



# O D Intervention Strategies Chapter 8

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# Objectives

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- 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.



# Organizational Change

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- 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



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- 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

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- 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

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- 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

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- 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

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- **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 be plotted.



# Selecting an OD Intervention

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- ***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:

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- 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

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

# Questions

