TOP MANAGEMENT

Please go through the paragraph given below and give your views, whether your organization is practicing or is in a position to practice but yet to practice Organizational Development Interventions, by answering the questions followed by the paragraph.

Every organization needs knowledgeable work force for its success and growth. So your knowledge will strengthen organization’s position and your valuable views will help the organization to formulate better strategy to succeed in this competitive world.

Organization Development (OD) is a prescription for a process of planned change in organizations in which the key elements relate to (1) the nature of the effort or program (it is a long-range, planned, system wide process); (2) the nature of the change activities (they utilize behavioral science interventions of an educational, reflexive, self-examining, learn-to-do-it-yourself nature); (3) the targets of the change activities (they are directed toward the human and social processes of organizations, specifically individuals’ beliefs, attitudes and values, the culture and processes of work groups—viewed as basic building blocks of the organization); and (4) the desired outcomes of the change activities (the goals are needed changes in the targets of the interventions that cause the organization to be better able to adapt, cope, solve its problems, and renew itself). OD has two primary purposes. One is improvement in the organization’s ability to perform. The second objective is improvement in the development of the organization’s members—that is, in their psychological well-being, their level of self-actualization or realization, and their capabilities.

Organization Development Focuses on:

- Collaboration between organization leaders and members in managing culture and processes.
- Accomplishment of tasks through teamwork.
- Human and social side of the organization and in so doing also intervenes in the technological and structural sides.
- Participation and involvement in problem solving and decision making by all levels of the organization.
- Total system change and views organizations as complex social systems.
- Practitioners who are facilitators, collaborators, and co-learners with the client systems.
• Action-research model with extensive participation by client system Members.

• A developmental view that seeks the betterment of both individuals and organization. Attempting to create win-win solutions is standard practice in OD programs.

OD values tend to be humanistic, optimistic, and democratic. Humanistic values proclaim the importance of the individual, respect the whole person, treat people with respect and dignity, assume that everyone has intrinsic worth, and view all people as having the potential for growth and development. Optimistic values say that people are basically good, that progress is possible and desirable in human affairs, and that rationality, reason, and goodwill are the tools for making progress. Democratic values assess the sanctity of the individual, the right of the people to be free from arbitrary misuse of power, the importance of fair and equitable treatment for all, and the need for justice through the rule of law and due process. OD interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage in a task or a sequence of tasks with the goal of organizational improvement and individual development.

Personal Data:
Date of Joining_________ Joined As_______________ Department__________

Present Designation_________________ Department_________________

Years of Experience________________

Age________ Qualification _____________________________

You are a member of the Professional Bodies like: National Institute of Personnel Management (NIPM), National Human Resource Development Network (NHRD), Federation of Indian Chambers of Commerce and Industry (FICCI), or any other. Please write the names of those organizations.

Your achievements as a Professional Practitioner:

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SET-I

Please read each statement (1-3) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4- Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree.
1) You are fully aware about organizational policies and procedures. □
2) You prefer to think of long-term goals and create an inspiring vision about the organization. □
3) You have played a key role in the formulation of turnaround strategies. □
4) You don’t like the policies that your organization is practicing presently.
   a) □
   b) □
   c) □

Please read each statement (5-9) carefully and use the following keys to mark your responses.

5-Always, 4-Very Often, 3-Often, 2-Rarely, 1-Never

5) You help in developing and articulating OD philosophy for the organization. □
6) Being Department Head you are concerned for Organization Development. □
7) You prefer to attend seminars, workshops, and programs relating to OD. □
8) You like to visit other organizations to learn about OD practices. □
9) You like to attend in-house discussions and other problem-solving sessions for your department’s performance. □

Please read each statement (10-23) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4- Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree.
10) You like the present review system of performance appraisal. □
11) You like to submit your review report in time. □
12) You involve yourself to construct development oriented appraisal systems for better assessment of employee’s performance. □
13) You believe in career paths and career development plans, for both individual and organization development. □
14) You believe in Corporate Social Responsibility (CSR) as an integral part of OD. Yes/No
If yes, you share your views on the formulation of community development programs.

15) Your organization provides you learning opportunities for capacity building.

16) You like to develop OD/HRD plans to accommodate new strategy for business diversification and other important decisions.

17) You believe that human resources are an extremely important resource and that they have to be treated strategically.

18) The personnel policies in this organization facilitate employee development.

19) You participate in the formulation of training policy and review it periodically.

20) You play a key role in the formulation and implementation of quality policy of your organization.

21) You are fully aware about the quality management concepts like:

   a) Total Quality Management (TQM)
   b) Quality Circle
   c) kizen
   d) Six Sigma.

22) Your organization practices the above methods effectively on a regular basis.

23) Your organization has its own ISO certificate. Yes / No
If yes please name it.
If no, it is planning to get the same by developing the required criteria.
SET-II

Please read each statement (1-21) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4- Agree, 3-Undecided, 2- Disagree, 1-Strongly Disagree.

1) You try to create a learning environment for your team performance.

2) You believe in task forces and committees for improving processes and subsystems in the organization.

3) You adopt various methods to communicate the visions, to your subordinates.

5) The vision or mission is reflected in the way you discuss various organizational issues with your subordinates.

6) You are role model. Your behavior reflects the organizational mission/vision and people are inspired by them.

7) You always appreciate to invite/present the problem of group/team in open forum.

8) Whenever a new policy or program is prepared, you meet and work with your subordinates to prepare a document for your department/area on that policy/program.

9) Change in the environment inspires you to see them as challenges and opportunities.

10) There is high preparedness for dealing with the change.

11) You are concerned about the problems and performance of your immediate subordinates. Yes/No

   If yes, you like to meet frequently on above context.

12) You always like to help colleagues in learning new things required for organization change and development.

13) You like to undertake renewal exercises on performance appraisal through internal task forces or external consultant.

14) During appraisal you always keep in mind to identify the training needs.
15) You like to make small groups in the department to train your people in different time as needed.

16) You always try to identify the factors leading to the performance and potentiality of appraise.

17) You take initiative and encourage others to identify KPAs/KRAs as a part of performance management.

18) You understand and clarify business goals and strategies planned to achieve these goals.

19) You are interested to learn new techniques and principles relating to your work to achieve desired level of performance.

20) You try to identify potential effective faculties among line managers.

20) You help to develop internal faculty from your department.

21) You keep a track of the innovative and out coming work done by line managers and use it for spreading the learning.

Sarita Kumar

(Doing Ph.D. on "Enhancing Organizational Performance through Organization Development Intervention: A Study in Rourkela Steel Plant (RSP), Rourkela").

MIDDLE MANAGEMENT

Please go through the paragraph given below and give your views, whether your organization is practicing or is in a position to practice but yet to practice Organizational Development Interventions, by answering the questions followed by the paragraph.

Every organization needs knowledgeable work force for its success and growth. So your knowledge will strengthen organization's position and your valuable views will help the organization to formulate better strategy to succeed in this competitive world.

Organization Development (OD) is a prescription for a process of planned change in organizations in which the key elements relate to (1) the nature of the
effort or program (it is a long-range, planned, system wide process); (2) the nature of the change activities (they utilize behavioral science interventions of an educational, reflexive, self-examining, learn-to-do-it-yourself nature); (3) the targets of the change activities (they are directed toward the human and social processes of organizations, specifically individuals' beliefs, attitudes and values, the culture and processes of work groups—viewed as basic building blocks of the organization); and (4) the desired outcomes of the change activities (the goals are needed changes in the targets of the interventions that cause the organization to be better able to adapt, cope, solve its problems, and renew itself). OD has two primary purposes. One is improvement in the organization's ability to perform. The second objective is improvement in the development of the organization's members—that is, in their psychological well-being, their level of self-actualization or realization, and their capabilities.

Organization Development Focuses on:

- Collaboration between organization leaders and members in managing culture and processes.
- Accomplishment of tasks through teamwork.
- Human and social side of the organization and in so doing also intervenes in the technological and structural sides.
- Participation and involvement in problem solving and decision making by all levels of the organization.
- Total system change and views organizations as complex social systems.
- Practitioners who are facilitators, collaborators, and co-learners with the client systems.
- Action-research model with extensive participation by client system members.
- A developmental view that seeks the betterment of both individuals and organization. Attempting to create win-win solutions is standard practice in OD programs.

OD values tend to be humanistic, optimistic, and democratic. Humanistic values proclaim the importance of the individual, respect the whole person, treat people with respect and dignity, assume that everyone has intrinsic worth, and view all people as having the potential for growth and development. Optimistic values say that people are basically good, that progress is possible and desirable in human affairs, and that rationality, reason, and goodwill are the tools for making progress. Democratic values assess the sanctity of the individual, the right of the
people to be free from arbitrary misuse of power, the importance of fair and equitable treatment for all, and the need for justice through the rule of law and due process. OD interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage in a task or a sequence of tasks with the goal of organizational improvement and individual development.

**Personal Data:**

Date of Joining_________ Joined As_________________________ Department__________.

Present Designation__________________________

Department_______________________________

Years of Experience_________________________

Age_______ Qualification_______________________

You are a member of the Professional Bodies like: National Institute of Personnel Management (NIPM), National Human Resource Development Network (NHRD), Federation of Indian Chambers of Commerce and Industry (FICCI), or any other. Please write the names of those organizations.

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Please read each statement (1-11) carefully and use the following keys to mark your responses.

5-Always, 4-Very Often, 3-Often, 2-Rarely, 1-Never

1) You like to communicate OD/HR philosophy to all staffs.
2) You like to communicate OD values to all employees.
3) You are periodically reminding employees about OD/HR philosophy.
4) Top management in your organization believes in designing instruments for development on the basis of its effectiveness.
5) You like to bring to the notice of the top management the OD/HRD practices of other organizations.
6) You like to meet the line managers frequently to understand their concerns and problems.
7) You like to invite suggestions from line managers periodically to improve OD/HRD.
8) You like to read books on OD to learn about practices in other organizations.
9) You like to visit other organizations to learn about OD practices.
10) You share your views with outsiders/OD consultants about OD practices in your organization.
11) Your organization provides an environment where you can learn to work together and fellow feeling.

Please read each statement (12-54) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4- Agree, 3-Undecided, 2- Disagree, 1-Strongly Disagree.

12) You like to conduct orientation workshops for line managers in development oriented appraisal.
13) You analyze appraisal data to identify training needs.
14) You communicate to the line manager the trends in appraisal ratings involving new performance management systems like MBO, balance score card, kaizen etc.

15) You communicate performance analysis results to respective heads to initiate corrective actions.

16) You take initiative and provide assistance to line managers in identifying KPAs /KRAs as a part of performance planning.

17) You train the line managers in the art of conducting performance review discussions/ performance counseling.

18) You train the supervisory staffs in counseling skills.

19) You try to improve the effectiveness of in-house programs through constant review with participants and faculty.

20) You help to develop internal faculty from your department.

21) You keep a track of the innovative and out coming works done by line managers and use it for spreading the learning.

22) You talk to the participants returning from external training programs to assess the quality of programs, learning as well as follow-up support they need for implementation.

23) Your post-training follow-up helps in formulating action plans and reward system.

24) You circulate reading materials for employees.

25) You undertake potential appraisal and potential development exercises.

26) You want to motivate employees through departmental/ organizational newsletter regarding OD and HRD functioning in the organization.

27) You provide inputs relating to people whenever strategic shifts are made.

28) You work with top management of the sick units/loss-making units/departments/ sections to improve their performance.
29) You assist the top management in organizational revivals or renewals.

30) Your organization believes in continuous feedback system for working of any instrument.

31) You conduct orientation workshops for different HRD systems.

32) You conduct review workshops/meetings for different HRD subsystems.

33) You always appreciate to invite/present the problems of group/team in open forum.

34) You clarify the role of unions/associations in ensuring employee development and quality of work life.

35) You impart training to union/association leaders on their HRD/OD roles.

36) You work with union/association leaders on their HRD roles through workshops/seminars.

37) You work with union/association leaders, inspiring them to initiate HRD/QWL activities for employees.

38) You diagnose organizational health and work conditions through survey of worker and their perception.

39) You conduct personal growth and such other training programs for un-unionized categories of employees.

40) You conduct stress audit and stress research.

41) You conduct communication research.

42) You provide inputs for formulating rewards and recognition policies.

43) You help in formulating personnel policies, enhancing employee motivation and contributing to good quality of work life.

44) You bring to the notice of top management/personnel department, how the organizational policies are affecting employee motivation and development.
45) You always like to help your colleagues in learning new things required for organization change and development.

46) You are fully aware about the modern quality management concepts like Total Quality Management (TQM), Quality Circle, kizen, and Six Sigma.

47) Your organization practices the above methods effectively on a regular basis.

48) You undertake job rotation activities for the employees.

49) You always accept, if there is any change in current method and strategy of work.

50) People of your organization appreciate change for better performance.

51) You believe in team work and team effectiveness.

52) Your organization uses cross-functional team.

53) You believe in task forces and committees for improving processes and subsystems in the organization.

54) You are interested to learn new techniques and principles relating to your work to achieve desired level of performance.
The OD practitioner, a professional versed in the theory and practice of OD, brings four sets of attributes to the organizational setting: a set of values; a set of assumptions about people, organizations, and interpersonal relationships; a set of goals for the practitioners and the organization and its members; and a set of structured activities that are means for achieving the values, assumptions and goals. These activities are called interventions.

List of OD Interventions:

1) **Individuals:**

2) **Dyads/Triads:**
   - Process Consultation, Third-Party Peacemaking, Role Negotiation Technique, and Gestalt OD.

3) **Teams and Groups:**
   - Team Building (task directed and process directed), Gestalt OD, Grid OD Phase 2, Interdependency Exercise, Appreciative Inquiry, Responsibility Charting, Role Analysis Technique, Team MBO, Visioning, Socio Technical Systems (STS), Quality of Work Life programs, Quality Circles, Force-Field Analysis, and Self-Managed Teams.

4) **Inter-group Relations:**
   - Inter-group Activities (process directed and task directed), Organizational Mirroring, Partnering, Process Consultation, Third-Party Peacemaking at group level, Grid OD phase 3, and Survey Feedback.

5) **Total Organization:**
   - Socio Technical Systems (STS), Parallel Learning Structures, MBO (participation forms), Cultural Analysis, Confrontation Meetings, Visioning, Strategic Planning/Strategic Management Activities, Real-Time Strategic Change, Grid OD.
phase 4, 5, 6, Interdependency Exercise, Survey Feedback, Appreciative Inquiry, Search Conferences, QWL Programs, Total Quality Management, Physical Settings, and Large-Scale Systems Change.

**Personal Data:**

Date of Joining ___________________ Joined as____________________

Department ______________________________________________________

Present Designation_________ Department____________________________

Years of Experience__________________________

Age _______________ Qualification_______________________________

You are a member of the Professional Bodies like: National Institute of Personnel Management (NIPM), National Human Resource Development Network (NHRD), Federation of Indian Chambers of Commerce and Industry (FICCI), or any other. Please write the names of those organizations.

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1) Your organization practices which of the above interventions. Put a tick mark from the target group as mentioned above.

2) You are directly/indirectly associated with some interventions. Yes/No □

If yes, please write the names.

Please read each statement (3-21) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree.

3) Your organization provides opportunities for career growth. □

4) Goal-Compatibility is the main concern for the organization. □

5) Your organization undertakes renewal exercises on performance appraisal through internal task forces or external consultant. □

6) Your organization analyzes appraisal data for identifying training needs of the employees. □

7) Your organization feels the pressure of job rotation practices to improve work-motivation. □

8) Your organization uses coaching and mentoring as a method of training. □

9) You welcome and accept change easily. □

10) People of your organization easily accept change. □

11) Your organization believes in team work and team effectiveness. □

12) Your organization uses cross-functional team. □

13) Your organization conducts role analysis exercises to improve role clarity. □

14) Your organization practices role negotiation technique. □
15) You organization conducts interdependency exercise to improve cooperation among team members and among their units.

16) Third-Party peace making is common in your organization.

17) Your organization undertakes OD and self renewal exercises organization-wide or in different departments/units/sections.

18) Your organization identifies sick and loss-making units or poor performance units/departments/sections and conduct diagnostic exercises.

19) Your organization practices Management by Objective (MBO).

20) There is a good match between the social and technical system in the organization.

21) Many of your departmental/production problems are solved through Quality Circle.


**SUPervisors**

Sarita Kumari

(Doing PhD on “Enhancing Organizational Performance through Organization Development Intervention: A Study in Rourkela Steel Plant (RSP), Rourkela”).

**Personal Data:**

Date of Joining ___________________ Joined As______________________

Department ____________________________

Present Designation _______________ Department _______________________

Years of Experience ____________________________

Age_________________________ Qualification__________________________

Please read each statement (1-20) carefully and use the following keys to mark your responses.

5-Strongly Agree, 4- Agree, 3-Undecided, 2- Disagree, 1-Strongly Disagree.

1. You like to communicate HR philosophy to your colleagues intermittently.

2. You like to communicate importance of organizational change and respective values to your colleagues.

3. You appreciate, if there is any change in current method or style of work.

4. You discuss frequently with the employees about their work related problems.

5. You prefer to be open with your colleagues when you want to identify any work related problem and implement the solutions.

6. During open forum you like to present the problems of your group/team.
7. You always like to help your colleagues in learning new things required for organization changes and development.

8. You are interested to learn new techniques and principles relating to your work to achieve desired level of performance.

9. You identify training needs of the employees and communicate the management to arrange the training for their development.

10. You are a member/leader of the Quality Circle working in your department.

11. You actively participate in identifying alternative solutions in your quality circle meetings.

12. Do you know your organization has introduced the new management concepts like Supply Chain Management, Six Sigma, Balance score Card, and Competency Mapping etc.

13. You prefer job rotation for better employee productivity.

14. You believe in team work and team effectiveness.

15. Your organization uses cross-functional team.

16. You and your boss set your target jointly.

17. You interact informally with your colleagues and advice them for any problem.

18. You conduct worker education programs for better family and work life.

19. You are proactive in your approach in handling the problems.

20. Organization recognizes and rewards for your interest and contribution to the growth of the organization.