution methodologies. So in another words how should be sorted out many of these things, the third party very clearly takes that kind of a neutral role or that kind of a balancing role.

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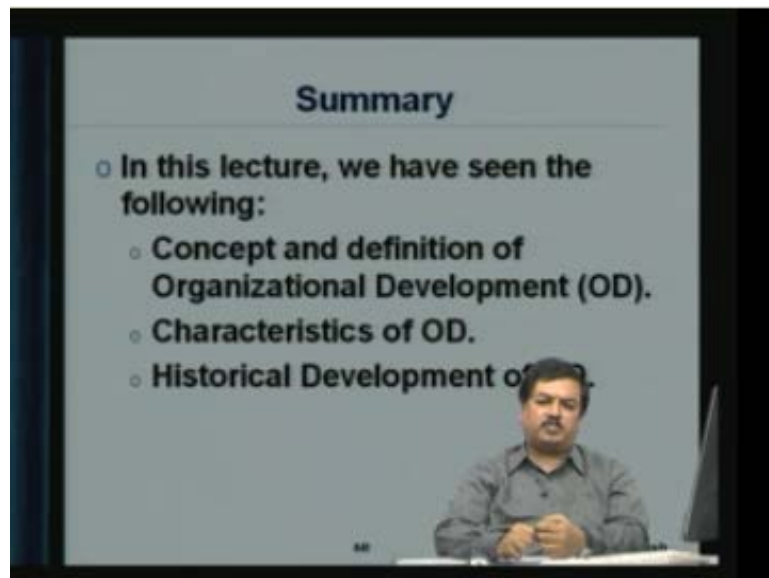So the third party peacemaking was seen as an another standardized intervention. So as we are trying to see overall in the field has developed from a simple concern, simple intervention of brining about and managing changes in the organizational system but as we have seen the concept has evolved over a period of time today, it is a kind of a multi-disciplinary, the field of organization development itself has changed from a very simple two methods of laboratory training to the to the field of the survey research to it has now a big…. of the interventions.

The interventions such as what we have talked about the team building or it is in terms of the third party peacemaking or it is the process consultation and when we examine the characteristics of OD, I which has very highly concerned with the planned change brining about the planned changes in the organization has a very systems view of the organization, consisting of the technology, the process the structure and the people and integrating this techno-structural approaches or people, human process real approaches and has a direct concern are bearing about the effectiveness of the organization on the one hand and the satisfaction of members on the other.

So the characteristics of OD is not only about bringing about plan change but it takes a systems view of the organization and then it builds on very clearly that it works with a collaborative team and as a part of the planned change, it has a diagnosis, it has an intervention and it has an evaluation. All these demands that it is a long range approaches to bring about plant change in the organization not a kind of an event or a one of kind of an approach to bring about change.

So the word organization development has a strong philosophy and several methods of standardized intervention which has evolved over a period of theory and practice. So it is also called as a field of applied behavioral science. It was heavily all the individual behaviors from psychology, the both the emotions the personality about the attitudes about the perception about learning. So the learning to attitudes to the perception is drawn from the psychology and you also draw a very heavily from the field of social psychology and particularly the group behaviors, what is the relationship of the individual to the overall goals of the organization. So the aspects like role the trust the relationship some of these things are drawn from the field of social psychology, the influence of the group on the individual that is in terms of the processes of deindividuation part of the crowd behavior from the field of social psychology.

So these things have helped to look at the various integration points from the sociology to the social psychology to the psychology, sometimes the views of anthropologies also viewed about the culture and the influence of culture and the stereo types what one would draw at the group level or at the organizational level and it is heavily on to that depends upon the diagnosis.

So many of the diagnostic instruments and the checklist who see what the organization is of today and also identifying the requirements of the tomorrow developing that kind of a you know disparity profiling, developing the kind of frame work within which the action can be explode and the action can be judged and the instruments also helped in assessments, the characteristics of OD also has became very systematic in terms of the standardization of the approaches and the practices as we have seen the Liquors, system of organization or the Robert Blake and Walton's, the grid method of approaching the problem where the managerial grid kind of a concepts or system one, system two, system three and system four practices at the Liquors who are deployed to explore very clearly how organization is moving

from one level of practice to the other level of practice and we have also seen historically how some of these techniques have blended and contributed to the over a over a period of time by different authors and making different contributions at different points of time and we have also seen this the traditional approaches and also the other emerging approaches, what we will do in the next session is further elaborate on the drivers of the organizational change, the way the changes are coming and affecting at different levels.
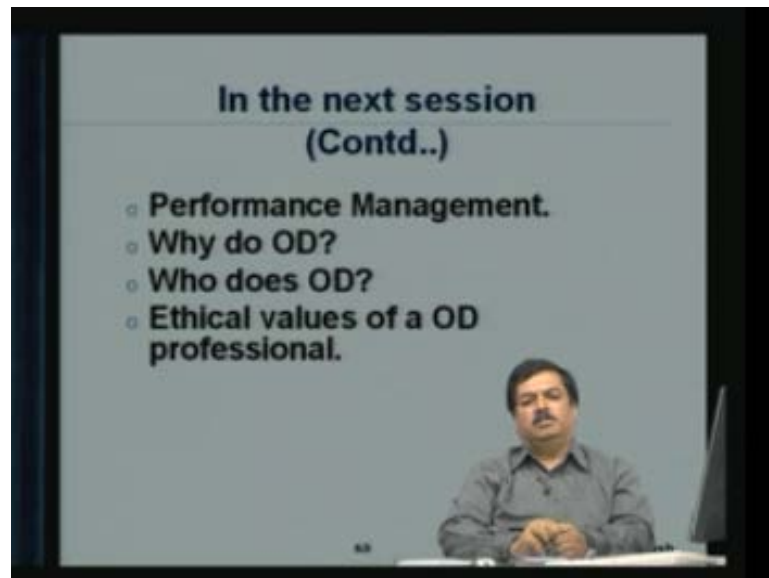
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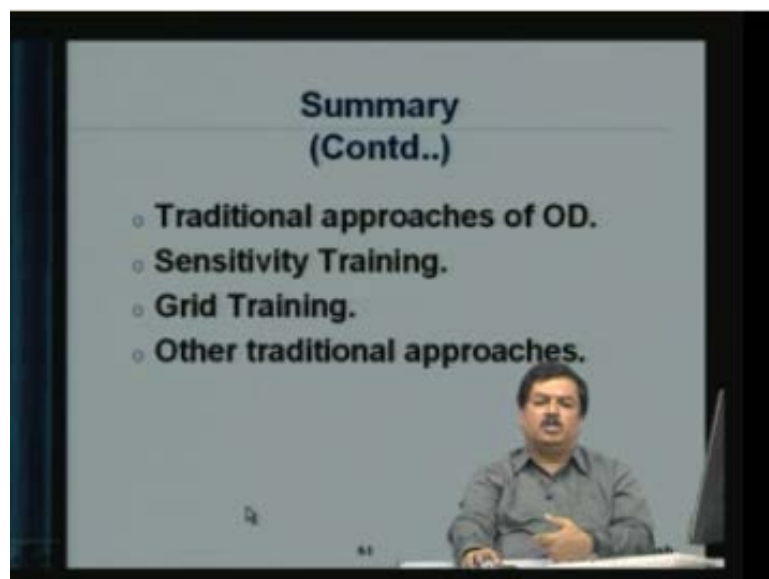
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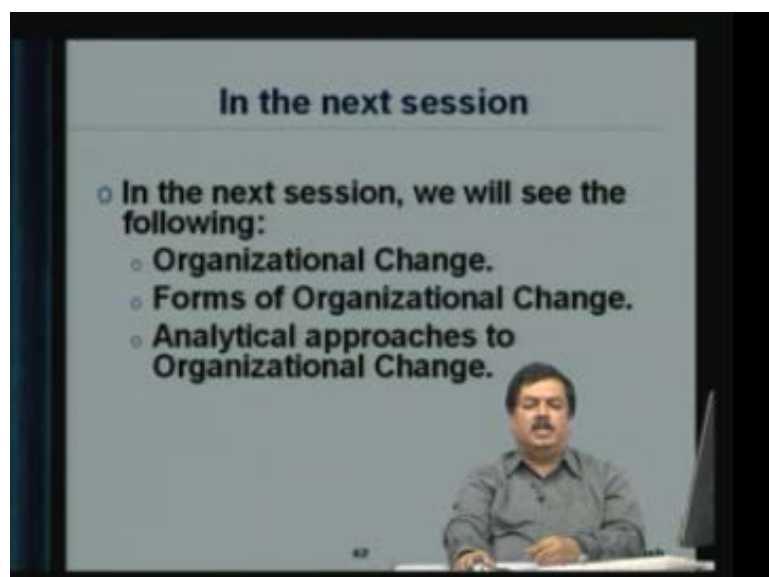
So one will also see the forms of organizational change in terms of the structure, in terms of the systems, in terms of the people and the processes and also how to look at the analytical approaches to organizational change the issues of measurements of practices and the effectiveness.

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We will also see the performance management that means how do we see develop high performance culture and also see why do and to the OD and also who does this kind of an OD or the organization development and I also explored the different dimension of ethical values involved in the organization development practice and who could be that the OD professional. So one we will also take that few what be the breath in the depth of the field of organization development in our next lecture.