

Process Intervention Skills

Chapter

Chapter 7





Objectives

- Understand the key OD process skills and determine how they can be applied
- Practice using OD skills
- Identify and gain insights into your OD style



Process Interventions

- Process interventions are OD skills by OD practitioner, whether managers or OD professionals, to help work group become effective.
- Process interventions aim at helping the work group to become more aware of its own processes, including the way it operates, and using this knowledge to solve its own problem.



Group Process

- The foundation of process intervention is the study of how groups and the individual within group behave.
- Group content is what is group does (its task), group process is how the group goes about accomplishing the task.



Group Process

- Membership & Authority
- Group Norms & Growth
- Problem Solving & Decision Making
- Member Roles and Functions
- Communications



Problem –Solving and Decision-Making

- Effective work groups must be able to identify problems, examine possible actions, and make decisions.
- Reaching Decision
 - Voting
 - Group consensus



Group Norms and Growth

- Norms are the organized and shared ideas regarding what groups member should do and feel, how this behavior should be regulated, and what sanctions should be applied when behavior does not coincide with social expectation



Leadership and Authority

- Process interventions help the work group understand the impact of leadership styles and authority issues.



Types of Interventions

- Clarifying and Summarizing
- Synthesizing and Generalizing
- Probing and Questioning
- Listening
- Reflecting feelings
- Providing Support, Coaching, and Counseling
- Modeling
- Setting the Agenda
- Feedback Observation
- Structural Suggestions



Clarifying and Summarizing

- Clarifying refers to resolving misunderstanding or incorrect perceptions in what members are saying.
 - For example, Mary I seem to hear you
.....
- Summarizing refers to providing a summary of the major points and accomplishments of a discussion.



Synthesizing and Generalizing

- Synthesizing occurs when several points and ideas are put together in a common theme.
 - For example, Am I correct in assuming the rest of you share



Probing and Questions

- When the group needs additional information or needs to explore additional ideas.
 - For example, I not sure that everyone understand the point



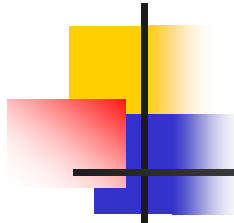
Reflecting Feelings

- Most messages have two parts: the content and the speaker's feeling, often expressed nonverbally.
- Reflecting feelings refers to communicating back to the speaker's points of view.
 - For example, by the looks on most of your faces, you seem confused.



Providing Support, Coaching, and Counseling

- Providing support includes encouraging group members to talk and express ideas.
- The team is encourage to think about the problem and develop solutions.
- Coach and counseling may occur in a private meeting with individual, particularly the formal supervisor of the group.



Modeling

- Because managers have many responsibilities, it is important for group members to learn how to make process interventions.
- Members should be encouraged to take over the role of process interventions.



Feedback Observations

- Feedback to work groups can occur at meetings or to individuals after meetings.
- There should be no feedback to individuals or groups until they are ready to receive it.



Structural Suggestions

- The manager makes structure suggestions about the work group membership, communication patterns, allocation of work, assignment of responsibility, and lines of authority.



Results of Process Interventions

- Process interventions skills can be helpful to managers in dealing with subordinates and peers.
- Process interventions are methods useful in relating to people where organization members can learn to solve their own problems.

Questions

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Reference

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