Chapter – 2: OD interventions –

conceptual study

- **Organization Development:**
  - Introduction
  - Definitions
  - Evolution of OD
  - Foundations of OD
  - Process of OD
  - Distinguishing characteristics of OD

- **Organizational change**
  - Introduction
  - Conceptual framework of organizational change
  - Characteristics of organizational change
  - Importance of organizational change
  - Burke-Litwin model
  - Managing resistance to change

- **OD interventions:**
  - Introduction
  - Definition
  - Features of OD interventions
  - Types of OD interventions
  - Classification of OD interventions
  - Benefits of OD interventions
  - Problems in implementation of OD interventions
  - Parameters of ideal OD interventions
  - Role of HR in OD interventions
  - OD interventions: An effective tool for organizational change
  - Role of OD interventions for overcoming the challenge of organizational sustainability
Today all organizations try to cope up with the demands by changing the current system which is unable to meet the demands. But though change is inevitable, it is difficult to implement. Certain changes need structure to be changed or other may need process to be changed in order to sustain the challenge. The key to meet these challenges lies in effective utilization of knowledge, expertise and commitment of people to enhance organizational effectiveness. This will give an organization a competitive advantage. Survival of even the most successful organizations cannot be taken for granted. Organizations need to be flexible to adapt continually and need to create the adaptive environment within the organizations. The organizations with rigid, narrow and limited policies or strategies can't respond adequately to the demands of change. The change denotes improvement or better beneficial state of an organization. The success of this adaption lies in how well or what planned efforts are put in by an organization. For this purpose organization needs a proper, scientific application to make change happen effectively. The answer to which is “Organization Development.”

Organization Development is a set of concepts and techniques for improving organizational effectiveness, and also individual well being. OD focuses on “human side” of an organization. OD is a method for facilitating change and development in people, in technology, in organizational process and structure. OD involves integrating desires of individuals for growth & development along with organizational goals and between organization, structure, processes, strategy, people and culture. It develops new & creative problem solving technique. OD builds continuous improvement mechanism with emphasis on high collaboration of employees & systems of an organization. OD programs begin when top management identifies an undesirable situation and seeks to change it. Thus OD is oriented towards improving total system- i.e. the organization & its parts in the context of the larger environment that affects them.
2.2 Definitions of Organization Development:

“OD is an effort: 1) Planned 2) Organization wide 3) Managed from the top to 4) increase organization effectiveness and health through 5) Planned intervention in the organization’s “processes” using behavioral science knowledge.

-Richard Beckhard (1969)

“OD is a response to change, a complex educational strategy intended to change the beliefs, values, attitudes and structure of organizations so that they can better adapt to new technologies, markets and challenges & dizzying rate of change itself.”

-Bennis (1969)

“OD is defined as a planned and sustained effort to apply behavioral science for system improvement using reflexive, self analytic method.

-Schmuck & Miles (1971)

“OD is a process of planned change – Change of an organization’s culture from one which avoids examination of social processes (especially decision making, planning & communication) to one which institutionalizes & legitimizes this examination.

-Burke & Hornstein (1972)

“The aims of OD are – 1) enhancing congruence between organizational structure, processes, strategy people & culture 2) developing new & creative organizational solutions and 3) developing organization’s self renewing capacity.

-Beer (1980)

“OD is an organizational process for understanding & improving any and all substantive processes an organization may develop for performing any task & pursuing any objectives. A process for improving processes, that is what OD has sought to be for approximately 25 years.”

-Vaill (1989)

“OD is a set of behavioral science based on theories, values, strategies & techniques aimed at the planned change of the organizational work setting for the purpose of
enhancing individual’s development & improving organizational performance through the alteration of organizational members on the job behaviors.

-Porras & Robertson (1992)

“OD is a systematic application of behavioral science knowledge to the planned development & reinforcement of organizational strategies, structures & processes for improving organizational effectiveness.”

-Cummings & Worley (1993)

“OD is a long term effort, led and supported from top management to improve an organization’s visioning, empowerment learning & problem solving through an ongoing collaborative management of organization culture with special emphasis on the culture of intact work teams & other team configuration using the consultant – facilitator role & the theory & technology of applied behavioral science including action research.

-French & Bell (1999)

With reference to all the OD definitions written above, it can be observed that it has been evolved by time. Planned change efforts though have remained common feature & purpose of OD, application of behavioral science has increased in recent years. Analysis of these definitions suggests that OD is not just “anything done to better the organization” but it is a particular kind of change process designed systematically to bring desired outcome. OD thus is of prescriptive nature for planned change for helping organizations to sustain in competitive & complex environment.

2.3 Evolution of OD: -

The history of OD is rich with the contributions of behavioral scientists and OD practitioners. Though OD has a recent history, but all its approaches are finely researched and put into practice with great degree of success.

The evolution of OD can be represented and categorized into four stems –

1) The laboratory training stem –
2) The survey research and feedback stem –
3) The action research stem –
4) The sociotechnical or socioclinical stem.

Laboratory training stem consists of innovations in applying laboratory training insights to complex organizations. Survey feedback stem is about understanding feelings of organizational members before designing & implementing any OD intervention or change effort. Action research stem emphasizes on research to be closely associated with change effort. Socio technical stem helps to find out interaction between technical & human side of an organization.

2.3.1 Evolution of OD can be shown in a tabular form as below: -

<table>
<thead>
<tr>
<th>Year</th>
<th>Contributor</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>Kurt Lewin &amp; his staff</td>
<td>Conducting T-group training which is essentially a unstructured group where participants learn from their actions, experience &amp; group dynamics – T - groups were conducted at National Training Laboratory – by Benne, Bradford &amp; Lippit.</td>
</tr>
<tr>
<td>1957</td>
<td>Chris Argyris – Faculty member at Yale Univ.</td>
<td>First to conduct team building interventions.</td>
</tr>
<tr>
<td>1957</td>
<td>Herbert Shephard</td>
<td>Conducted survey based laboratories for top management.</td>
</tr>
<tr>
<td>1957</td>
<td>Herbert Shephard &amp; Robert</td>
<td>Initiated two weeks</td>
</tr>
<tr>
<td>Year</td>
<td>Contributors</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>1957</td>
<td>Robert Blake &amp; Jane Mouton</td>
<td>Stemmed famous “Grid” concept</td>
</tr>
<tr>
<td>1958</td>
<td>Richard Beckhard</td>
<td>Coined “OD” as a term for the first time; Conducted labs at National Training Laboratory.</td>
</tr>
<tr>
<td>1946</td>
<td>Rensis Likert – also supported by colleagues &amp; Floyd Mann.</td>
<td>Survey feedback was found by him. It involves systematically collecting data about organization &amp; feeding it back to discover problems &amp; devise solutions. Invented Famous Likert scale – for collection of data.</td>
</tr>
<tr>
<td>3</td>
<td>Action Research stem –</td>
<td>Demonstrated that research could be used for organization improvement if also supported by action. Action research is highly collaborative involving consultant &amp; Org. members.</td>
</tr>
<tr>
<td>Socio technical Stem -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eric Trist, Kem Bamfort</td>
<td>Stated that organizations are composed of social &amp; technical elements. Both social and technical elements interact with each other &amp; change in one can have effect on other.</td>
<td></td>
</tr>
</tbody>
</table>

(Table no. 2.1 : Evolution Of OD thought)

2.4 New generation of OD: -

OD is evolved with innovations and new approaches in order to sustain. Participative & collaborative approach by Likert also called as system 4 T is also an important attempt to examine discrepancy between present and designed situations of an organization. Burns and stalker stated that in case of slow change mechanistic org. structure in preferred whereas organic structure can be used in case of fast change. In 1970’s, Dr. Deming stressed that the key for successful OD practice is continual development. Mckinsey initiated 7S model for change which was developed by Richard Pascale and Anthony Athos in 1981. It stated that change needs careful attention to 7S. Emergence of Quality Management Systems also has played important role in organizational change and its overall effectiveness. Peter Senge came out with the concept of learning organization where people continually enhance their capability to sustain. Business process Reengineering is also a reengineering tool to improve efficiency of current practices with modified design. In 1992, Robert Kaplan & David Norton came up with balanced scorecard to analyze whether operational activities are in congruence with four major dimensions – the financial perspective, the customer perspective, the internal process & learning & growth. Edgar Schein formulated process consultation between consultant & client. Strategic change is a recent influence on OD’s evolution. Complex interaction between an organization and its environment has produced the need for a strategic perspective to OD & has encouraged planned change process at organizational level.
2.5 Foundations of OD: -

OD follows certain foundations or also called as core values that help OD practitioner to design appropriate OD interventions. These foundations act as guidelines for effective OD Program.

1) Planned Change: -

Change cannot be implemented abruptly as it cannot achieve desirable objectives. Planned change process was first developed by Kurt Lewin. He introduced two concepts the first concept is called as force field Analysis and the second one is model of planned change.

Force field Analysis states that organization work in equilibrium and status quo or the current scenario of an organization is a resultant of two forces. Force which push the change is called as driving force and force which oppose the change is called restraining force. The organization needs to analyze these forces to maximize driving forces and to minimize restraining forces. This technique helps to understand dynamics of change. Model of planned change is a three stage process which consists of unfreezing old behavior moving to the new behavior. Change is basically moving from one equilibrium point to another.

**Force Field Analysis: Kurt Lewin**

- **Unfreezing**
  - Situation
  - Structure
  - Habits
- **Moving**
  - Support
  - Climate
  - Action
- **Refreezing**
  - Reinforcement
  - Benefits

(Fig. 2.1 Force field analysis source: web image)
2) Systems theory:

According to this theory organizations are viewed as open systems which can actively exchange with their environment. Open systems consist of inputs – throughputs – outputs. Inputs are from the environment like energy, information, money, people etc. Throughput is the conversion or transformation of inputs into outputs. System is delineated by a boundary into internal system and external environment. The boundary of open system permits exchange with internal processes and external environment. Information is important for open systems as it is considered as feedback.
3) Action Research: -

This foundation was laid down by John Collier, Kurt Lewin, William Whyte, Edith Hamilton. This foundation stresses the importance of research linked with action. Action research is a process of systematically collecting research data about an ongoing system related to some goals or need of that system. Feeding back this data to the system, taking action by altering variables, which are selected & then evaluating results & actions are taken to collect more data. Action research is a continuous process. It is regarded as fact finding process with a problem solving approach. Formation of hypothesis is also important in action research as it guides entire process.

(Fig. 2.4 Action research source: web image)

4) Parallel learning structure (PLS) -

It is specially created organizational structures for planning and guiding change programs. It was introduced by Dale Zand in 1975. It was then termed as collateral structures. PLS are mechanisms to facilitate innovation in large scale organization. PLS is conceptualized as: 1) A structure is created 2) It operates parallel with formal hierarchy 3) It has purpose of increasing organizational learning. PLS is formed by steering committee and of working groups. The OD interventions are first used on these PLS which gives insight to implement them on large scale.
5) Applied Behavioral Science –

OD is based on applied behavioral science. Human Resources are affected by change & if change needs to be successful it has to consider human side of it. So OD interventions are designed based on applied behavioral science.

6) Participation and Empowerment: -

This is unique feature of OD and also an important foundation. It is not restricted to top level of an organization but also throughout the organization. To empower is to give someone power to take decisions. Employees are empowered in OD by giving them authority in OD programs. Participation in some or the other way enhances empowerment. Many of the OD interventions are deliberately designed to increase involvement and participation.

7) Teams and Team work: -

Team plays a major role in organizational success. Complex tasks can be performed in a better way through teamwork. Teams play crucial role in change efforts. Team building interventions are specially designed interventions to increase team performance.

8) Normative Re-educative Strategy –

It is based on the assumptions that norms form the basis of the behavior and change comes through reeducation in which old norms are discarded and supplemented with new ones.

2.6 Process of Organization Development: -

OD process comprises of three basic components –diagnosis, action and program management. Diagnostic component is about continuous collection of data about the total system, its subunits, its process and its culture. The action component represents all the actions and interventions that are designed to increased organizational effectiveness. The program management component consists of all the activities designed to ensure success of the OD process.

1) Diagnosis – The first step is to diagnose the current system of an organization’s or client’s system. It involves the client system’s concerns, unrealized opportunities,
discrepancies or gap between actual & desired performance. Diagnosis starts with data collection about the system it’s sub-units and processes. Diagnostic activities provide the real picture of a client system. Diagnosis can be done by designing questionnaire, observations or conducting interviews and meetings. Diagnosis is a continuous process which is necessary for planned change effort.

2) **Action Component** – OD interventions are sets of structural activities in which selected organizational units are engaged in sequence of tasks for organizational improvement. Interventions are actions taken to produce desired changes. Planning actions, implementing them and evaluating the consequences of actions are distinguishing features of OD.

3) **Program Management** – Managing OD program effectively is crucial issue. It follows sequence of activities such as –

1) **Entering into an OD relationship**: - The OD program starts with a contract of a client system with OD consultant. This step starts with addressing and clarifying the issue or a problem. The client system and the OD consultant discuss the problem and collects the data for further process. Client system must know the expertise & competence of OD consultant and client must also be able to present the problem or issue clearly.

2) **Contracting**: - OD contract is about expectations of both the parties. OD contract helps to develop a commitment and support which is required for the entire process.

3) **Diagnosis**: – Diagnosis of an organization helps the consultant to find out current functioning of an organization. It is basically a fact finding activity. Diagnosis is a collaborative effort. Both organizational members and consultant should be involved in discovering the current organizational effectiveness.

4) **Feedback**: - It represents feeding back the information gained through diagnosis for analysis of the client along with consultant explores the information which gives clear picture of current situation.

5) **Planning Change**: - The feedback which in received leads to plan the change efforts variations alternatives, opportunities can be discussed for deciding further action steps.
6) Intervention: - After deciding action steps it becomes necessary to think on various activities to implement planned change efforts. These activities are sets of actions designed to correct or improve the problem situation or even to seize the opportunities. These are called as OD interventions.

7) Evaluation: - This step represents analysis of the implementation of various activities as a part of OD program. If successful, reasons for success, various changes or modifications occurred during the process and satisfaction with the results are some of the parameters of evaluation.

2.7 Distinguishing Characteristics of OD:

Thus, to summarize the distinguishing characteristics of OD are:

1. OD is an organization wide change effort.
2. OD focuses on culture & processes.
3. OD encourages collaboration between organization leaders and members in managing change.
4. Teams are important for all OD activities.
5. OD focuses on human & social side of an organization & also intervenes in technological & structural sides.
6. Participation & involvement of members at all levels of organization are hallmarks of OD.
7. OD focuses on total system change.
8. OD practitioners are facilitators, collaborators and co learners with the client system.
9. OD views organization improvement as an ongoing process.
10. OD relies on action research & extensive participation of client system members.
11. OD focuses on developmental view that seeks betterment of both individuals & organization.
12. OD utilizes behavior science knowledge for implementing change efforts.
13. OD helps to alter or modify the beliefs, values, attitude of employees for positive approach towards organizational change.
14. OD program also focus on institutionalization of change efforts successfully.
15. OD leads to improve organization’s vision, empowerment and problem solving ability for enhancing organizational effectiveness.

2.1 B) Concept of Organizational change:

The situation where in an organization is able to change itself for the long term competitive advantage is referred to as organizational change. Organization has to build a culture for positive response to this change. Organizational change is not a single phenomenon; it is a series as one change may require various organizational variables to be changed. The organizational change is all inclusive i.e it covers all the areas of an organization.

2.2 The types of organizational change:

The Balogun and Hope – Hailey’s (2004) identifies types of change and change paths. This can be illustrated in figure as shown below:

<table>
<thead>
<tr>
<th>Nature of change</th>
<th>Incremental</th>
<th>Big Bang</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Evolution</td>
<td>Revolution</td>
</tr>
<tr>
<td></td>
<td>Adaptation</td>
<td>Reconstruction</td>
</tr>
</tbody>
</table>

End result

Transformation | Realignment

(Fig.2.5 Types of organizational change: source: Organizational change, Barbara Senior, Stephen Swailes, 4th edition – pg.35, original: Balogun J., Hope Hailey. Exploring strategic change (2004.) FT Prentice Hall)

Balogun and Hope-Hailey’s in their model identify four types of changes:

1. Evolution: The incremental changes slowly and steadily are evolutionary changes.
2. Revolution: The nature of change is big bang and aims for transformation. These changes are total turn around changes.
3. Adaptation: The nature of change is incremental and aims for realignment. The change is response to environmental demand and is for sustainability.

4. Reconstruction: The nature of change is big bang and aims for total change of an organization.

2.3 The framework of organizational change:

(Fig.2.6: Framework of organizational change based on secondary research)

The organizational change is characterized by its inclusive nature i.e. it affects and includes all systems and subsystems as per the need of situation directly or indirectly. The environment demands change in following areas:
1) **Structural change:** The change in structure of an organization is structural change. The structural change includes change in job design, communication pattern or hierarchy of an organization. Job design includes change in the job description or job analysis or the way the job is performed in an enhanced and better manner for increase in performance. There are various OD interventions which help to improve the job design as per desired by a change situation. Communication pattern or hierarchy is also related to structural change and the invention of new technology has changed the traditional communication pattern. The more flat structure or hierarchy is effective nowadays. The organization also focuses on self-managing teams or virtual teams for enhanced performance.

2) **Process oriented change:** The change in process of an organization in demand with change in environment is called as process oriented change. The change in process can be categorized in two ways: A) **Techno processual change:** This includes the change in technology which leads to change in process of an organization. New technology can lead to less duration, faster production or less manual efforts. B) **Human processual change:** This includes the change in interpersonal relations or communication pattern of an organization. The virtual teams, high use of technology for communication, self-managing teams and interactive systems can be some of the examples of human processual changes. The OD offers various OD interventions that focus on both i.e. techno processual as well as human processual change.

3) **Employee related change:** The environment may also demand change in employee behavior for enhancing the performance of an organization and effective adaption of change. The employee related change may include: A) **Individual change:** which includes change in attitude, behavior and perception of an individual. B) **Team related change:** The current global scenario demands the change in the functioning of teams. The teams today are more self-managing, high performing and also the foundation of successful organization. The change in functioning of team can lead to enhanced performance. C) **Inter group change:** The organizations are formed of various teams and these teams are interdependent on each other. The relation between these teams can also change
as per the demand of an organizational change. The confrontation or negotiation between these teams can help in improved and better performance.

2.4 Characteristics of organizational change:
1. Organizational change denotes the organization's aim for sustainability.
2. Organizational change affects all systems and subsystems of an organization.
3. Organizational change is continuous in nature.
4. Organizational change helps an organization to expand its capability.
5. Organizational change builds an adaptive culture.
6. Organizational change helps an organization to be more responsive towards the changing environment.
7. Organizational change enhances organizational effectiveness along with employee effectiveness.

2.5 Importance of Organizational Change:

The change means the alteration of status quo. The change in any part or any subsystem can affect the organization. Change can be proactive or reactive in nature. When change is compelled by external forces it is called as reactive change when change is initiated by management to enhance its organizational effectiveness it is called as proactive change.

Managing change effectively is one of the most critical aspects in success of an organization. It is the coping process of moving from the present state to the desired state. Managing change is continuous as demands of an environment change. Change is basically an attempt of improvement to sustain or to survive. Change is looked upon as a developmental process as in a due course of change, individuals, team & organization in total develops to survive. Change can bring technological up-dation, restructuring behavioral changes that help an organization to get through the severe competition. Innovation in technology help in faster production, restructuring denotes faster & effective decision making & behavior changes can help an organization to build a team which in responsive in turbulent time.

2.6 The Burke – Litwin model of Organizational change –

The model was developed by Warner Burke and George Litwin. This model shows the causes of first order and second order change which they call as transactional
change & transformational change. The first order change is also called as evolutionary, adaptive or continuous change. The second order change is labeled as revolutionary or radical change. OD programs are directed to both types of changes. The first order change or transactional change is about changing structure, management practices and system which changes motivation of individual and individual development which leads to increase organizational performance. The second order change is a permanent change which is change in mission, strategy & organization culture. That is why it is called as transformational change.

According to this model, interventions directed towards leadership, mission and strategy & organizational culture produce transformational change and interventions directed towards management practices, structure & system produce transactional change.

(Fig.2.7 Burke Litwin model of change: source: web image)

2.7 Resistance to change

Though change is inevitable & is continuous in nature employees can resist change. The benefits of change if not conveyed effectively then resistance occurs. Effective change management can be achieved if the resistance is minimized. To minimize resistance & to maximize acceptance towards change it is important to understand-nature of resistance behaviors, feelings & attitude towards resistance.
Resistance to change can be broadly divided into two categories:

1) **Individual resistance:** - This resistance occurs because of the basic nature of human beings, as change alters normal routine of performing things.

2) **Organizational resistance:** - This type of resistance occurs because change can affect normal setting of work setting.

**Various causes of individual resistance are:** -

1. Fear of unknown
2. Fear of loss
3. Fear of failure
4. Force of habit
5. Disruption of interpersonal relationship.
6. Failure to recognize need for change.
7. Disturbance in cultural assumptions & values.

2) **Organizational resistance:** - It denotes close system which can endanger the sustainability of an organization.

**Reasons for organizational resistance:** -

1. Structural inertia.
2. Workgroup inertia.
3. Limited focus of change.
5. Previous unsuccessful efforts.

Organizations need to overcome the resistance as it can have a serious impact on its sustainability. It is important to have a diagnostic and well designed approach to overcome resistance either by individual reasons or organizational reasons –

**2.8 Managing resistance to change:** -

Resistance to change makes it difficult to an organization to implement proposed change which is required for development & growth of an organization. The
resistance to change can also be considered as a valuable feedback of the proposed change scenario and can be effectively used in change process.

1. To create an open system in an organization.
2. To create awareness about change among employees.
3. To share vision of the change effort.
4. To educate the employees about change efforts.
5. To involve and empower the employees in the process of change effort.
6. To motivate and counsel the employees to clarify the problems regarding them.
7. To negotiate with the employees to cope up with resistance.
8. To involve the key individuals in convincing other employees.
9. To select the appropriate OD intervention.
10. To create adaptive culture and inculcate continuous learning.

2.1 C) OD Interventions:

OD interventions basically help organization in problem solving and renewal. OD offers variety of interventions based on the problem. Designing and implementation of appropriate OD interventions help to achieve success.

2.1 Definitions of OD interventions:

“OD intervention refers to the range of planned, programmatic activities client and consultant participate in during the course of OD program.

-French & Bell, Robert Zawacki

“OD interventions are set of structured activities in which selected organizational units (target groups or individuals) engage in a task or sequence of tasks with the goals of organizational improvement and individual development.”

-French & Bell

“OD intervention is a sequence of activities actions and events intended to help organisation improve its performance and effectiveness.

-Cummings & Worley.
"OD interventions are structured activities used individually or in combination by the members of client system to improve their social and task performance.

- Wikipedia

Thus, the researcher proposes the summary of OD interventions as:

"OD interventions are structured activities based on the diagnosis of a client system and designed to enhance individual and organizational effectiveness in collaboration with a consultant and client system."

2.2 Evolution of OD interventions

The roots of evolution of OD interventions can go deep in the scientific management as it also aimed the change for increased productivity of an organization. The Human relation movement incorporated the human side in the process of enhancing organizational performance. The process of evolution of OD intervention was landmarked by the invention of Kurt Lewin and his theory of planned change. This theory stated that if change is managed with planned efforts it can be successful. So for the planned change efforts the various behavioral scientists proposed the OD interventions. The contributions from these scientists have helped an organization to understand the entire process of change in a systematic way. The term organization development was later formed as there was a need to have specialized efforts for effective change management. This assignment of the term helped to combine all the efforts under one umbrella. The evolution of OD interventions thus comprise of laboratory stem, survey feedback stem, action research stem and socio technical stem as discussed in conceptual study. The process is still going on with extensive research done by various OD practitioners and researchers. The field of OD interventions is increasing day by day and helps an organization to sustain in the era of continuous change. The evolution of the OD and OD interventions is shaped by various experiments and contributions by founders of the field. The milestones in the evolution of the OD and OD interventions can be elaborated as follows:

1. The human relation movement introduced the concept of unleashing human potential through various OD interventions.
2. The work done at National Training Laboratory with an concept of experiential learning and the work is still going on. The founders like Kurt Lewin initiated the idea of theoretical roots to various OD interventions and theories in OD. The work of Ron Lippit at NTL also introduced interventions related to group development.

3. The interventions like T-groups and Socio technical systems (STS) introduced by Tavistock institute in UK.

4. The development of survey research methods derived and designed by Likert and Mann emphasized the need of collection of data and evolution of survey research OD interventions.

5. The action research and diagnostic interventions proved to be very important as it gave rise to interventions for accurate diagnosis and effective organizational change management.

6. The evolution of Japanese Management techniques also proved essential as system wide interventions for organizational effectiveness.

7. The OD interventions like learning organizations by Peter Senge or Grid concept by Blake and Mouton proved to be beneficial for the organizations in competitive era.

8. The evolution still continues with the recent interventions like appreciative enquiry which is also one of the most powerful interventions.

2.3 Features of OD interventions:

1. OD interventions are planned activities.

2. OD interventions refer to implementation of entire OD program systematically.

3. OD interventions are decided mutually by client and a consultant.

4. Selection of appropriate OD intervention denotes careful diagnosis of current system of an organization.

5. Application of OD interventions requires participation and involvement of a client system.

6. OD interventions focus on social and task performance enhancement.

7. OD interventions differ from organization to organization based on requirement.
8. Success of OD intervention depends on the knowledge and expertise of OD consultant, either internal or external.

2.4 Types of OD interventions:

1) Diagnostic activities: - These are fact finding activities designed to find the current state of a client system.

2) Team building activities: - These are designed to enhance effective operation of teams.

3) Intergroup activities: - These are the activities designed to improve effectiveness of interdependent groups.

4) Survey feedback activities: - These activities rely on gathering information that is used in understanding problems or opportunities.

5) Education and training activities: - Activities designed to improve individual’s skills abilities and knowledge.

6) Techno structural or structural activities: - Activities designed to improve the effectiveness of organizational structure & Job design.

7) Process consultation activities: - The activities that are designed in consultation to help the client to perceive, understand and act upon events that occur in client’s environment.

8) Grid organisation development activities: - These activities are developed by Robert Blake and Mouton which constitute of six phase model involving the total organisation.

9) Third party peacemaking activities: - Activities designed and conducted by skilled consultant to manage interpersonal conflict in the process of organizational change.

10) Coaching & Counseling activities: - Activities that help the individual to define learning goals, to understand others behavior & to see how others see their behavior.

11) Life & Career planning activities: - Activities that enable individuals to focus on their life and career objectives & way to achieve them.
12) Planning & goal setting activities: - Activities that include goal setting, problem solving, discrepancies if any to achieve objectives.

13) Strategic Management activities: - Activities that link the interventions with basic mission & environmental scanning & which helps in long range planning.

14) Organization Transformation activities: - Activities that involve large scale system changes or fundamental change in the nature of an organization.

Each of the above mentioned interventions includes many activities. Some of the activities are problem specific & some are process specific.

2.5 OD interventions are broadly classified into –

1. Individual OD interventions.
2. Team building OD interventions.
3. Intergroup OD interventions

1) Individual Interventions: -

Individual interventions mainly focus on training or educational experiences which are aimed at individuals in a change effort. Many of these interventions include training, workshops, seminars or lectures including behavior and technical aspects.

Individual OD interventions mainly includes: -

1) T – groups (T = training ) –

T-groups have its origin from NTL experiments and this technique was invented by Kurt Lewin & his colleagues. A T- group is an essentially unstructured, agenda less group session of about 10-12 members and a professional trainer who acts as a facilitator for the group actions, reactions, interactions act as data for discussion for group. The group meets for three days to two weeks. Learning’s from T-group varies from learning about oneself, understanding other’s behavior and group dynamics. T-group act as powerful laboratory training. It gives an individual an insight to diagnose the behavior and to improve interpersonal relations.
2) Behavior Modeling: - It is a training technique used to improve interpersonal competence it is based on Albert Bandura’s social leaning theory which believes in –
1) Individuals should perceive the link between behavior and certain outcomes
2) must desire positive outcomes
3) must believe that they can do it.

3) Life and career planning: - These approaches help individual to analyze and balance life and career simultaneously.

3) Coaching and Mentoring: In an organization, individuals seek to have feedback on their behavior and look for developing to be more effective. The OD consultant and the supervisor both can guide an employee for it. Coaching generally focuses on guiding on individual to enhance the performance. Mentoring focuses on guiding an individual for general career and personal development. Mentoring is generally one-to-one session.

4) Instrumented Training – It consists of self diagnostic surveys. The selection of appropriate instrument for self diagnostics is based on the expertise and knowledge of an OD Consultant. There are wide varieties of such instruments which are based on knowledge of behavioral science the examples of such instruments are – MBTI questionnaire (Myers Briggs Type Indicator) or Grid OD. Such instruments help to diagnose, assess and improve individual behavior to be more effective.

2) Team Building Interventions: -
A team is defined as a form of group with small number of people with complementary skills who are committed to a common purpose, set of performance, goals and approach which they hold themselves mutually accountable.” (Jon Katzenback & Douglas Smith). This definition gives an idea about what is expected from an effective team. Team building refers to broad range of planned activities that help teams improve the way they accomplish task and also help the team members enhance their interpersonal & problem solving skills. In the complex environment team building interventions can be effective in improving teamwork and team accomplishment. With the increased effect of globalization, cross cultural teams are formed and team building interventions can effectively solve issues in such teams and their impact on decision making & problem solving. In the situation of mergers and acquisitions where different teams from different organizations work together,
Team building interventions can be of great help to find cohesiveness in teams. Team building can assist in development of group goals and norms that support high productivity and quality of work life.

Team building process starts with diagnostic meeting of team members. This process is common for permanent, temporary or special groups existing in an organization. The diagnosis represents collecting data about the current performance of team. This data gathering stage is initiated only after manager or team leader & team members have agreed upon team development and improvement. Data can be collected through questionnaire. Once the data is collected it is fed back to the team members. Then this information is categorized by major themes and team establishes an agenda by placing priorities of these themes. With the consultant’s observation and with the information received further action plans are devised. These action plans are team building interventions. As it is a collaborative and participative method of team members, team leader, consultant and top management. The results of team building interventions are high.

1) Gestalt approach to teambuilding:

This approach is focused on the thought that person function as whole, total organisms. Each person possesses positive or negative characteristics and are permitted to express their feelings. People feel as a problem when they are not total self and when they are compelled to live others demand than their own. Gestalt approach is aimed to achieve awareness, integration, maturation, authenticity self regulation and behavior change. In Gestalt therapy the consultant facilitates the employee to express positive or negative feelings, encourage transactions, design exercises to help them to understand what they expect from others.

Exercises and technique used in team building interventions.

1) Role Analysis Technique:

Role analysis technique intervention is designed to clarify expectations of team members to enhance team effectiveness. Many times, the role incumbent (team members) may not have clear idea of the behavior expected from him/her and also what others can do to help incumbent to fulfill his/her role. The concept was
developed by Ishwar Dayal and John M. Thomas while working for a new organization in India. It helped the organization to clarify roles of various incumbents. The technique works successfully for new teams but if there is role ambiguity in the existing team then also can help in clarifying roles. The process is about discussing the role with the team members to redefine it for team building. The role being defined is called as focal role. It includes: analysis of focal role with specific duties and behaviors and discussed by entire team and accordingly duties and behaviors are modified until the group and individual are satisfied. Also expectations in terms of others role in a team is discussed by incumbent. Role profile is prepared. Thus, each role in a team is discussed and role summary is prepared. This collaborative effort helps to clarify roles and to gain commitment from team members.

2) Role Negotiation Technique: - It was developed by Roger Harrison and involves a series of controlled negotiations among group members. The steps of the role negotiation which includes contract setting of list of various things with issue diagnosis where master list is prepared by all. It is followed by role negotiation. This steps involves improving effectiveness by changing behaviors with written agreement. This intervention helps to improve team effectiveness where power & influence issues create unsatisfactory status quo. Thus this intervention helps in better team functioning.

3) Interdependency exercise: - This intervention is useful if team members have expressed a desire to improve cooperation among themselves and among their units. This intervention helps to get acquainted, to surface problems and to provide information. This helps to clarify inter dependable joints of the job and cooperation among the team members can work out interdependencies, efficiently to be more productive and effective.

4) The Appreciations & concerns Exercise - If the diagnosis suggests one of the deficiencies in a team is lack of expression of appreciation and not dealing with concerns or imitations of a group. Then this intervention can be of help. The exercise starts when facilitator asks the team members to list down two to three appreciations for each member & two to three concerns too. The face to face discussion is carried
out on the same. This exercise thus helps to understand reasons for inefficiency of team members.

5) **Responsibility Charting:** - The technique was developed by Richard Beckhard & Reuben Harris. This technique helps to clarify who is responsible for what in various decisions and actions in a team. Many times what looks simple on the paper may be complex in a reality. Different tasks are carried out by a team and every team member would have different responsibility in those tasks. Someone would be leading one task, the other may be approving the task, and still others contribute in a task but not at a responsible position. If roles are not clear then it can lead to ambiguity can lead to ineffective team functioning. The process of responsibility charting starts with a grid – where decisions for entire work area is listed on left hand side and actors who might play some or other role is listed on top of the grid.

There are five types of behavior marked on the grid –

1) $R$ = Responsibility to initiate action.
2) Approval required or right to veto $= A - V$
3) $S$ = Support the action
4) $I$ = Inform but not influential
5) Non involvement

6) **Visioning:** - The concept was developed by Ronald Lippit and represents an intervention where team members develop or describe of their vision of what they want their organization to be like in future may be in a specified time frame.

3) **Intergroup OD interventions:** -

Richard Beckhard, an OD practitioner and one of the pioneers of OD, notes, “One of the major problems affecting organizational effectiveness is the amount of dysfunctional energy expended in inappropriate competitions & fighting between groups that should be collaborating.” This competition & conflict is a result of varied objective, values, efforts and interests of two groups. The interdependence of functions is one of the potential sources of conflict.

1) **Intergroup team building:** - This intervention is also known as confrontation. The concept was developed by Blake, Shepherd and Mouton. In this intervention, the
consultant must intervene to open communication between two groups. It starts with intergroup team building meeting. This meeting involves following steps:

1) Each group prepares the lists under the headings –
   - How do we see ourselves?
   - How do we think other department sees us?
   - How do we see other department?

2) Then the group meets and discusses the list with one of the team member as spokesperson.

3) Then the group separately meets to discuss discrepancies & feedback. It allows correcting the perception & behaviors.

4) Cross groups are made with members from each department and discuss diagnosis of the lists & developing conflict reducing alternative. Together groups develop action plans for solving problems.

5) A follow up meeting is scheduled to evaluate the progress.

2) Organization Mirror interventions: - It is a set of activities in which a particular organizational unit called as host group gets feedback from other groups about how it is perceived, for this purpose meeting is conducted. OD consultant gathers the information through questionnaires beforehand; to get sense of problems. The outsider’s fish bowls the discussion. (Fish bowl is where group talking is in the inner circle & one which listens is on the outer side) The host group listens and after the entre discussion seeks for clarification if any. Subgroups are formed of host group members and key visitors to identify specific improvement that will increase operating efficiency. A summary report is prepared that outlines action plans. After certain time interval follow up meeting is conducted.

3) Walton’s approach to third party peacemaking: - This approach was developed by R.E. Walton. It is based on the fact that each group must have to confront about the exiting conflict. Confrontation is done by third party i.e. consultant. The third party must be able to diagnose conflict situations. Walton presents a diagnostic model based on four elements – 1) The conflict issue 2) the precipitating
circumstances in which conflict occurs. 3) The conflict relevant acts of the principals 4) consequences of the conflict. Thus, with the help of these four elements diagnosis or source of conflict can be known. This helps in understanding & developing conflict resolution action plans.

Intergroup interventions include a better way of working together, increased recognition of interdependence, less competition & more collaboration.

4) System wide Interventions:

Also called as techno structural interventions refers to range of interventions aimed at improving organizational effectiveness through changes in the task, structural, technological & goal processes of an organization.

1) Socio technical System (STS): - This theory was developed by Eric Trist, Fred Emery and others at the Tavistock Institute in the 1950’s. According to this theory organizations are comprised of two interdependent systems, a social system and a technical system any change in one system can affect the other system. To achieve high productivity and employee satisfaction, an organization must optimize both systems. These optimization efforts have led foundation to efforts of work redesign and organization restructuring.

2) Self managed work teams: - It is also alternatively called as self regulating work groups, cross-functional teams, autonomous work groups, high performance teams etc. Self managed work team is an autonomous group whose members decide how to handle and manage their tasks. The team comprises of members from different parts of an organization and with different skills and backgrounds. Top management gives authority to such teams to their group processes. Structure of their team, the requirements of their teams and objectives to achieve them. Diverse nature of team helps to work effectively. There is increased responsibility on such teams as they have to set working schedules, prepare budget, create job assignments, develop performance goals, hire and select team members, assess the performance & have control an all group processes. Most companies may not use self managed teams organization wide but it can be used only for specific projects.
The characteristics of self managed teams are –

1. Team members are committed to team and organizational vision.
2. Team members are highly skilled in their areas.
3. Information in openly shared.
4. High participation and empowerment is required.
5. There is clarity about roles in a team.
6. Decisions are made based on consensus.

3) **Work Redesign:** This model was developed by Richard Hackman and Greg Oldham. This model is an OD approach as it comprises of diagnosis, participation, and feedback and group development by redesigning the jobs. Model recommends analyzing jobs using five core job characteristics which are skill variety, task identity, task significance, autonomy and feedback from job enhancing motivation, job satisfaction and work effectiveness. But some factors can minimize or moderate these outcomes. One such factor is knowledge and skill and deficiency in it can lead to less than desired performance. Growth need strength is yet another factor, if this need is low i.e. individuals need to learn and develop can also lead to less motivation and job satisfaction. The third factor is ‘Context’ satisfactions i.e. dissatisfaction with pay, job security, coworkers, supervisors can also lead to less motivation.

Thus, if the core job dimension is present in a job, the job characteristics model predicts certain positive effects in an employee’s psychological state. This can thus lead to high individual & team development throughout the organization.

4) **Survey research and feedback:** Surveys are conducted for improvement. It is also considered as a communication tool. It helps to facilitate dialogue between employees and top management. Surveys help to assess the current state of an organization. It can also identify various problems that lead to less motivation or dissatisfaction. Survey research and feedback is a process in which OD consultant and members of an organization collaboratively collect the data and analyze them for proactive organizational change. With the involvement of top management, a preliminary planning of survey questionnaire is done. The survey questionnaire is then filled by organizational members. Data collected are summarized and fed back from top to lower level. Based on feedback and problems diagnosed action plan is
decided. This organization wide survey research helps to understand problems and feedback which results in changes for desirable performance.

5) System 4 Management: - This system wide intervention was designed by Rensis Likert. He identified four systems as follows:

1) System 1 – exploitative – authoritative (autocratic, top down approach)
2) System 2 – benevolent authoritative (top down, less corrective)
3) System 3 – consultative
4) System 4 – participative (based on participative methods of decision making & supervision, emphasis on employee involvement & participation.)

Likert devised a measurement device i.e. questionnaire to indicate perceptions of employees of the organization which investigates the system 4 parameters. The results are plotted as profile which illustrates difference that can occur in organization to be least effective whereas system 4 as most effective organization. OD practitioner must divert his/her efforts to move towards system 4 organization which can be done by involvement, participations and empowerment of employees.

6) Stream Analysis: - The model was developed by Jerry Porras and is valuable to understand change and managing change process thoroughly. He classified organizational work setting (the environment in which people work) into four variables:

1) Organizing arrangements: - includes goals, strategies, systems policies and procedures.
2) Technology: - tools, equipments, machinery, work flow design, technical systems.
3) Social factors: - includes culture, interaction process, network attributes, informal patterns.
4) Physical setting: - includes space configuration, ambience architectural design.

The process starts with thorough diagnosis through interviews, brain storming sessions, questionnaires. A task force of representative from all parts of an organization reviews problems and categorizes these problems into four streams, as
discussed above. Then interconnections between the problems are identified, more interconnections denotes core problems. Action plans are developed which are various OD interventions based on core problems. Thus OD interventions help to correct dysfunctional aspects and change job behavior of employees and leads to organizational improvement.

7) **MBO**: - Management by objectives is a process of goal setting. It integrates individual goals with organizational goals. This approach includes improved performance, effective communication and participation which enhance morale and job satisfaction. MBO believes that if people are involved in setting goals, they will work harder and perform better. Participation in goal setting process allows managers to control and monitor performance by measuring performance and results as against two objectives which were decided by subordinate also.

8) **Total Quality Management**: - It is continuous quality improvement. It involves implementation of number of organization improvement techniques like quality circles, statistical quality control, statistical process control; self managed teams, quality management systems and extensive use of employee participation. TQM and OD shares common values i.e. system wide appearance depends on planned change, believes in empowerment & involvement, both is continuous in nature. It is found that TQM can be applied as one of the methodology along with other interventions for effective change efforts. Thus, TQM brings desirable benefits such as improved quality, higher productivity, and enhanced employee development.

9) **Quality Circle**: - Quality circles are inherently problem solving & goal setting & with aim of enhancing product quality. It was originated as Japanese Management concept which was initiated by W. Edwards Deming, Joseph Juran, A.W. Feighenbaum. Quality circles consist of a group of seven to ten employees, across the units, who meet regularly to analyze and suggest quality improvement plans. These suggestions are forwarded to steering committee for further action plan. The steering committee approves it and then action plan is implemented. The follow up meeting is conducted thereafter. Many organizations have implemented QC’s successfully and achieved desired results. Q.C. believes in continuous improvement by empowering teams.
10) **Quality of work life (QWL)**: is considered to be a wide application of organizational improvement efforts. It attempts to restructure various dimensions of an organization. QWL is also characterized by employee participation. It also acts as a problem solving mechanism. QWL projects differ from organization to organization. But the features of QWL project remains constant.

11) **Reengineering** – Also called Business process reengineering (BPR) is a system wide change approach focusing on basic processes of an organization. It can be defined as fundamental rethinking or redesigning of processes to achieve improvement or change in performance. Thus reengineering is more of restricting and is of continuous nature. For successful implementation of BPR, it requires an effective team.

12) **Learning Organization**: - It is a system wide change program that emphasizes on continuous self directed learning that will lead to positive change and growth of individual, team and organization. In the age of globalization, competition and new internet technology, organizations that are flexible and able to adapt according to challenges can also sustain. Learning organizations are responsive constantly and can develop own technology or products according to changing competition.

Characteristics of learning organization: -

1) Constant readiness for change & to take advantage of new opportunities.

2) Learning organizations continuous plan with integration of all levels of an organization.

3) Improvised implementation- Learning organizations believe in experimentation rather than implementing rigid plans.

4) Collaboration and contribution by each level of an organization is crucial in learning organization.

5) Commitment towards continuous learning is key element of learning organization.

6) Continuous revaluation of various policies, procedures, plans is necessary for learning organization.
In short, learning organizations do not wait for problems to arise but constantly undergo re-examination of goals for sustainability.

13) **Large scale system change and organization transformation**: Various interventions discussed earlier are part of large scale system change. It covers all the interventions i.e. individual, team, inter group, structural interventions as large scale system is a massive change involving number of organizational units, number of people affected, various organizational subunits altered. The period of large scale change is long.

Characteristics of large scale system change are:

1) A re-conceptualization of nature of business.
2) Use of Parallel Learning Structures.
3) Reduction or restructuring of hierarchical levels
4) Team building interventions.
5) Survey feedback and research.
6) Extensive use of task forces.
7) Intensive leadership training.

Thus, large scale system change can only be possible if multiplicity of interventions is implemented in a specified time frame.

**2.6 Benefits of OD interventions:**

1. The OD interventions are range of tools and techniques used to managed change effectively. The organization can select appropriate OD intervention as per the need.

2. The OD interventions are based on OD values and assumptions so focus on behavioral, technical and structural aspect of change.

3. OD interventions promote individual well being and enhanced performance.

4. The team building interventions creates the team effectiveness for organizational effectiveness.

5. The conflict is effectively resolved through the inter group or confrontation OD interventions.

6. OD interventions help not only to understand the job of the incumbent but also the role and responsibility in the process.
7. Effective implementation of OD interventions creates a responsive and adaptive culture in an organization.
8. The range of OD interventions offers large scale transformational tools and techniques for sustainability of an organization.
9. The OD interventions involve empowerment of employees.
10. The process of implementation of OD interventions helps in selecting appropriate OD intervention for shared vision, motivating the change, enhanced performance and organizational effectiveness.

2.6 Problems faced in implementation of OD interventions

1. The objectives of change if not clear and communicated to the change targets can lead to misinterpretation of OD efforts.

2. Lack of trust and support from top management can also be hurdle in the implementation of OD interventions.

3. The expertise of OD consultant either internal or external is crucial in the entire process of implementation of OD interventions.

4. The selection of appropriate OD intervention is also important, if it is not done through proper diagnosis and research can lead to failure of entire process.

5. The change targets need clear vision and communication for the entire process of implementation of OD process, lacking this can give rise to resistance to change.

6. Resistance to change is one of the critical aspect in the implementation process of OD interventions.

7. The feedback loop if missing in the entire process can mislead the real objectives of OD process.

8. The implementation of OD interventions cannot be considered as quick fix but it needs continuous up-dation as per changing demands.

9. Lack of proper evaluation technique can also be a critical issue in the implementation of OD interventions.

10. OD intervention cannot be implemented in parts but it needs holistic approach.
2.8 Parameters for ideal OD interventions

- Application of OD intervention needs systematic approach.
- OD intervention should be applied based on the need or problem of an organization.
- Application of OD intervention is different for different organizations.
- Implementation of OD intervention needs expertise of internal or external consultant.
- The process of application of OD interventions is continuous.
- Employees must be well aware of application of OD interventions and should know the motive behind implementation of particular OD intervention.
- The entire process of implementation should follow the values and assumptions of OD, i.e., action research, survey feedback, teams and team work, parallel learning structure, normative and re-educative strategy, open systems, involvement and participation etc.
- Evaluation of OD intervention should be done systematically.
- Application of behavior science in designing and implementation of OD intervention enhance the effectiveness.
- Selection of appropriate OD intervention needs careful diagnosis which enhance the success of application of OD interventions.

2.10 Role of HR in implementation of OD interventions for managing change –

HR department is responsible for developing the most important asset of an organization & good HR practices delivers organizational performance that achieve organizational objectives successfully. HR aims to develop manpower according to objectives & goals of an organization. So, when an organization faces a challenge to sustain then it is a responsibility of an HR department to prepare employees for upcoming challenges.

Following are the areas of concern in implementation of OD interventions program in managing organizational change:

- Creating awareness for change.
- Motivating employees for change.
- Explaining need for change to employees.
Tie-up with OD consultant either internal or external

Contract with OD consultant for specific OD program.

Play a mediator between top management & OD consultant.

Deciding OD interventions with consultant

Implementation of OD interventions.

Involving employees & their feedback for effectiveness of applicability of OD interventions.

The role of HR is very crucial in applicability of OD interventions successfully. HR involvement is managing change with OD intervention strategies is understood as effective management of organizational change in alignment of organization’s corporate & business strategies. HR clearly acts as change agent and performs important duty in application of OD interventions and managing organizational change.

2.11 OD interventions: An effective tool for organizational change

When an organization itself initiates the change with a deliberate attempt it is called as planned change. As per the demands of an environment on organization i.e. client system approach OD consultant and the efforts or techniques that are used to change i.e. OD interventions focus on individual, team and overall organization.

1) Individual Effectiveness: - Each organization consists of individuals with their own unique values, attitudes and motivation. When organization seeks a change in individual behavior for change then use of OD interventions pertaining to individual development can be of great help. Interventions for individual development range from empowering them to counseling & mentoring. The assumption of such efforts is that developing better individual or employees can make effective organization.

2) Team Effectiveness: - Teams form fundamental unit of an organization. Teams or work groups play very important role in organizational effectiveness. There is range of team building interventions. More effective teams may increase work motivation, improve performance and efficiency. There is an emphasis on improving problem solving processes and resolving conflicts and enhancing productivity and effectiveness.
3) **Organization Effectiveness**: OD also focuses on system wide change. There are OD interventions which relate to restructuring of organizations & also are OD interventions that change entire system with the emphasis on all type of interventions, i.e. individual, team & structural.

Thus, every organization should have open systems to accommodate change. The organization or a system need to maintain its equilibrium and if that equilibrium is disturbed by both internal & external forces, change occurs. If organization is not able to plan the change process effectively it may lead to failure. The plan change efforts can help on organization to achieve desired results. These plan change efforts are OD programs consisting of OD interventions.

### 2.12 Role of OD interventions in overcoming the challenge of sustainability of an organization:

Organizational sustainability is defined as “an organization’s ability to achieve its goals and increase long term stakeholder value by integrating economic, environmental and social opportunities into strategies.” (David Alman - 2011 symposium on sustainability-profiles in leadership - NYC 2001). Sustainability is not about today but the actions of today should benefit for the years to come.

Organizations must have following considerations for sustainability:

- A balanced focus on long term and short term goals of an organization to adapt challenges.
- Organization’s treatment to employees as an asset
- An organizational design to fulfill the future needs and to enhance the capability of an organization.
- Organizations must identify the pace of change.
- Organization must invest in knowledge driven initiatives.

Organizational sustainability can be introduced with clarity in vision, mission and plans which are environment sensitive i.e which either changes or gets modified with the environmental demands and changes. It is also to be noted that the effective strategic planning regarding these can initiate the required changes within a strong
organizational framework with open system approach for incorporating the adaptive culture. The organizational culture is marked with how well versed the demands and problems related to it are assessed and solutions can easily come up with scope for creative culture effectively institutionalized within. This can only be possible with effective hiring of right people according to changing needs of an organization and empowering all the employees to participate and get involved in it. If these principles are put through the organization with proper and long term approach then surely an OD can be effective solution for it because the principles stated above are underlying foundations of Organization Development.

OD interventions focuses on individual need for change or team related need of change or even the system wide need of change. The OD process is based on the firm foundation of OD values and assumptions which make it more authentic and genuine. The features of OD like diagnosis, action research, survey feedback, participation and involvement and re-education confirms the all inclusive approach towards organizational change. ODI creates culture for coping up the challenge of sustainability and also the effective application of OD interventions sustains the momentum for future demands of an organization.