

Organizational Development and Reinventing the Organization-Chapter 1

Chapter 1





Objectives

- Define the Concepts of Organizational development and recognize the need for change
- Describe organizational culture and understand its impact on behavior of individuals in the organization
- Understand the expectations of the psychological contract formed on joining an organization
- Describe the five stages of development.



What is Organizational Development

- Organization development (OD) comprises the long-range efforts and program aimed at improving and organization's ability to survive by changing its problem-solving and renewal process.



Organizational Development

- Richard Beckhard
 - Planned
 - Organization-wide
 - Managed from the top.
 - To increase the organization effectiveness and health
 - Planned interventions in the organization's processes using behavioral science knowledge.



Organization Development

- Development efforts are planned, systematic approaches to change.
- Long-term efforts and programs aimed at improving an organization's ability to survive by changing its problem-solving and renewal processes.



Organization Development

- OD is not a micro approach to change.
- OD is more than any single technique.
- OD does not include random or ad hoc changes.
- OD is aimed at more than raising morale or attitude.



Characteristics of Organization Development

- Change
- Collaborative
- Performance
- Humanistic
- Systems
- Scientifics



A Change Agent

- A person in an organization responsible for changing existing patterns to obtain.



Why Organizational Development?

- 1. Level of competition
- 2. Survival
- 3. Improved performance



Major Goals of Large-Scale Change Program

- 1. Increase productivity
- 2. Increase responsiveness to clients
- 3. Improve competitive position (increase productivity/decrease costs)
- 4. Increase employee involvement and participation
- 5. Increase employee morale
- 6. Develop new managerial skills and strategies



The Emergence of OD

- 1. The need for new organizational forms
- 2. The focus on cultural change
- 3. The increase in social awareness



The Only Constant is Change

- The pace of change is constant
- The fundamental nature of managerial success is changing.



The Evolution of Organization Development

- Organization Development started in the late 1940s at MIT and is deeply rooted in the pioneering work of applied social scientists like Kurt Lewin.
- The term organization development is widely attributed to Robert Blake and Jane Mouton.



Who Does Organization Development?

- Organization Development Practitioners
 - OD Specialists
 - Organizational Consultants
 - Internal Practitioners
 - External Practitioners
 - Managers and leaders



The Organization Culture

- Organization culture refers to a specific civilization, society, or group and its distinguishing characteristics.
- Pivotal norm – Norms that are essential to accomplishing the organizational goals.
- Peripheral norms that support and contribute to the pivotal norms but not essential to the organization's objective.



The Socialization Process

- Socialization may be defined as the process that adapts employees to the organization culture.



The Socialization Process

New Employee Expectations	Encounters Organization's Culture	Adjustment to Culture Norms	Results <ol style="list-style-type: none">1. Performance2. Commimtne3. Obtain goals
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Encounter Organization's Culture

- Deciding who is a member and who is not.
- Developing an informal understanding of behavioral norms.
- Separating friends from enemies.



Adjustment to Cultural Norms

- Creative individualism- a less obvious alternative is for new members to accept the pivotal norms and seriously question the peripheral norms.
- Only the more healthy organizations are allowed to change their norms.

Basic of Responses to Socialization

Rebellion	Creative Individualism	Conformity
Rejection of all Values and Norms	Acceptance Only Pivotal Values; Rejection of all Others	Acceptance of All Values and Norms.



Psychological Contracts

- A psychological contracts may be defined as an unwritten agreement between individuals and the organization for which they are members.



A Model of Organizational Development

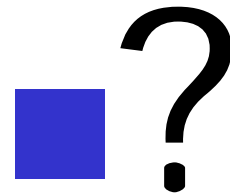
Stage One	Anticipate a Need for Change
Stage Two	Develop the Practitioner-Client Relationship
Stage Three	Diagnostic Phase
Stage Four	Action Plan, Strategies, and Tech
Stage Five	Self-Renewal, Monitor, and Stabilize



Continuous Improvement

- In today's environment companies seeking to be successful and survive are faced with the need to continuously introduce change.

Questions





Reference

- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7th ed.). Upper Saddle River, NJ: Prentice Hall.