Objectives

- Identify and understand the range of major intervention techniques and how they can be applied.
- Identify the way various interpersonal, team, and intergroup techniques fit into an OD program.
- Understand the change strategies.
The starting point for setting a change program in motion is the definition of a total change strategy. An OD strategy may be defined as a plan for relating and integrating the different organizational improvement activities engaged in to accomplished objective. Developing a strategy includes the planning of activities intended to resolve difficulties and build on strengths.
Three Basic Approach to OD

- Structural
- Technical
- Behavioral
Structural Changes that relates the elements of the organization to one another.

Other structural changes include removing or adding layers to an organizational hierarchy.

Downsizing is often associated with restructuring efforts.

Structural changes of another type involve decentralization and centralization.

Mergers use structural changes to bring two companies together.
Technical

- Changes in machinery, methods, automation, job design that bring an organization up to state of the art.
- The changes have helped companies and their employees become more productive.
Behavioral

- Emphasizes the better utilization of human resources by improving the level of morale, motivation, and commitment of members.
- In the past behavioral strategies were often neglected when organizations implement changes.
- OD traditionally has been associated with behavioral strategies.
- In practice changes made using any one strategy will likely require some use of the other two.
- Structural, technological, and behavioral change strategies are not change per se.
- The determining feature of an OD strategy is the process used to arrive at and carry out the strategy.
Integration of Change Strategies

- OD attempts to deal with organization change from an integrated standpoint that considers structural, technical, and behavioral changes and how these change approaches influence on another.
- Interdependence of subelement (departments) of an organization needs to be considered.
- Change strategies need to take account of both overt and covert elements of an organization.
- Covert elements are often obscured or hidden.
  - Examples of covert elements include patterns of communication, trust, and openness.
- When developing a change strategy, second-order consequences should be considered where a change in one area influences other areas.
Stream Analysis

Stream analysis is a method useful in planning behavioral, structural, and technical changes.

- Begins by identifying behavioral, technological, and structural interventions that organization can implement as part of the OD program.
- Helps the organization to diagnose and plan interventions over a period of time.
- Provides a graphical portrayal of the changes and allows for progress in implementing specific changes to plotted.
Selecting an OD Intervention

*Interventions* are range of actions designed to improve the health of the client system.

- Are the specific means, activities, and programs by which change can be determined
Cont:

- In selecting a specific OD techniques, the practitioner and the client consider a number of factors
  - The potential results of the techniques
  - The potential implementation of the technique including the costs versus benefit
  - The potential acceptance of the technique
Overview of Major OD Interventions Techniques

- Because OD is a dynamic discipline, there is a debate upon what is OD and what is not OD.
Questions