

MODULE: V

STRATEGIES FOR TEAM BUILDING AND OD

Organizational development

Commonly referred to as OD is a practical and systematic approach to launching and diffusing change in Organizations. It is an attempt to improve the overall Organizational efficiency. It is basically a long range programme, not a one shot deal, attempting to change the behavioral attitudes and performance of the total Organization.

In Organization Development (OD), **O represents Organizations** i.e. Systems of all kinds; the units throughout society that are human organizations existing to accomplish some purpose.

D represents Development is about change & improvement; growing towards something, getting better at one's mission, improving how work gets done & people live their lives.

Organizational change and development can be a long, sometimes overwhelming process, but companies usually begin with several goals in mind:

1. **Ongoing improvement:** - Changing company culture to view new strategies as a positive growth opportunity allows for ongoing improvement and encourages employees to become more open to change and new ideas. New strategies are introduced systematically through planning, implementation, evaluation, improvement, and monitoring.
2. **Better or increased communication:** - Organizational development that leads to increased feedback and interaction in the organization aligns employees with the company's vision. Employees feel that they have more ownership in the company's mission and may be more motivated as a result.
3. **Employee development:** - In today's business world, employees must constantly adapt to changing products, platforms, and environments. Employee development comprises training and work process improvements that help everyone keep up with shifting demands.
4. **Product and service improvement:** - Organizational development leads to innovation, which can help improve products and services. This innovation often comes as the result of intensive market research and analysis.
5. **Increased profit:** - Organizational development helps increase profits by optimizing communication, employee processes, and products or services. Each serves to increase a company's bottom line.

Concept of Organizational Development

The three main **concept of organizational development** (OD) are:

1. **Organizational Climate:** - It is defined as the mood or unique “personality” of an organization. Some of the climate features and characteristics may be associated with;
 - employee satisfaction, stress, service quality and outcomes and successful application of new processes.
2. **Organizational Culture:** - It is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

The five basic elements of culture include:

- ✓ Assumptions
 - ✓ Values
 - ✓ Behavioral Norms
 - ✓ Behavioral Patterns
 - ✓ Artifacts
3. **Organizational Strategy:** - It is the sum of the actions a company intends to take to achieve long-term goals. Together, these actions make up a company’s strategic plan.

Strategic plans take at least a year to complete, requiring involvement from all company levels. The improvement consists of four steps:

- Diagnosis
- Action Planning
- Intervention
- Evaluation

Characteristics of Organizational Development

The following conclusions can be drawn about the core characteristics of organizational development OD:

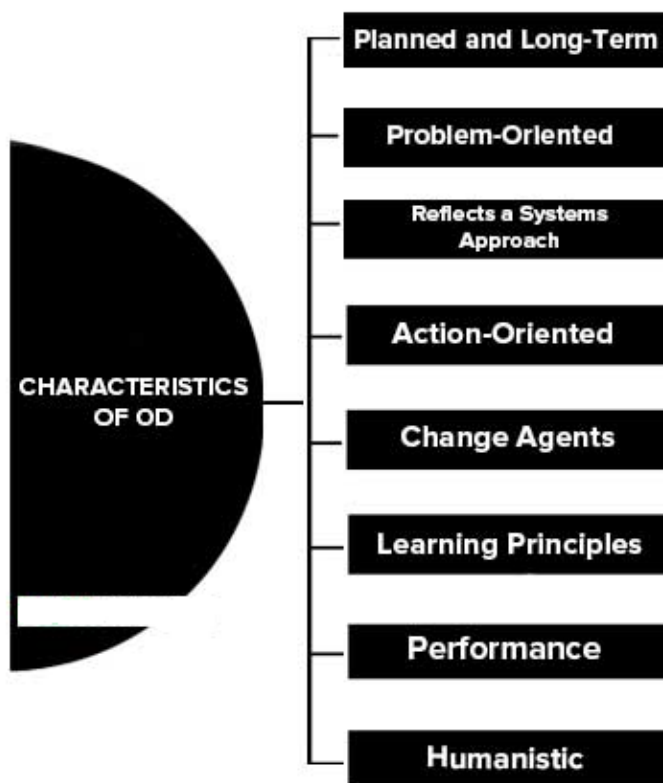
1. Planned and Long-Term
2. Problem-Oriented
3. Reflects a Systems Approach
4. Action-Oriented
5. Change Agents
6. Learning Principles
7. Performance
8. Humanistic

Planned and Long-Term: - OD is a data-based approach to change that involves all of the ingredient that go into managerial planning. It involves goal setting, action planning, and implementation, monitoring, and taking corrective action when necessary.

Problem-Oriented: - OD attempts to apply theory and research from a number of disciplines including behavioural science, to the solution of organizational problems.

Reflects a Systems Approach: - OD is both systemic and systematic. It is a way of more clearly linking the human resources and potential of an organization to its technology, structure, and management processes.

Action-Oriented: - OD focuses on accomplishments and results. Unlike approaches to change that tend to describe how organizational change takes place, OD's emphasis is on getting things done.



Change Agents: - The process requires the facilitative role of a change agent to assist the organization in redirecting its functioning.

Learning Principles: - OD's basic feature is a reliance on re-education to bring about change. Re-education involves applying fundamental learning principles.

Performance: - OD programs include an emphasis on ways to improve and enhance performance and quality (TQM).

Humanistic: - OD relies on a set of humanistic values about people and organizations that aims at gaining more effective organizations by opening up new opportunities for increased use of human potential systems.

Organizational Development Process

The Process of Organizational Development: - The organizational development process is a systematic, research-based series of steps. Common implementation steps include the following:

- a. **Identifying an area of improvement:** - Organizational change begins with identifying a need that aligns with business goals. Companies often know that need right away, but they may consider a data-driven approach to identify problems through formal surveys and feedback. This approach allows for a

more thorough understanding of the area for improvement. Companies should ask themselves what they want to change, and why that change is necessary.

- b. **Investigating the problem:** - Once the area for improvement is identified, companies conduct an investigation to learn why the problem exists, what the barriers to improvement are, and what solutions have previously been attempted. This step can also include surveys or focus groups and individual consultations.
- c. **Creating an action plan:** - The Company then creates a plan with allocated resources and clearly defined employee roles. This plan will include specific support for individuals involved and identify a measurable goal. During this step, companies should think about how they'll communicate changes to staff and manage feedback.
- d. **Creating motivation and a vision:** - Once the company has clearly defined and communicated a plan, its leaders must motivate their employees to share in a vision. This step involves leaders acting as enthusiastic role models while helping employees understand the plan's big-picture goals and desired impact.
- e. **Implementing:** - While stability is necessary during implementation, supporting employees during the transition with mentoring, training, and coaching is equally important. When thinking about such support, management should consider what new skills employees will need and what delivery methods will be most effective. Ongoing feedback and communication can help make the change process easier.
- f. **Evaluating initial results:** - Once the company has implemented a plan, its leaders may create space for shared reflection, asking themselves and their employees if the change effectively met the business goals. They'll also evaluate the change management process and consider what could be done differently. This step can't be overlooked; if the company doesn't evaluate the changes, it won't know whether interventions have been effective.
- g. **Adapting or continuing:** - Depending on the evaluation of the initial results, the company may choose to adapt its plan. If the results show success, it may continue with the current plan to keep improving.

Organizational Development Interventions

Organizational development interventions are the programs and processes designed to solve a specific problem. The purpose of these interventions is to improve an organization's efficiency and help leaders manage more effectively.

Often, organizational development interventions are categorized into the three types described in the following sections.

➤ **Individual:** -

Individual interventions relate to individual responsibility, habits, vision, improvement, or workflow. Individual interventions may take the form of coaching or mentoring. For example, an employee learning to use a new technology platform may be assigned a mentor experienced with that platform to answer questions and provide support.

Often, individual interventions are offered to new employees or employees who are changing roles in a company. Other times, they're used with employees who present performance issues or whose attitudes negatively impact team morale.

➤ **Group:** -

Group interventions relate to a core team or branch, but not the entire staff. Group interventions may be necessary because one part of a company is changing how it develops a product, for example. These interventions may take the form of professional development, coaching, or training conferences.

Group interventions may involve restructuring a department and communicating new job responsibilities to the relevant employees. If the issue is interpersonal, these interventions may consist of team building or conflict management training. Management typically carries out group interventions, but occasionally an outside consultant is required.

➤ **Organizational:** -

Organizational interventions involve an entire organization or business. They may be necessary if a company is rolling out new strategies, visions, or protocols that affect every employee. In some cases, organizational intervention may involve boosting morale to create a stronger shared vision.

These interventions may include instituting employee wellness programs or creating a company's new mission and vision statement. For companies rolling out a new business strategy, they may take the form of restructuring responsibilities, forming a focus group, or finding new systems to monitor output and success. Organizational interventions are often done through a third party, such as an outside trainer or expert.

These interventions are often specific to an organization or a type of problem. As such, different types of organizational development interventions require different implementation strategies.

Experiential Learning

Experiential learning methodology is a well-known model in education, training, facilitation, coaching and organizational development. It is an immersive, participant focused, active approach to learning that involves learners of all ages, backgrounds and experience levels in an emotionally engaging learning experience.

Experiential Learning is a subset of the broader field of Experiential Education which is a teaching philosophy with a multidisciplinary approach toward learning. It focuses on creating experiences that have a practical application of knowledge and skills to real-world experiences to increase learner's knowledge and develop competence in skills and behaviors. It is effectively used in schools, higher education, therapy, corporate training and other areas for educational learning, personal development and skills building.

T-Group

A Training-Group, or T-Group, is a type of experience-based learning.

This programme utilizes experience based learning and self-analytical group processes (T-Group) as its main training method. In a group, around 8 to 12 participants assemble together and work with a facilitator to discover their strengths, interpersonal relationships, participation in the group and how they are perceived by others etc.

In this T-Group setting, the group evolves like a laboratory. The members act as resource to each other facilitating mutual learning through experiencing, reflecting, hypothesizing, experimenting and conceptualizing rather than through lectures. They use feedback, problem solving, and role play to gain insights into themselves, others, and groups.

Objectives of T-group

Become aware of one's own patterns of behavior

- ✓ Become aware of the impact of one's behaviour on others and vice versa
- ✓ Improve one's effectiveness in interpersonal interactions so as to derive greater satisfaction from them
- ✓ Discover one's dormant potential to live more effectively and meaningfully
- ✓ Provide the participants an opportunity to identify and work on issues critical to their own growth and effectiveness

This training methodology is very practical and widely used in organisations in India and abroad for training all levels of executives.

Encounter Group

Group of individuals who engage in intensive and psychotherapeutic verbal and nonverbal interaction, with the general intention of increasing awareness of self and sensitivity to others, and improving interpersonal skills.

Encounter groups are formed, usually under the guidance and leadership of a psychologists or therapist, to provide an environment for intensive interaction. In general, because the therapy takes place in a group setting, one of the goals of the encounter group is to improve the participants' interpersonal skills. A typical encounter

group may consist of fewer than ten persons, one of whom is a trained specialist, or leader. The role of the leader is primarily to develop and maintain an atmosphere of psychological safety conducive to the free and honest expression of the ideas of group members. The leader remains, as much as possible, outside the actual discussion itself. Encounter group members are encouraged to fully examine and explore their reactions to, and feelings about, statements made, and issues raised, in the group.

Appreciative Inquiry

Appreciative Inquiry (AI) is a strengths-based, positive approach to leadership development and organizational change.

AI can be used by individuals, teams, organizations, or at the societal level; in each case, it helps people move toward a shared vision for the future by engaging others in strategic innovation.

An individual might use Appreciative Inquiry for leadership coaching or to develop a personal strategic vision. Teams and organizations use AI to understand best practices, develop strategic plans, shift culture, and create forward momentum on large-scale initiatives. At the societal level, Appreciative Inquiry has been used to find common ground around topics of global importance, to shape the direction of non-profits and NGOs, and to form multi-national initiatives that spans geography and industries.

Three concepts form the foundation, sometimes called the “three-legged stool” of Appreciative Inquiry: appreciation, inquiry, and wholeness.

- **Appreciation:** - To appreciate is to recognize the best in people, or the world around us. Appreciative Inquiry draws on the strengths of individuals and organizations. These strengths become the foundation on which the future can be built.
- **Inquiry:** - To inquire is to ask questions. The 4-D Cycle invites participants to ask questions so they can learn from one another, and together identify a shared vision of the future. Participating in an AI process requires an attitude of curiosity and a hunger for discovery.
- **Wholeness:** - The final AI tenant of wholeness encourages participation from all levels of an organization, knowing that the best ideas often emerge from unexpected places. Additionally, AI encourages seeking outside perspectives. It is a whole-system process.
