

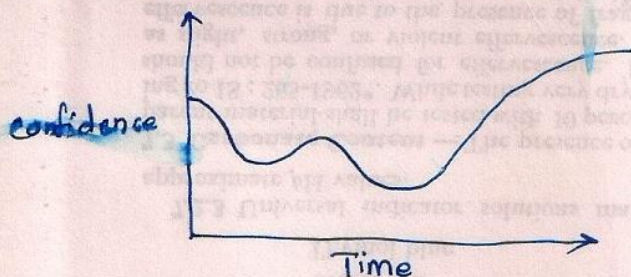
CHANGE MANAGEMENT

* Change mgt:- According to Prof. Norman Archer, "an evolving environment creates change drivers that impact the organization."

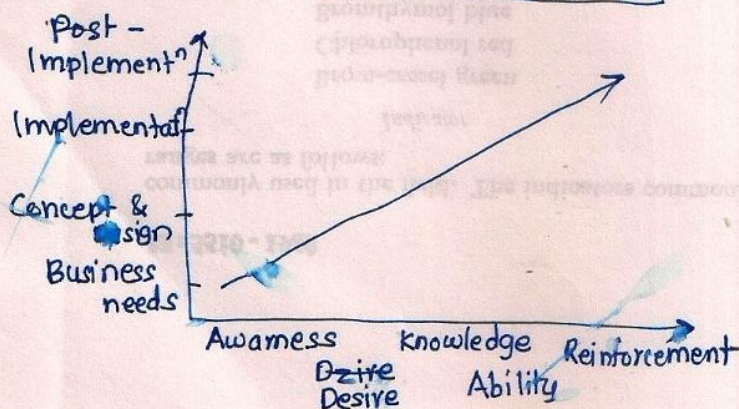
Change mgt. is a methodology that integrates change & the ability to adapt into the organization. It is organized, systematic application of knowledge, tools, and resources of change that provides organizations with a key process to achieve their basic business strategy.

"Change mgt is systematic identification & mgt. of activities that enable an organization in transition from its current state to a desired future state. These activities includes communication, stake-holders engagement, transition mgt, training as well as evaluating change readiness & change acceptance."

Peoples Reaction to change:-



* ADKAR: a model for change mgt:-



[CM-01]
30/04

Communication in Change Mgt:-

5 key principles of effective communication

- 1] Org. change can not occur without communication
- 2] Communication is not a single step or component of a change process - it must occur in parallel, fully integrated with the change process.
- 3] Communication strategic planning entails more than selecting ingredients or tactics according to a cookbook or recipe.
- 4] Communication is not something done to a target audience, like turning on a fire hose of words. Effective communication is a 2-way process, focused on dialog.
- 5] Communication professionals apply the rigorous planning process, including assessing stakeholders needs, creating & coaching message delivery & building feedback loops.

* Key reasons for failure of change initiatives:-

- ① No prioritization.
- ② Voice of customer is absent.
- ③ Employees are not involved.
- ④ Benefits at individual level are not demonstrated.
- ⑤ No urgency is created for change
- ⑥ Continuity of team not ensured

* Essential Elements of change mgt:-

- ① Stakeholder mgt
- ② Communication mgt
- ③ Training

* Approach to CM:-

Ph. I : Establishing foundⁿ for change

Ph. II : Managing Change

Ph. III : Sustaining Change.

* Guiding Principles for change planning:-

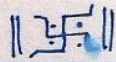
- ① Formulate change vision
- ② Assess Environment for change
- ③ Leadership engagement
- ④ Stakeholder engagement
- ⑤ Communication strategy & plan
- ⑥ Capacity Building
- ⑦ Monitoring & Evaluation.

[CM-02]
30/04]

* General tools in CM :-

- ① Change readiness survey
- ② CM workshops
- ③ Large Scale Interactive Process (LSIP)
- ④ Structured Interviews
- ⑤ Focus Group Discussions
- ⑥ Appreciative Inquiry
- ⑦ Identifying Key stakeholders

(CM-03)
30/04



CHANGE MANAGEMENT

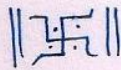
Organization Development :-

It is a deliberately planned efforts using concepts of BS to enhance organizational effectiveness.

- Kurt Lewin (1898-1947) :- Father of OD. → Group Dynamics & Action Research.
 - ↳ Founded "Research Centre for Group Dynamics" (RCGD) at MIT moved to Michigan.
 - ↳ National Training Laboratories (NTL) formed 'T groups' & group based OD.
 - ↳ Lewins Equation for behavior : $B = f(P, E)$ P=Person, E=Envt.
 - ↳ Force Field Analysis : Factors influencing social situations. (Helping/Hindering)
 - ↳ Action Research :- "Research on conditions & effects of social action"
 - ↳ Leadership Climates :- ① Authoritarian ② Democratic ③ Laissez-faire.
 - ↳ Change Process :- ① Unfreezing ② Moving ③ Refreezing.
 - ↳ Group Dynamics :- "whole is greater than sum of its parts" "Anti social loafing"
 - ↳ Action Research phases : ① Diagnosis ② collect data ③ feedback on data by customer ④ Data exploration ⑤ by client group ⑥ Action Planning ⑦ Implementⁿ & Evaluatⁿ.

* Understanding Organizations :- / Weisbord's six-box model :-

- ① Purpose :- Vision/mission/Goal/objective of org. is clear to its employee's.
- ② Structure :- Work division.
- ③ Relationship :- Betⁿ people, their job requirement, betⁿ depts.
- ④ Rewards :- Reward or punishment.
- ⑤ Leadership :-
- ⑥ Helpful mechanism :-



CHANGE MANAGEMENT

Org. Devt:- Planned change discipline concerned with applying behavioral science knowledge & practice to help organizations to achieve greater effectiveness.

Change Agents:- Globalization, IT, managerial innovations.

History of OD:-

① Laboratory Training (1950) :- Kurt Lewin

② Action Research and Survey feedback. (

③ Normative Approaches: four types of mgt systems:-

- Exploitive Authoritative system/system 1 : Top down approach: mediocre
- Benevolent authoritative system/system 2 : Little Interaction.
- Consultative system/system 3 : Communicatⁿ but mgt takes decision
- Participative group systems/system 4 : High participation.

Performance ↑

Black & mouton's Leadership style:-

9 concerns :- ① concern for individual personal growth

- ② Good working conditions
- ③ Degree of involvement
- ④ Commitment to competing job
- ⑤ Security
- ⑥ Fair salary str.
- ⑦ fringe benefits
- ⑧ Good social
- ⑨ Other relationships

Each dimension is measured on a 9-point scale & results 81 possible mgt/leadership styles.

for eg (1,9) - Low concern for product, high concern for people
(9,1) - High -n- , low -n-

④ Productivity & Quality-of-work-Life approach.

⑤ strategic change .

Process of Org. Development:-

I] Entering & contracting

II] Diagnosing

- Diagnosing organizations
- Diagnosing Groups & Jobs
- Collecting & Analyzing diagnostic informatⁿ
- Feeding back diagnostic informatⁿ.

III] Planning & Implementing

- Designing Interventions.
- Leading & managing change .

IV] Evaluating & institutionalizing Interventions.

(16/05)
CM-01

Change Management

- Psychological Contracts:-
- HRM
- Work Life Balance :-

* Challenges for org:-

- Global Competition
- Economic Downturn
- Constant innovation by competitors.
- Changing consumer life styles.
- Technological breakthrough.

Govt sector benefits:-

- Job security.
- People wont change.
- Hierarchy
- Fear of unknown things
can be managed by resistance.
- Performance Based incentives.

* Leadership is @ change, rather than stability.

* Slave mindset :- works nice, only when someone is monitoring.

* Self managed teams: No boss.

* CIMCO, Brazil :- No permanent sitting space in office.

* Chgt. of Org. Devt:-

- Planned change
- Collaboration
- Performance
- Humanistic
- systems & scientific.

Video: Egele Change ,

Session-IIOrganizational Renewal & Planned change

Reading ① OD & change, chapter 2

② Change for Change sake: HBR article

③ Case: Leading change at Simmons.

Case: Leading change at Simmons:-

- Resistance to change
- Dominant organizational culture
- GGOL: Great Game of Life: Comprehensive change program.
- Toughest period. due to economic shock.
- CEO: Charlie Eitel

Resistance Reasons (Personal) {

- Fear of unknown
- Risk to job security / change in task or established work routines.
- Habits:- GGOL may lead to unhabituated envt.
- Economic factors:-
- Ambiguity in GGOL
- Fear of new task, losing experience, when pay \propto productivity.

Reasons for Resistance (Organizational) {

- Structural Inertia to stability
- Dominant culture is inconsistent with org. culture established.
- change in leadership style from closed to open. (system 1 to 4)
- Resource constraints. (bankruptcy)
- Group Inertia. (Some people resist only bcoz their group resists)
L.i.e. Group conformity

Analysis & Evaluation:-Implementatⁿ of GGOL is made up of 4 phases:-

Lewin's 3 step change model.

- I] Participation of employee to involve in debate
 - II] Establish Trust & support by using team building
 - III] Intergroup dev. technique to look causes of disparities and solve the causes of disparity
 - IV] Staff's full potential at work is realized
- } Unfreezing
} moving
} Refreezing

Recommendations:-

Actions by CEO {

- Redesigning Beautyrest, spending \$ 9 million on ad campaign
- Reorganizing mgt & Simmons culture
- & Implementⁿ of GGOL

} Success.

∴ Good strategy. as expt @ Charlotte plat is fantastic.

Recommendatⁿ:-

- Focus on employee feedback.
- Reorganized str. reqd.

* Being 180 year old company, the values, ethics, vision was inbuilt in the mind of employee, therefore they were thinking traditional way.
There is need to change perceptⁿ/a^t of employee. by collaboration culture.

[16/05]
[cm-03]

Organization change: Abstract from PPT:-

Defⁿ: OD is a planned process of change in an org. culture, through the utilization of BS concept, theory & technology.

: OD is an planned effort, organization-wide, managed from top to bottom to increase org. effectiveness through planned interventions in org. process using BS knowledge.

Change models:-

① Lewins model : Unfreezing, moving, Refreezing.

② Action Research model :

- ① Problem Identification
- ② Consultation with Behavioral specialist
- ③ Data Gathering & preliminary diagnosis.
- ④ Feedback to client
- ⑤ Joint diagnosis.
- ⑥ Joint Action Planning
- ⑦ Action
- ⑧ Data gathering after action.

③ Positive model: Based on concept that people are motivated for +ve change.

- ① Initiate the inquiry
- ② Inquire into best practices.
- ③ Discover themes
- ④ Envision of preferred future.
- ⑤ Design & deliver ways to create future.

④ General Model:-

- ① Entering & contracting
- ② Diagnosing
- ③ Planning & implementing change.
- ④ Evaluating & institutionalizing change.

* Sources of Resistance to change:-

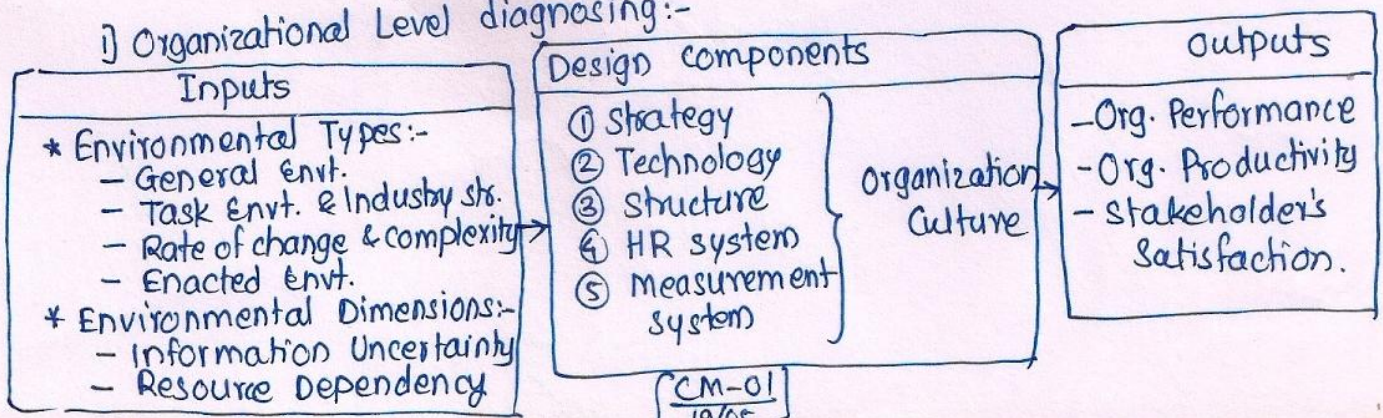
- ① Organizational :- Over/under determinatⁿ, narrow focus, group inertia, threatened expertise, threatened power, resource allocation changes.
- ② Individual :- Habit, security, economic factors, fear of unknown, lack of awareness, social factors.

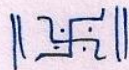
* Types of planned change:-

- ① Magnitude of change : Incremental, quantum.
- ② Degree of organization : Under/over organized.
- ③ Domestic/ International setting.

* Diagnosing < Org. Level
Group level

1) Organizational Level diagnosing:-





658.406

Change Management

* Significant changes:-

- ① Outsourcing:- contracting out internal business processes to 3rd party org.
- ② Downsizing/ Rightsizing / Layoff:- Temporary/ permanent suspension of employees because of business reasons.
- ③ Re-engineering:-
- ④ Self managed work teams:- Leader does not operate with positional authority.
- ⑤ Flattening org:- Removing layers of management from reporting hierarchy.
- ⑥ Technology Upgradation.

* Organizational Development (OD) : An effort planned change, org.-wide, managed from top, to increase effectiveness & health, through planned interventions in the org. processes using BS knowledge.

* ch. of OD:-

- ① Planned change
- ② Collaborative
- ③ Performance
- ④ Humanistic
- ⑤ Systems & scientific.

Types of OD Intervention

- ① Person centered approach
- ② Structural approach
- ③ Relationship approach.

OD specialists

- Internal
- External

* model for OD:-

- ① Anticipate the need for change.
- ② Develop practitioner-client relationship
- ③ Diagnostic phase
- ④ Action plans, strategies & techniques.
- ⑤ Self-renewal, monitor & stabilize.

* Lewin's change model :- Unfreezing → moving → Refreezing

- * Action Research Model :-
- ① Problem Identification
 - ② Consultation with behavior scientist
 - ③ Data gathering & preliminary diagnosis.
 - ④ Feedback to client
 - ⑤ Joint diagnosis
 - ⑥ Joint action planning
 - ⑦ Action
 - ⑧ Data gathering after action

- * Positive model :-
- ① Choose positive subjects.
 - ② Collect positive stories with broad participation
 - ③ Examine data & possibility propositions.
 - ④ Develop a vision with broad participation
 - ⑤ Develop action plans
 - ⑥ Evaluate

(Appreciative Inquiry - IA)

- steps:
- ① Initiate Inquiry
 - ② Inquire best practices
 - ③ Discover themes
 - ④ Envision a preferred future
 - ⑤ Design & deliver.

slide Notes [02/06]
[01-01]

* General Model of planned change:-

- ① Entering & contracting
- ② Diagnosing : Assessing current functioning & discovering areas for improvement.
- ③ Planning & Implementing change
- ④ Evaluating & institutionalizing change.

* Planned change can be contrasted across situations like -

- ① magnitude of org. change.
- ② Degree to which client is organized. → Underorganized/overorganized
- ③ Domestic/International setting.

* Entering & contracting :-

* Diagnosing:-

model	Inputs	Design components	Outputs
① open system	Informat ⁿ , energy, people	- Social component - Tech. component	finished goods, services & idea
② Org. Devt. & Individual Position	- General envt - Industry str.	- Strategy - Org. design	- Org. performance - Productivity
③ Groups & Jobs	- Org. Design	- Goal clarity - Task str - Group composition - Team functioning - Group Norms	- Team effectiveness
④ Individual Level	- Org. Design - Group Design - Personal chg.	- Task identity - Autonomy - Task significance - Feedback	- Individual effectiveness

* Collecting Informatⁿ : Questionnaire, Interview, observation

* OD Practitioner styles:-

- ① Stabilizer Analyzer
- ② Cheerleader
- ③ Stabilizer
- ④ Persuader
- ⑤ Pathfinding

Change Effectiveness

max
min
min
medium
max

Participant Satisfaction

min.
max
min
medium
max

ACSPP
XNNMX

* Interventions:- set of sequenced & planned actions/events intended to help to increase its effectiveness.

- ### * Interventions
- ① HR : Coaching, Process consultatⁿ, Team building, Conflict Resolutⁿ
 - ② Technostructural : Str. Design, Downsizing, Re-engineering, Work design
 - ③ HRM : Goal setting, performance appraisal, Career planning
 - ④ Strategic : M&A, Alliances & network, culture change

[02/06]
CM-02

* Effective change management activities:-

- ① Motivating change:- Creating readiness/overcoming resistance.
- ② Creating vision :- Discovering core values/ Envisioning future
- ③ Developing political support:- Assess change agent & key stakeholders.
- ④ Managing Transition:- Activity planning, commitment planning, mgt. str.
- ⑤ Sustaining momentum:-

* Process Intervention skills:-

- ① Clarifying & summarizing
- ② Synthesizing & Generating
- ③ Probing & questioning
- ④ Listening
- ⑤ Reflecting feelings
- ⑥ Providing support, coaching & counseling
- ⑦ Modeling.

[02/06]
cm-03]

5 stages of Great Game of Life (GGOL)

- I] Changing the game :-
- II] Coach the Coach :-
- III] The Awakening
- IV] Be IT : Critical Core Life Competencies
- V] Do it → Learn, Create, choose, Integrate, Relate.

4 Phases of GGOL :-

- I] Changing the game for leadership Group.
- II] Awakening for the leaders.
- III] Coach the Coach.
- IV] Awakening for employees for be it & do it

Sl. No.	Name of the Candidate	Grade
1		
2		
3		
4		
5		
6		
7		
8		
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(16/05)
cm-3

- Quiz on 31st : Till 6th session. — [Chapter + PPT] — MCQ, 20min.
- Assignment (15 ~ 20 pg, 2 line spacing) — Submit on 28/06. — Soft copy Report
 - Select any org.
 - What is current practice
 - What are changes needed ?
 - How to manage change ? → Design Interventions.
 - What is desired outcome ?

1) Human Process Interventions:-

- Coaching
- Process consultation & Team Building
- Third Party Interventions (Conflict Resolution)
- Organization Confrontation meeting
- Intergroup Relationships.
- Large Group Interventions.
- Training & Development.

2) Technostructural Interventions:-

- Structural Design
- Downsizing / Rightsizing.
- Reengineering
- Employee Involvement
- Work Design.

3) HRM Interventions:-

- Goal Setting
- Performance appraisal
- Rewards Systems
- Career planning & Development
- Managing Work force diversity
- Employee Wellness.

4) Strategic Interventions:-

- Integrated strategic change
- Mergers & Acquisition
- Alliances & Networks
- Culture change
- Self-designing organizations
- Organization Learning & Knowledge mgt.

[$\frac{cm-01}{28/05}$]

Sources of Reliability :-

- ① Rigorous Operational Definition :-
- ② Multiple measures.

Reliability = consistency.

Validity = Whether measuring correctly

Types of Validity :-

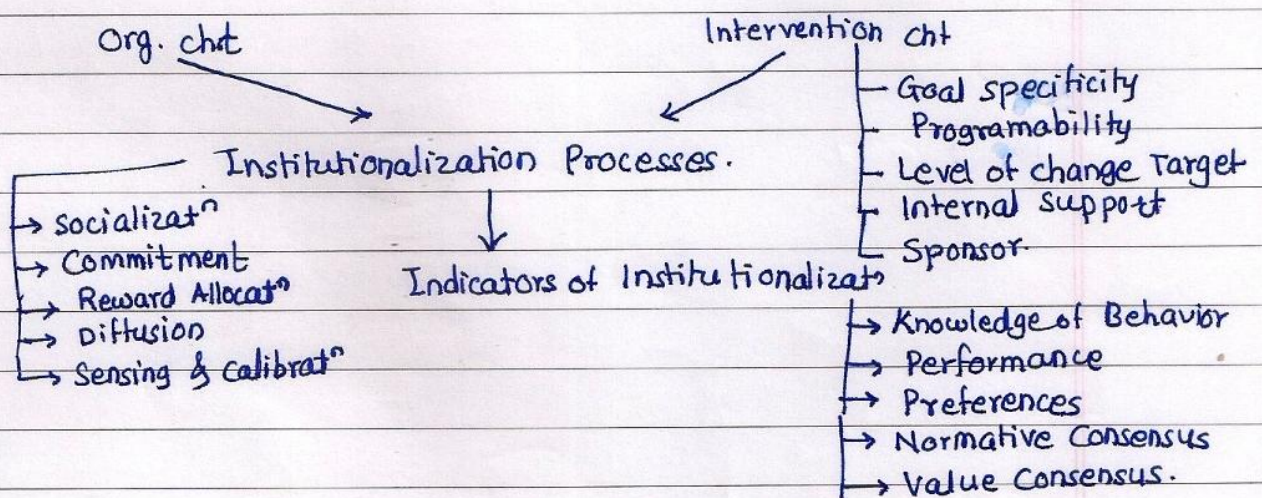
- ① Face Validity : Layman
- ② Content validity : Expert
- ③ Criterion/convergent Validity : correlatⁿ
- ④ Discriminant validity : Non-similar.

Elements of Strong Research Designs in OD Evaluatⁿ :-

- ① Longitudinal measurement : change measured over time
- ② Comparison Units.
- ③ Statistical Analysis

Evaluating Different types of change :-

- ① Alpha change :- movement along a 'stable' dimension
- ② Beta change :- Recalibration.
- ③ Gamma change :- Fundamental redesign/definition of dimension.

Institutionalization Framework.

Assignment.

Double line spacing.

How does org function right now.

[10-20 pgs]

- Existing practices
- problems.

max. 20 pgs.

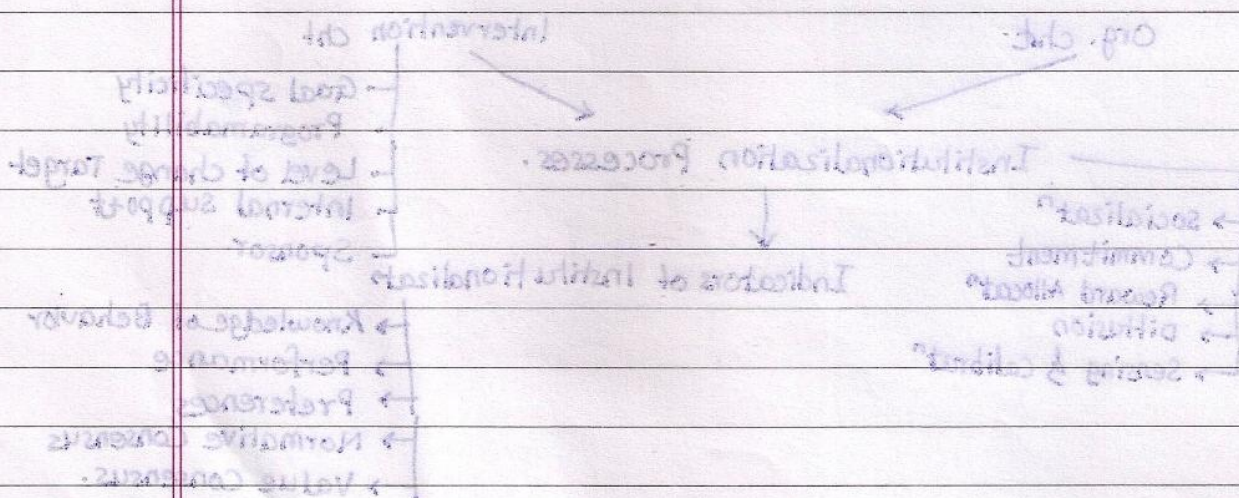
Design Interventions

- How to make them permanent
- feed/evaluation.

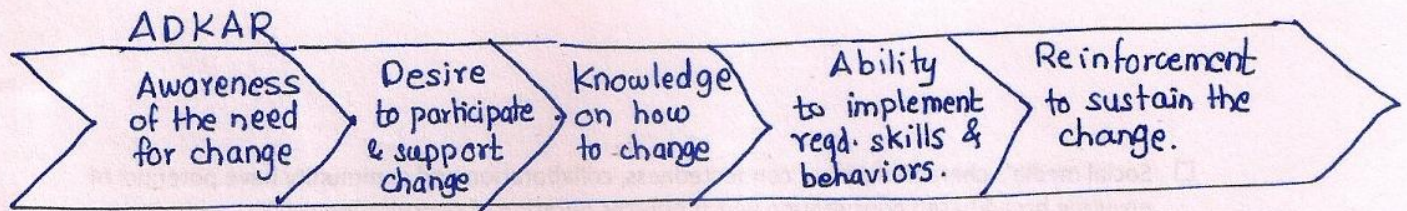
* T-Groups:-

Fundamental Interpersonal Relationship Orientation Behavior (FIROB)

Johari window.



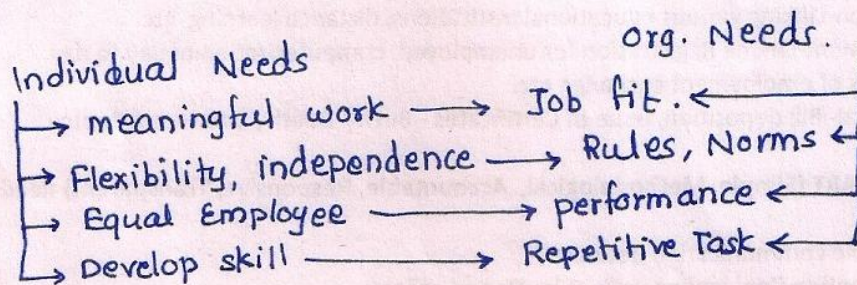
CM-02
12/06



Naive realism:- I am correct; others are wrong.

Conflict:- opposition arising from disagreements due to inconsistent objectives, thoughts, or emotions within or among individuals, teams, departmental, organizations.

Conflicts $\left\{ \begin{array}{l} \text{Substantive:- A fundamental disagreement} \\ \text{Emotional:-} \end{array} \right.$



Levels of conflicts:-

- ① Intra-personal
- ② Inter-personal
- ③ Inter-role
- ④ Intra-group
- ⑤ Inter group/ inter-org.
- ⑥ Inter communal/ Intra-national
- ⑦ Inter-national.

* Conflicts usually occurs when there is difference in:-

- ① Interpretation/ value
- ② Assumption/ Perceptions.
- ③ Opinions.
- ④ values/ Belief.

* Antecedent condition:-

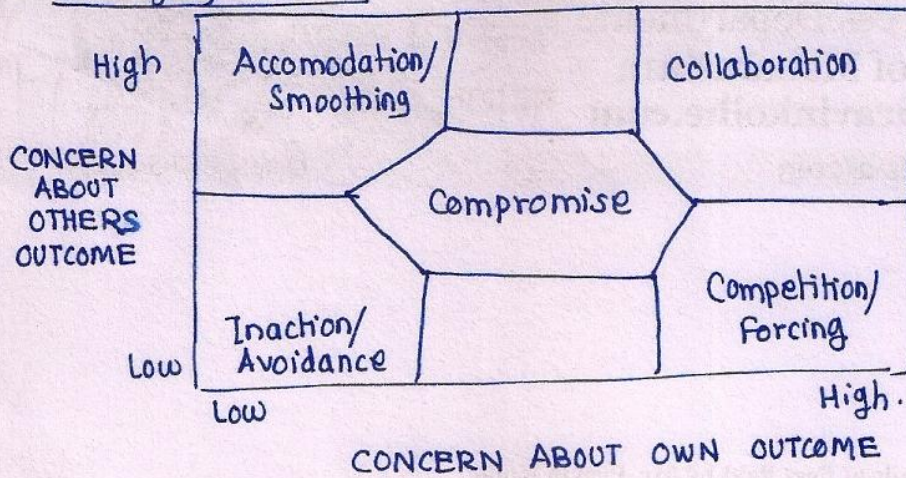
- Difference in backgrounds/expectations/needs-desires.
- Affective states: stress, tension, hostility, anxiety.
- Cognitive States: Perceptions of actions, awareness, information.
- Behavior: passive resistance to overt aggression.

$\left[\frac{CM-01}{21/06} \right]$

* Skills for resolving conflicts:

- values
- Questioning.
- Listening / Attending
- Para phrasing
- Goal setting.

* managing conflicts: Dual concern model



* Cheap Dear Principle:-

* Conflit Avoiding Techniques:-

- Physical seperation of groups
- Use of rules/regulations.
- Limiting interaction.
- Intermediary
- Confrontation & negotiating.

[25]

Organization Development:- It is a systematic application & transfer of behavioral science knowledge to planned development, improvement & reinforcement of the strategies, structure & processes that lead to organization effectiveness.

Major trends that shapes change in org:-

- ① Globalization
- ② Information Technology
- ③ Managerial Innovations.

5 stems of OD Practice:-

- ① Laboratory Training (1946)
- ② Action Research/ Survey Feedback
- ③ Normative Approach
- ④ Quality of work life
- ⑤ Strategic change

① Laboratory Training:-

- T-Group
- Kurt Levin at Research Centre for Group Dynamics at MIT in 1946.
- National Training Laboratory (NTL)

② Action Research & Survey Feedback:-

Action Research: John Collier, Kurt Lewin & William Whyte.

- ① Members of org:- Use research on themselves to guide action & change.
- ② Social scientist:- Study the process that derive new knowledge, that could be used elsewhere.

- Participative management.
- 5 point Likert scale.

③ Normative Approach:-

4 Types of management systems:-

- ① Exploitive Authoritative system:-
 - autocratic / mediocre performance.
 - Top down approach to leadership
 - Punishment & Rewards.
 - Downward communication
 - Little interaction.
 - Decision making @ top management

Eg: Govt. system of India.

Notes [CM-01]
24/06

② Benevolent Authoritative system:-

- Management is more paternalistic.
- Little more interaction/communication
- Decision making within boundaries.

Eg: PSU

③ Consultative Systems:-

- Increased interaction/communication.
- Consultation with employee but top management takes decisions.
- Good productivity & moderately satisfied employee.

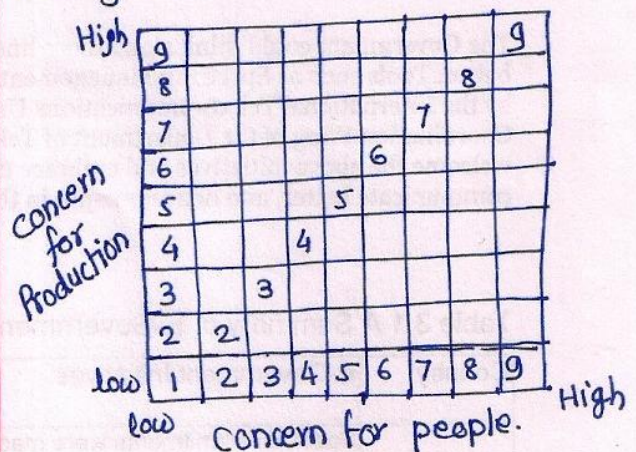
Eg: Indian Private sector.

④ Participative Group systems:-

- High degree of member's involvement
- Involvement in decision making.
- Lateral & vertical communication.
- Better satisfied employees.

Eg: NGOs.

Managerial Grid:-



Black & Mouton's Grid for OD

- 1st phase: Grid seminar
- 2nd phase: Team development
- 3rd phase: Intergroup development
- 4th phase: Ideal mode development
- 5th phase: Implementation
- 6th phase: Evaluation.

④ Productivity & Quality-of-work-Life:-

1st phase: QWL was defined in terms of peoples reaction to work, (1950-1970) particularly individual outcomes related to job satisfaction & mental health.

2nd phase:- QWL developed in terms of specific techniques & approaches-

- Job enrichment
- Self managed Teams.
- Labor Mgt. Committees.

2nd Phase:- QWL expanded from work design to include other features of workforce that affects productivity & satisfaction of employee.

- Reward system
- Work flows
- management styles
- Physical work environment.
- Quality circles
- Employee Involvement
- Total Quality Management
- Six Sigma Programmes.
- Employee empowerment

⑤ Strategic change:-

It involves improving the alignment among an org. envt., strategy & design.

— Open Systems planning.

Evolution of OD:-

Laboratory Training	} strong value focus
Action Research/ survey Feedback	
Normative roots	
Quality-of-work-life	} Relevance & Rigor of OD practice.
Strategic changes	

1st Generation OD theories:-

- Learning & Action-science approach
- Executive Leadership to strategic change
- Diversity in forefront of practice
- Process Approaches to OD
- Managing Transitions
- Personal dimension of participants lives.

(CM-02)
24/06

2nd Generation OD theories:-

- Warner Burke: OD as professional field
- Larry Greiner: Ideas of power & evolution
- Edward Lawler III: Reward system & employee involvement.
- Anthony Rain & Newton Margulies: Values underlying OD & contemporary practice.
- Peter Vaill & Craig Lundberg:- OD as a practical science.

Newest Generation OD theories:-

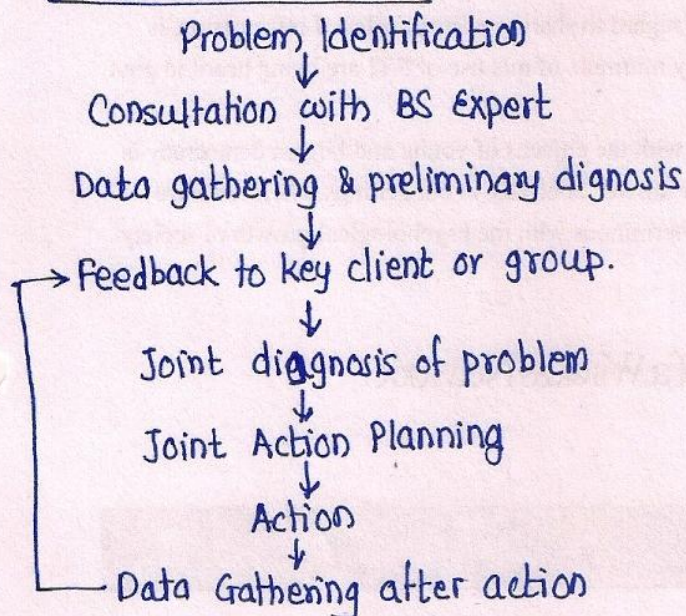
- Action Research & developmental organizations. into community & societal change.
- Sociotechnical systems
- Self-designing organizations
- Transorganizational development
- Industrial Democracy.
- OD as a sound research & conceptual base.
- Consulting skills, empowerment processes & reclaiming our individuality.
- Internationalization of OD
- Team based organization
- Compensation.
- Positive aspects of organizations.

NATURE OF PLANNED CHANGE

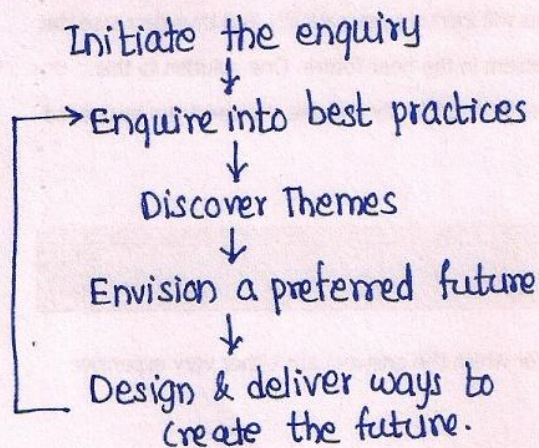
Theories of organization change:-

- ① Lewin's change model: Unfreezing, moving, Refreezing.
- ② Action Research model
- ③ Positive model
- ④ General model of planned change.

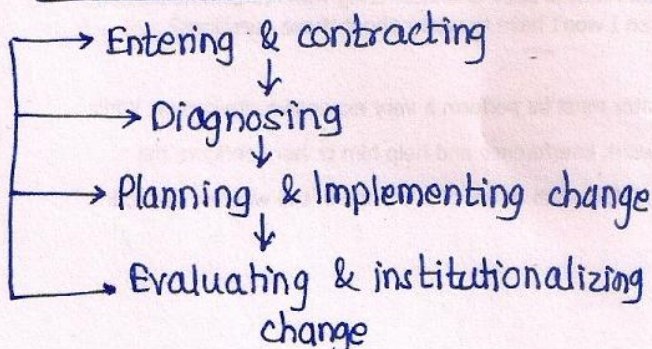
Action Research model:-



Positive model:-



General model of planned change:-



General model of Planned change:-

(1) Entering & contracting:-

Entering an organization involves gathering initial data to understand the problems facing the organization, or to determine the positive areas for enquiry.

After collection of information, problems & opportunities are discussed with org. members to develop a contract to engage in planned change.

Content of contract:-

- Future change activities
- Required resources
- Involvement of OD practitioner & org. members.

Org. get stuck at this stage because:-

- Disagreement about need of change
- Resource constraints
- Other method of CM is appears as more feasible.

(2) Diagnosing:-

It focus on-

- Understanding org. problems.
- Cause & consequence of problems.
- Org. positive attributes
- choosing appropriate model for understanding the org. & gathering, analyzing & feeding back info.

@ problems & opportunities.

Diagnostic model for analyzing problems involves 3 levels of activities:-

- ① Organizational issues
- ② Group level issues
- ③ Individual level issues.

Data Gathering:-

- Interviews
- Survey
- Observations
- Survey instruments.
- Meeting minutes
- Org. charts.

CM-03
24/06

(3) Planning & Implementing change:-

- Jointly plan & implement OD interventions. The interventions are designed to achieve org. vision, or goals & make action Plan for implementation.

* Factors affecting design of Interventions:

- Org. readiness for change.
- Current change capability
- Org. culture
- Power distribution
- change agents skills & abilities.

4 Major Types of OD interventions:-① Human Process Interventions

- Individual level
- Group level
- Total system level.

② Organization structure & Technology③ Human Resources Interventions.④ Strategic Interventions

- External envt.
- Internal structure.

(4) Evaluating & Institutionalizing change:-

- feedback & about change should be
 - modified
 - continued
 - suspended.

- Institutionalizing through feedback, rewards & training.

Factors affecting planned change:-(1) Magnitude of change:-

Org. dimensions:- structure, culture, reward system, information processes, work design.

(2) Degree of organization:-

- Over organized: Highly mechanistic,
- Under organized: Flexible.

4-steps for modification of org:-

- ① Identification of people/group
- ② Convention: Bringing together
- ③ Organization:
 - New leadership positions,
 - Establishing communication channels
 - specifying appropriate plan & policies.

④ Evaluation:(3) Domestic Vs International setting:-

- cultural values

CM-04

24/06

Model for organization-level diagnosis:-**ENTERING & CONTRACTING**

Activities involved in entering:-

- ① Clarifying organizational issues.
- ② Determining the relevant client
- ③ Selecting appropriate OD practitioner.

Contracting addresses 3 key areas:-

- ① Mutual expectations.
- ② Time & resources required.
- ③ Ground rules.

DIAGNOSING ORGANISATIONS

Diagnosis is a process of assessing the functioning of organization, dept to discover sources of problem areas for improvement.

"Diagnosing is a collaborative process between organizational members & OD consultants to collect pertinent information, analyze it and draw conclusion for action planning & interventions."

Open systems model:-

Systems:- A set of concepts & relationship describing the properties & behavior of the things.
Eg: organization, group, people.

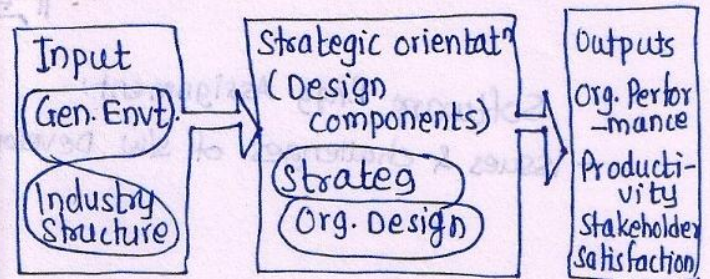
Open system:- Information exchange & resources exchange with envt.

Properties of open system:-

- ① Inputs - Transformations - output.
- ② Boundaries : system & envt.
- ③ Feedback
- ④ Equifinality : Similar results with different input
- ⑤ Alignment / Fit

Organization level diagnosis:-

- ① Overall org. : Strategy, structure, process
- ② Dept. Level : group design, norms & work structures.
- ③ Individual / Job level:- Job design.



Input = General Env't + Industry structure.

(PEST)

- Political,
- Economical
- Social
- Technological

Porter's 5 Forces

- Suppliers
- Buyers
- competitors
- substitutes
- Threat of entry.

Design Components = Strategy + Org. Design.

Strategy

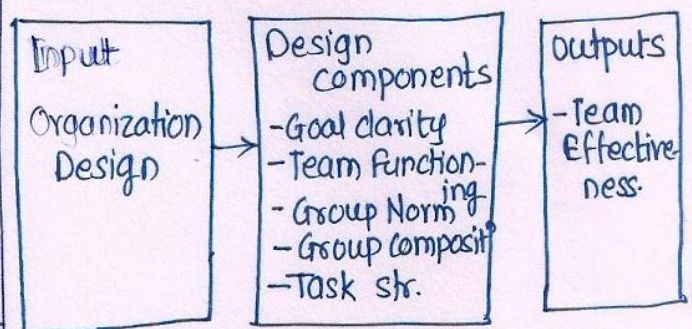
- mission
- Goal
- objectives
- Intent
- Policies

Org. Design

- Design Factors
 - Core Activity system
 - structural system
 - measurement system
 - HR system
- Culture.

Outputs:-

- ① Org. Performance : Profits, effectiveness
- ② Productivity : Efficiency.
- ③ Stakeholders satisfaction:-

① GROUP LEVEL DIAGNOSING

Input = Organization Design.

- core activity : Task
- structural system : co-ordination
- measurement system
- HR system - Performance
- Org. culture.

CM-04A
25/06

DIAGNOSING GROUPS & JOBS

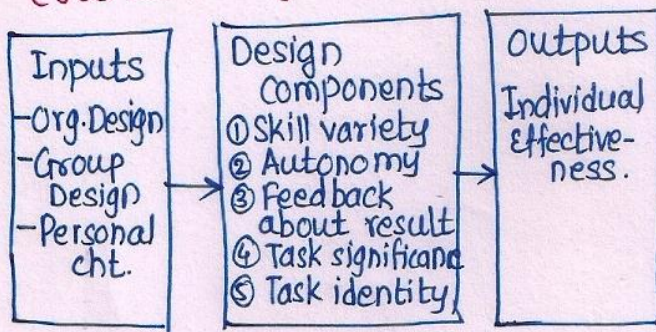
Design Components:-

- Goal clarity:-
- Task structure:-
 - co-ordination of ^{members} task efforts
 - Regulatⁿ of task behavior.
- Group composition:-
- Group functioning:-
- Performance norms.

Outputs:-

- Performance
- Quality-of-work-life.

② Individual level diagnosis:- (Job Level Diagnosis)



DESIGNING INTERVENTIONS

OD Interventions:- It is a sequence of activities, actions & events intended to help an organization improve its performance & effectiveness.

3 criteria's defining interventions:-

- ① Extent of fitness.
- ② Knowledge of intended outcomes
- ③ Extent of CM competence.

Intervention Design involves:-

- ① Understanding situational contingencies such as individual differences among organization members.
- ② Dimension of change process.

Factors affecting design & implementation of Interventions:-

- ① Readiness for change
- ② Capability to change
- ③ Cultural context
- ④ Capabilities of change agent.

Types of OD Interventions:-

① Human Process Interventions:-

- ① Coaching & Training
- ② Process consultation
- ③ Third party interventions.
- ④ Team Building
- ⑤ Organization confrontation meetings.
- ⑥ Intergroup relations.
- ⑦ Large group interventions.

② Technostructural Interventions:-

- ① Structural Design
- ② Downsizing
- ③ Re-engineering
- ④ Parallel structures
- ⑤ High involvement organizations
- ⑥ Total quality management
- ⑦ Work design.

③ Human Resources Management:-

- ① Goal setting
- ② Performance appraisal.
- ③ Reward systems
- ④ Career planning & development
- ⑤ Managing workforce diversity
- ⑥ Employee wellness.

CM-05
24/06

④ Strategic Interventions:-

- ① Integrated strategic change
- ② Mergers & Acquisition Integration
- ③ Alliances
- ④ Networks
- ⑤ Culture change
- ⑥ Self-designing organizations.
- ⑦ Org. learning & knowledge mgt.

EVALUAT:

EVALUATING & INSTITUTIONALIZING OD INTERVENTIONS

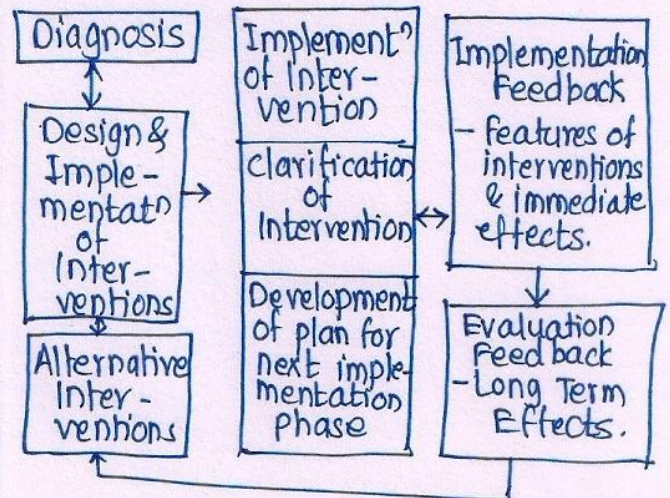
Evaluation:-

- ① Necess Implementation Feedback
- ② Evaluation Feedback.
 - ↳ Expected Results
 - ↳ Long Term Intended Results
 - ↳ Short Term.

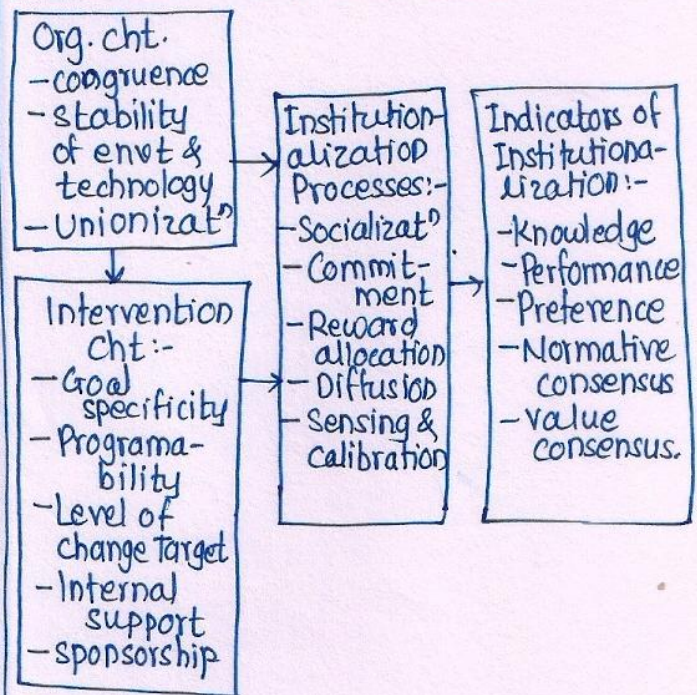
Measurement issues:-

- ↳ Selecting variables
- ↳ Designing good measures.

Implementation & Evaluation Feedback:-



Institutionalizing Framework:-



CM-06

24/06

Evaluating & Institutionalizing OD Interventⁿ

Evaluation:- Providing feedback to practitioners about progress & impact of interventions.

Institutionalization:- making change permanent part of organization.

Measurement:-

- ① Selecting variable
- ② Designing good measure.
 - ↳ Operational definition
 - ↳ Reliability
 - ↳ Validity

Ideally, measurement decisions should derive from the theory underlying the interventions & should include the measures of features of intervention & its immediate & long term consequences.

These measures should involve multiple methods such as a combination of questionnaires, interviews & company records.

* Research Design:-

It focuses on setting up the conditions for making valid assessments of an intervention's effects.

Leading & managing change:-

Activities contributing Effective cm:-

- ① Motivating change:-
 - ↳ Creating readiness for change
 - ↳ Overcoming resistance to change.
- ② Creating a vision:-
 - ↳ Describing the core ideology
 - ↳ Constructing the envisioned future
- ③ Developing political support:-
 - ↳ Assessing Change Agent Power
 - ↳ Identifying key stakeholders.
 - ↳ Influencing stakeholders.
- ④ Managing the transition:-
 - ↳ Activity Planning
 - ↳ Commitment planning
 - ↳ Management structures.
- ⑤ Sustaining Momentum:-
 - ↳ Providing Resources for change.
 - ↳ Building a support system for change agents.
 - ↳ Developing new competencies & skills.
 - ↳ Reinforcing new behaviors.
 - ↳ Staying the course.

Creating Readiness for change:-

- ① Sensitize organizations to pressures for change.
- ② Reveal discrepancies between current & desired states.
- ③ Convey credible positive expectations for the change.

Overcoming Resistance to change:-

- ① Empathy & support
- ② Communication
- ③ Participation & involvement

Interpersonal & Group Process

Approaches :-

① T-Groups :-

T-groups are traditionally designed to provide members with experimental learning about dynamics, leadership & interpersonal relations.

① Encounter Group/ Personal Growth Group :-

② Explore group dynamics & member relationship within an intact work group.

② Process-consultation :-

It is a set of activities on the part of consultant that helps the client to perceive, understand, and act upon the process events which occurs in the client's environment.

stages of process consultation :-

- ① Entering
- ② Defining the relationship
- ③ Selecting an approach
- ④ Gathering data & making a diagnosis
- ⑤ Intervening
- ⑥ Reducing the involvement
- ⑦ Terminating the relationship.

Group process of process consultation

- ① Communication
- ② Functional role of group members.
- ③ The way in which group solves problems & makes decisions.
- ④ Development & growth of group norms.
- ⑤ Use of leadership & authority.

Johari-window :-

Unknown to others known to others

known to self & unknown to others.	known to self & other
Unknown to self & others	Unknown to self & known to others

known to self

unknown to self

③ Third Party Interventions :-

Conflicts can arise over :-

- ① substantive issues :- such as work methods, pay rates, conditions of employment
- ② Inter-personal issues :- such as personality conflicts & misperceptions.

④ Team Building :-

It refers to broad range of planned activities that helps groups to improve the way they accomplish tasks & helps group members to enhance their interpersonal & problem solving skills.

Types of team building :-

- ① family group diagnostic meeting.
- ② family group team-building meeting

CM-08

24/06

Organization Transformation:-

Characteristics of transformational change:-

- ① Triggered by Environmental and internal disruptions.
- ② Systematic & Revolutionary change.
- ③ New organizing paradigm
- ④ Driven by senior executives & line management.
- ⑤ Continuous learning & change.

Organization culture:-

- ① Artifacts
- ② Norms
- ③ values
- ④ Basic Assumptions.

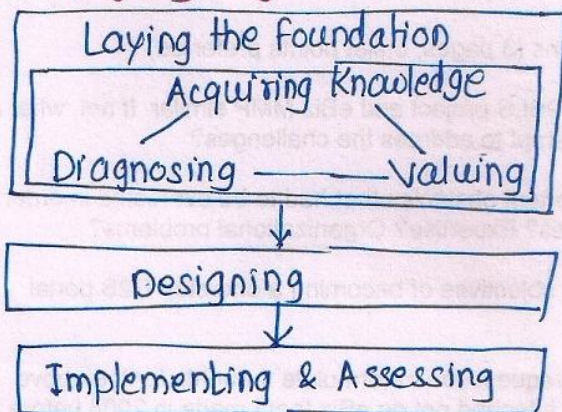
Diagnosing Org. culture:-

- ① Behavioral approach.
- ② Competing value approach
- ③ Deep assumption approach

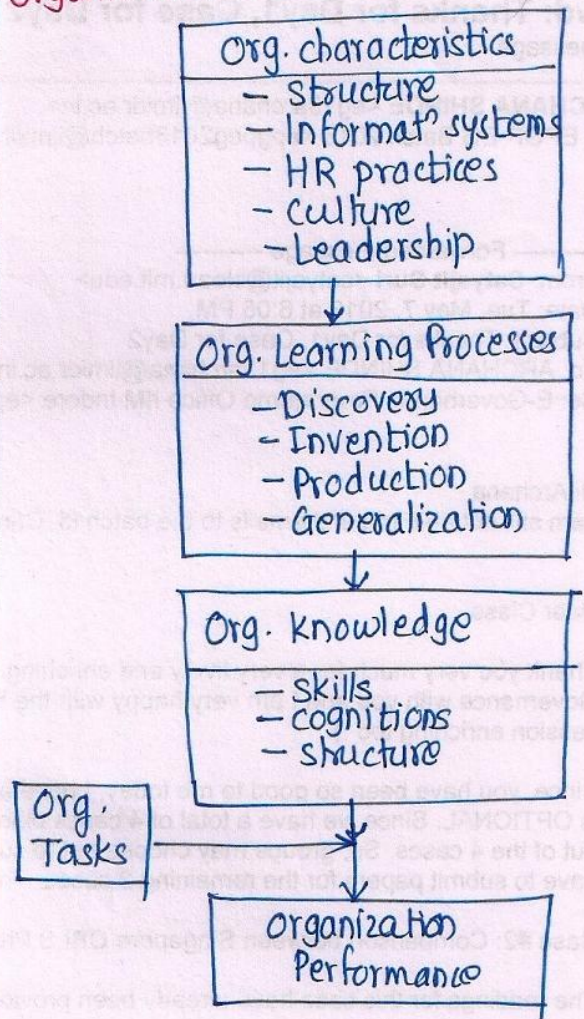
Guidelines for cultural change:-

- ① clear strategic vision
- ② Commitment of top management
- ③ Symbolic leadership
- ④ Supporting organizational change.
- ⑤ Selection & socialization of newcomers & termination of deviants.
- ⑥ Ethical & legal sensitivity

Self-designing organizations:-



How organization learning affects organization performance:-



CM-09
24/06

Intervention:- It is a set of sequenced & planned actions / events intended to help the organization increase its effectiveness. They purposely disturb status quo.

Contingencies Related to change situation:-

- ① Readiness for change
- ② Capability to change
- ③ cultural context
- ④ Capabilities of change agent.

Intervention Types:-

- ① Human Processes Interventions
- ② Technostructural
- ③ Human Resources management
- ④ strategic.

Activities of effective change management

- ① motivating change
- ② Creating vision
- ③ Developing political support
- ④ managing the transition
- ⑤ Sustaining momentum.

Process Interventions skills:-

- ① clarifying & summarizing
- ② Synthesizing & Generalizing
- ③ Probing & questioning
- ④ Listening
- ⑤ Reflecting feelings.
- ⑥ Providing support, coaching & counseling
- ⑦ modeling

Issues in evaluating OD Interventions:-

- Implementation & Evaluation feedback
- Measurement
 - Select right variable to measure
 - Design good measurements:
 - Operational
 - Reliable
 - Valid.
- Research Design.

Implementation Feedback:-

- Feedback aimed at guiding implementation efforts.
- milestones, intermediate targets.
- measure of interventions progress.

Evaluation Feedback:-

- Feedback aimed at determining impact of interventions.
- Goal, outcomes, performance.
- measure of interventions effect.

Sources of Reliability:-

- ① Rigorous operational Definition:-
- ② multiple measures
- ③ standardized instruments.

Types of validity:-

- ① Face validity : "appear"
- ② Content validity : "expert agrees"
- ③ Criterion or convergent validity
- ④ Discriminant validity "non-similar"

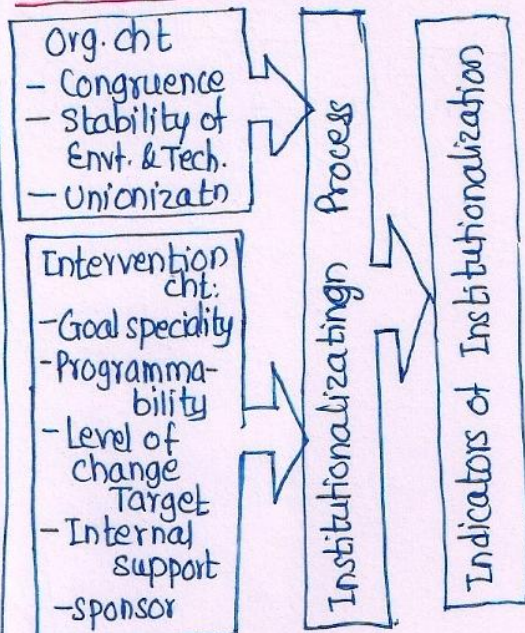
Elements of strong Research Design in OD evaluation:-

- ① Longitudinal measurement
 - change is measured over "time"
- ② Comparison units:-
 - Appropriate use of "control group"
- ③ Statistical analysis:-
 - Alternative sources of variation have been controlled.

Evaluating different types of change:-

- ① Alpha change: movement along stable dimension.
- ② Beta change:- Recalibration of units of measure in a stable dimension.
- ③ Gamma change:- Fundamental redefinition of dimension.

Institutionalization Framework:-



Objectives of T-Group:-

- Increased understanding of one's behavior.
- Increased understanding of others behavior.
- Better understanding of group process.
- Increased interpersonal diagnostic skills.
- Increased ability to transform learning into action.

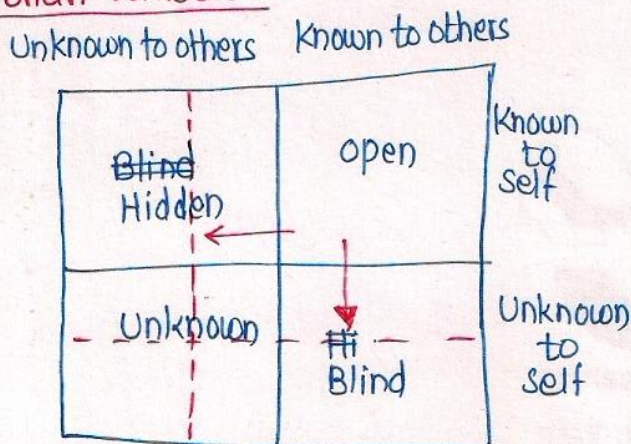
Process consultation:-

A set of activities on the part of the consultant that helps the client to perceive, understand, and act upon the process events, which occurs in the clients environment.

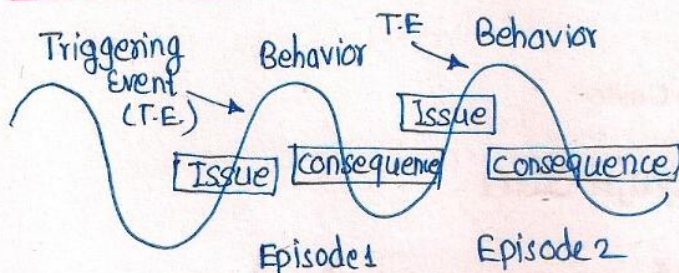
Group processes:-

- Communications Among group members.
- Functional roles of group members.
- Problem solving & decision making.
- Group norms & growth
- Leadership & authority.

Johari window:-



A cyclical model of conflict:-



* Strategies for conflict resolution:-

- Prevent conflict through mandate/seperatⁿ
- Set limits on timing & extent of conflict
- Help parties to cope differently with conflict.
- Attempt to resolve basic issue in the conflict.

Team Building Activities:-

- Activities related to one or more individuals
- Activities oriented to groups operations & behaviors.
- Activities affecting Group's relationship with rest of organizatⁿ.

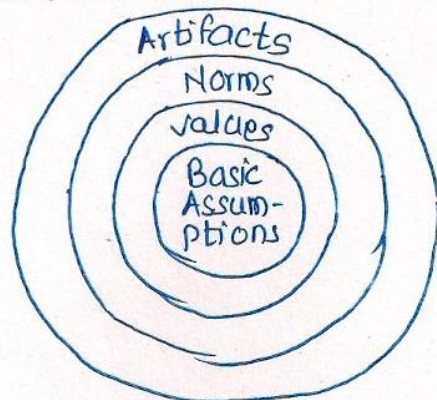
Types of Teams:-

- Groups Reporting to same manager
- Groups involving people with common goals.
- Temporary groups formed to accomplish a specific, one time task.
- Groups with independent roles.
- Groups with no formal links but whose collective purpose requires co-ordination.

Types of Team Building:-

- ① Family group diagnostic meeting:-
- A set of activities designed to understand the current structure, process & effectiveness of teams.
- ② Family group team building meeting:-
- A set of activities designed to address & improve a specific aspect of team functioning.

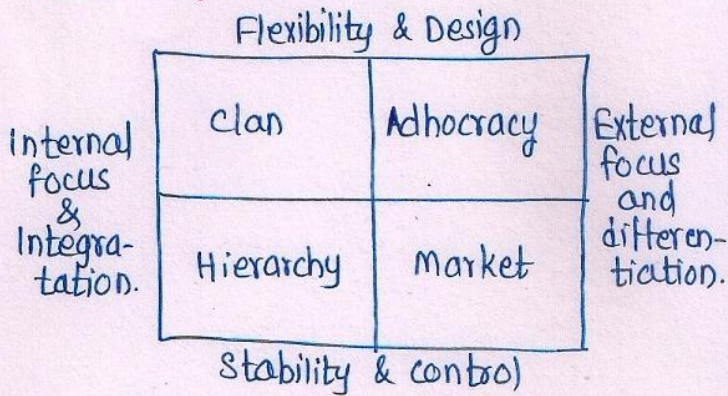
Concept of organizational culture:-



Diagnosizing organization culture:-

- ① Behavioral Approach:-
- ② Competing value approach
- ③ Deep Assumption approach.

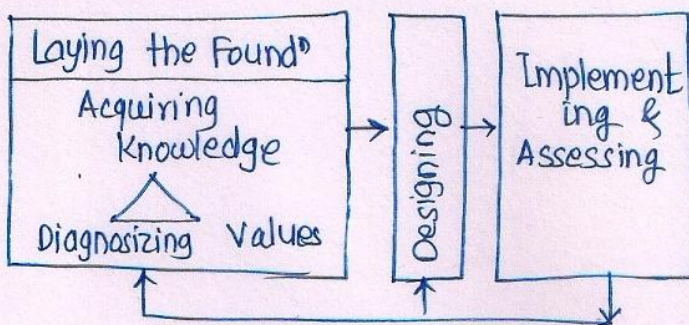
CM-11
24/06

Competing value Approach:-Culture change application stages:-

- Establish a clear strategic vision.
- Get top management commitment
- Leverage symbols to lead change
- Implementing supporting organizational changes.
- Select & socialize newcomers: downsize deviants.
- Address ethical & legal issues.

Self Design Model:-

- Multiple stakeholders involved
- Innovation on site
- Learning as you go
- Continuous improvement & change
- Part of normal operations.

Self-Design strategy:-

CM-12
24/06