

Session 3 – Foundations of OD

MODELS AND THEORIES

Kurt Lewin

Change is a three-stage process

Stage 1- Unfreezing the old behavior/ situation

Stage 2- Moving to a new level of behaviors

Stage 3- Refreezing the behavior at the new level

Edgar Schein modified this theory by specifying psychological mechanisms involved in each stage

Later Ronald Lippitt, Jeanne Watson and Bruce Westley expanded this model into seven-stage model

Ralph Kilmann - Five critical leverage points (tracks) for organization change

1. The culture track
2. The management skills track
3. The team-building track
4. The strategy-structure track
5. The reward system track

Track 1 : Enhances trust, communication, information sharing

Track 2 : Provide new ways of coping with complex problems

Track 3 : Infuses new culture and updated management skills

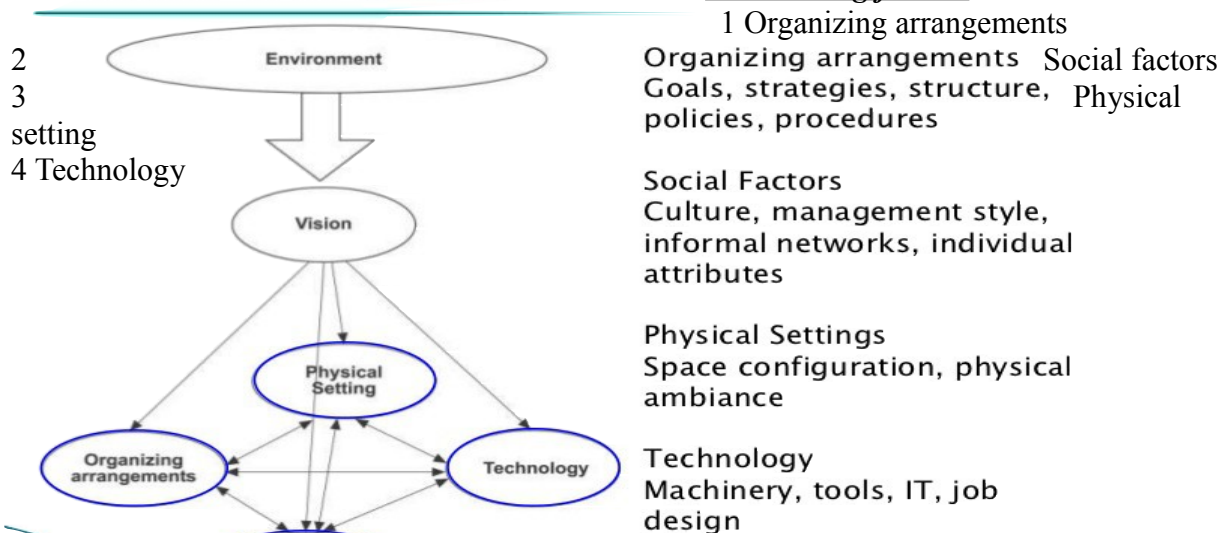
Track 4 : Develops revised strategy plan for organization

Track 5 : Establishes performance based reward system

Porras & Robertson Model of Organizational Change

Jerry Porras & Peter Robertson - OD interventions alter features of the work setting causing changes in individuals 'behaviors, which in turn lead to individual and organizational improvements.

Models and theories *Contd.. Work setting factors*



Systems Theory

Organizations are open systems in active exchange with their environment- *David A. Nadler*

Sociotechnical Systems Theory (STS) - Eric Trist

All organizations comprised of two interdependent systems:

1. Social system
2. Technical system

- To achieve high productivity and employee satisfaction, organizations must optimize both systems.
- Changes in one system affect the other system.

The Burke-Litwin Model of Organizational Change -Warner Burke

Change

First order change (Transactional change)

Second order change (Transformational change)

- OD interventions directed towards structure, management practices, and systems (policies & procedures) result in first order change.
- OD interventions directed towards mission and strategy, leadership, and organization culture result in second order change.

PARTICIPATION & EMPOWERMENT

- Participation in OD programs is not restricted to elites or top people; it is extended broadly throughout the organization.
- Increased participation and empowerment have always been central goals and fundamental values of OD.
- Participation enhances empowerment and empowerment in turn enhances performance.
- Empowerment is the key to getting people to want to participate in change.

TEAMS & TEAMWORK

Characteristics of successful teams:

1. Clear, elevating goal accomplish them.
2. Result driven structure
3. Competent members
4. Unified commitment
5. Collaborative climate
6. Standards of excellence
7. External support and recognition

- Many tasks are so complex that they cannot be performed by individuals; people must work together to
- Putting those empowered individuals into teams creates extraordinary effects on performance.
- Teams create synergy i.e. sum of efforts of team is far greater than sum of individual efforts.
- A number of OD interventions are specifically designed to improve team performance. Examples – teambuilding, quality circles etc.

PARALLEL LEARNING STRUCTURES

- Parallel Learning Structures (also known as Communities of Practice) promote innovation and change in large bureaucratic organizations while retaining the advantages of bureaucratic design. }
- Groups representing various levels and functions work to open new channels of communication outside of and parallel to the normal, hierarchical structure. Parallel Learning Structures may be a form of Knowledge Management. }
- Knowledge Management involves capturing the organizations collective expertise wherever it resides (in databases, on paper, or in people's heads) and distributing it to the people who need it in a timely and efficient way.
- A parallel learning structure consists of a steering committee and a number of working groups* that study what changes are needed, make recommendations of improvements, and monitor the change efforts. }
- (* Idea groups, action groups, implementation groups etc.)
- One or more top executive should be part of steering committee }
- Representatives from all parts of the organization

When to use it?

- To develop and implement organization-wide innovations. }
- To foster innovation and creativity within a bureaucratic system. }
- To support the exchange of knowledge and expertise among performers. }
- To capture the organizations collective expertise

Normative-Reductive Strategy of Change

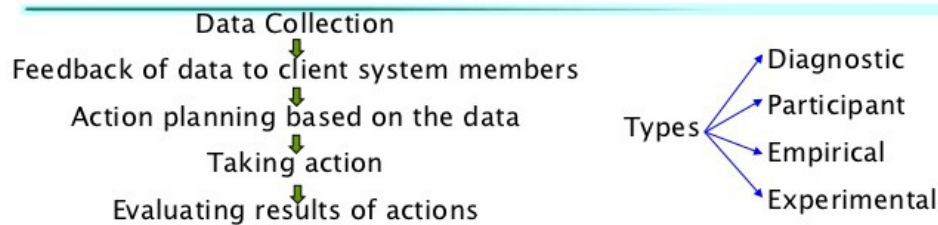
- Norms form the basis for behavior, and change comes through reeducation in which old norms are discarded and replaced by new ones.

- Changes in normative orientations involve changes in:
 - Attitudes
 - Values
 - Skills
 - Relationships
- Norms can be best changed by focusing on the group, not the individual.

APPLIED BEHAVIORAL SCIENCE

- OD is an application of behavioral science
- | | |
|----------------------|---------------------------------------|
| Pure/ Basic Science | Applied Science |
| Generating knowledge | Knowledge to Solve practical problems |
- **Practice Theory**: Diagnosing the situation, then selecting and implementing treatments based on diagnosis, and finally evaluating the effects of the treatments.

Action Research



<u>Diagnostic</u>	Researcher enters a problem situation, diagnoses it and make recommendations for remedial treatment (recommendations may not be put into effect by client group)
<u>Participant</u>	People who are to take action are involved in the entire process from the beginning (involvement increases the likelihood of carrying out the actions once decided upon)
<u>Empirical</u>	Researcher keeps the systematic, extensive record of what he/ she did and what effects it had (may encounter situations too divergent from one another, which may not permit generalizations)
<u>Experimental</u>	It is controlled research on the relative effectiveness of various techniques (is difficult to do when client wants immediate answers)