1. Define OD

“Organization Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.”

-- Beckhard

Organization development is a responds to change a complex educational strategy intended to change the benefits, attitudes, values and structure of organizations so that they can better adopt to new technologies, markets, challenges and dizzying rate of change itself.

-- Bennis

2. What is planned change?

Change means the new state of things is different from old state of things. Change is everywhere; change will be one of the few constants during this end of this century and into the next. This book is about planned change for organizations and the people in them.

Change has different facets for example it can be deliberate or accidental. Its magnitude can be large or small. It can affect many elements of the organization or only a few. It can be fast or slow. The new state of things can have an entirely different nature from the old state of things or new state of things can have the same nature modifications.
3. What is action research?

Action research is the process of systematically collecting research data about an ongoing system relative to some objective, goal or need of that system. Feeling these back into the system, taking actions by altering selected variables within the system based both on the date and on hypotheses and evaluating the results of actions by collecting more data.

4. What are characteristics of OD?

- OD focuses on culture and processes,
- OD encourages collaboration between organization leaders and members,
- Particularly important for accomplishing tasks and are targets for OD activities,
- OD focuses on the human and social side of the organization in so doing also intervenes in the technological and structural sides.
- Participation and involvement in problem solving and decision making by all levels of the organization are hallmarks of OD.
- OD focuses on total system change and views organizations as complex social systems.
- OD practitioners are facilitators, collaborators and co-learners with the client system.
- OD relies on an action research model with extensive participation by client system members.
- OD takes a developmental view that seeks the betterment of both individuals and the organization.
5. What are the basic components of OD?

OD has three basic components. There are,

**Diagnosis:**

It represents a continuous collection of data about the total system, its subunits, its processes, and its culture.

**Action:**

It consists of all the activities and interventions designed to improve the organizations functioning.

**Program management:**

It encompasses all activities designed to ensure success of the program.

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1. What are the of Importance of Organizational Development?

Organizational development is the use of organizational resources to improve efficiency and expand productivity. It can be used to solve problems within the organization or as a way to analyze a process and find a more efficient way of doing it. Implementing organizational development requires an investment of time and money. But when you understand its importance, you can justify the costs.

**Organizational Change**

The process of organizational development identifies areas of company operations where change is needed. Each need is analyzed, and the potential effects are projected into a change management plan. The plan outlines the specific ways in which the change will improve company operations, which will be affected by the change and how it can be rolled out efficiently to employees. Without organizational development as part of change management, a company would have a difficult time developing effective change management programs.
Growth

Organizational development is an important tool in managing and planning corporate growth. An organizational development analysis brings together sales projections and consumer demand to help determine the rate of company growth. This information is used to alter the company business plan and plan the expansion and use of company resources such as personnel and the distribution network to accommodate future growth.

Work Processes

When a company is involved in organizational development, it analyzes work processes for efficiency and accuracy. Any quality control measures required to attain company standards are put in place. Evaluators analyze duplicate process, or processes that can be combined for greater efficiency, and develop and implement detailed plans on how to improve company methods.

Product Innovation

Product innovation requires the analysis of several kinds of information to be successful. Organizational development is critical to product innovation because it can help analyze each element of product development and create a method for using it effectively. Some of the processes that come together in organizational development to assist in product innovation are competitive analysis, technology development, consumer preferences, target market research, manufacturing capabilities analysis and patents and trademarks.

2. International History of Organization Development

The organization development as an applied behavioural (sociological and psychological) discipline is come from America. Its principle is the organizational culture, attitude and behavior, problem-solving and framing improvement by targeted action. It is identified relatively new field of sciences, which development has four important distinct sections:
The beginning of organization development was in the forties, when Kurt Lewin realized with his T-group experiments that “a special learning opportunity resides in, if a group puts itself into the center of the learning”, The first executed T-group in a small group training with behavioral scientists and researchers’ participation was in Bethel in 1947 where they could get experiences about the feedback of the collective interactions. This behavioral based training supported the basis model of the so-called experimental learning.

The next formation of organization development was the attendance of feedback surveys, where the company would be able to know more about itself with using questionnaire survey and the results and it would be motivated itself to make organization change.

The third important step is the engagement of the action research method, which due to the collaboration of social scientists and employees was included organizational diagnosis, analysis of diagnosis’ data, exhibition of organizational problems’ reasons, proposals to change and examination of obtained results. Under this process the decision on changes would be improved, commitment for changes and effectiveness of implement

3. Kurt Lewin and models of planned change

kurt lewin introduced to ideas about change that have been influential since 1940’s the first idea state that what is occurring at any point in time is a resultant in a field of opposing force. That is the status quo-whatever is happening right now is the result of focus pushing in opposing direction.

For example we can think of the production level of a manufacturing plant as a resultant equilibrium point in a field of force, with some focus pushing toward a higher level of production and some focus pushing towards lower level of production.

Lewin second ideas was a model of the change process itself he suggest that change is the three stage process unfreezing the old behavior the moving to a new level of behavior and refreezing the behavior at the new level. Change entails moving from one equilibrium point to another.
Example a man who smokes cigarettes and wants to quit. The stage model says he must first un-freeze the old behavior of smoking. This is believes that can cigarettes smoking is a bad for him and that he should stop smoking.

Refreezing the desired behavior requires establishing a new field of focus to support the new behavior.

4. Assumptions and values of OD

OD is based upon the following assumptions and values:

- Most individuals are driven by the need for personal growth and development as long as their environment is both supportive and challenging.
- The work team, especially at the informal level, has great significance for feelings of satisfaction, and the dynamics of such teams have a powerful effect on the behavior of their members.
- OD programmers aim to improve the quality of working life of all members of the organization.
- Organizations can be more effective if they learn to diagnose their own strengths and weaknesses.
- But managers often do not know what is wrong and need special help in diagnosing problems, although the outside ‘process consultant’ ensures that decision making remains in the hands of the client.

5. What are the three essentials of Organization Development?

I was asked the other day what my three essentials of Organization Development are.

People

Any organization development intervention must have people at its center. Organization Development is about allowing the people in the organization to create the change the organization is looking for. OD is a holistic intervention, and therefore isn’t restricted to the top brass. In fact, it works quite the opposite in that it releases everyone from the bottom up to have a say, and share their knowledge, talent and skills in developing the organization.
If your OD intervention isn’t people centered, and unashamedly humanistic it is probably not an OD intervention.

**To Know Tools, Theory**

Whether it is Complexity theory, Action Research Theory, Lewin’s Change Theory, Systems Theory or Appreciative inquiry the cross discipline theoretical background of OD is essential to understanding the tools that an OD practitioner will use in their OD practice. If you don’t understand the behavioral sciences, sociology and psychology behind methods such as game storming, focused conversations or world café’s you won’t know which tools to use to deliver the results the organization needs for sustainable performance and organizational effectiveness.

A mechanic doesn’t try to fix your car engine without knowing how the combustion engine works ‘in theory’ – by understanding the process the mechanic can quickly identify where the process is broken and know what tool/method required to make the engine roar back into life. OD is no different.

Many practitioners dismiss academic theory as ridiculous ‘ivory tower’ thinking and not applicable to the real world. The interesting thing is that the theory that OD is built on is often criticized by the academic community because it is built on practice and field work experimentation, worse still, in the eyes of academics, it takes bits of different disciplines because those ‘bits’ are relevant and ignores the stuff that doesn’t add value to the process. Get to know your theory and you’ll get to understand How the OD toolkit works and when to use the different tools.

**Be Sustainable**

I could have chosen a number of things for number three, but the one I plugged for is that of legacy. The OD practitioner is the catalyst in OD interventions. They must have the ability to build the business case for the leadership team, get the leadership team on board to sponsor the programmer, build relationships with key change agents within the business and draw together disparate groups to make the intervention successful. They become the center of the intervention. The use of self as a catalyst of change is a central pillar of OD practice.
This is the paradox of the life of the OD practitioner. You are the center of change whilst at the same time building a legacy which means that the organization learns how to change itself. The OD practitioner must translate the practices, and tools that they use so they become embedded into the way that the organization does things. The questions you ask become the organization’s questions. The techniques you use, are understood and used by the organization you are working with and more importantly you leave the organization in a position where they have learnt how to develop themselves without the ‘self’ of the OD practitioner being present.
1. What is diagnosis?

Diagnosis represents a continuous collection of data and data analysis about the total system, its subunits, its processes, and its culture.

2. What is the importance of diagnosis?

- One is a diagnosis of the various subsystems that make up the total organization. This subsystem may be natural “teams” such as top management, the production department, or research group, middle management, or the work force.
- The second area of diagnosis is the organization processes that are occurring. These include decision making processes, communications patterns and styles, relationship between interfacing group, the management of conflict, the setting of goals and planning methods.

3. What is phase of OD program?

Warner Burke describes the following phases of OD programs,

- Entry
- Contracting
- Diagnosis
- Feedback
- Planning change
- Intervention
- Evaluation

4. What is action research in OD?

Action research attempt to meet the dual goals making action more effective and building a body of scientific knowledge around that action. Action in this context refers to programs and interventions designed to solve problem and improve conditions.
Section – B

1. What are the steps in diagnosis?

   It represents a continuous collection of data about the total system, its subunits, its processes, and its culture.

   Step-1

   The diagnosis identifies strengths, opportunities, and problem areas.

   Step-2

   Action plan are developed in this step and to correct problem. These action plans are OD intervention

   Step-3

   It consist Fact finding about the result of the action. Is the problem is solved or the opportunity is achieved means the organization members move on to and different problem and opportunities. Is the problem is unsolved the initiate new action plans and intervention to resolve the issues.

   Step-4

   When problem remain unsolved means redefined the problem

   Further steps are just interaction of the basic sequence of diagnosis action evaluation action. Again this process looks logical and liner.

2. What are the models for managing change?

   There are five set of activities required for effective change management.

   Motivating change

   ● Creating readiness for change

   ● Overcoming resistance to change
Creating vision

- Mission
- Valued outcomes
- Valued conditions
- Midpoint goals

Developing political support

- Assessing change agent power
- Identifying key stakeholder
- Influencing stakeholder

Managing the transition

- Activity planning
- Commitment planning
- Management structure

Sustaining momentum

- Providing resources for change
- Building a support system for change agent
- Developing new competencies and skills
- Reinforcing new behaviors.
Motivating change

The first step is getting people want to change, to believe change is necessary and to commit to abandoning the status quo for an uncertain future. Three methods for creating readiness to change. Sensitive people about pressures for change. One of the greatest motivator for change is pain things aren’t working profits and market share are dropping, survival is in doubt these condition increase readiness for change.

One of the oldest and most effective strategies for overcoming resistance is to involve organizational members directly in planning and implementing change.

Creating a vision

It provides a picture of the future and show how individual and group fit into that future. Well defined vision reduces uncertainty serves as goals to energize behavior, show that the future will be beneficial, and demonstrate that the future is attainable.

Developing political support

It is critical in successful change efforts. Powerful individual and group must be convinced that the change is good for them or at least will not significantly harm them.

Managing the transition

It means managing complex change. Beckhard and Harris propose that change effort move through three state, the current state, the transitions state, and the desired further state, and that suggest three set of activities for managing the transition state, activities planning, commitment planning, management structures.
3. What are parallel learning structures? And its intervention process?

Parallel learning structure specially created organizational structure for planning and guiding change program.

Bushe and Shain explain generic parallel learning structure intervention process.

Phase: 1 Initial definition of purpose and scope

Phase: 2 formation of a steering committee

Reexamining the need for change

Creating a vision statement

Defining boundaries, strategies expectations and rewards.

Phase: 3 communicating to organization members.

Phase: 4 formation and development of study groups

Selecting and developing internal facilitators

Selecting study group members

Selecting Study group members

Study group development

Establishing working procedure and norms

Phase: 5 The inquire process

Phase: 6 Identifying potential changes

Phase: 7 Experimental implementation of proposed changes

Phase: 8 System wide diffusion and evaluation.
4. What are the significations of action research?

- The identification of a problem area about which an individual or a group is sufficiently concerned to want to take some action.

- The selection of a specific problem and the formulation of a hypothesis or prediction that implies a goal and a procedure reaching it.

- The careful recording of action of taken and the accumulation of evidence to determine the degree to which the goal has been achieved.

- The interference from this evidence of generalization regarding the relation between the action and the desired goal.

- The continuous retesting of this generalization in action situations.
UNIT – III

1. What is mean by OD intervention?

OD intervention is a set of structured activities in which selected organizational units engage in task or sequencing task with the goal of organizational improvements and individual developments. Intervention constitutes the action thrust of organization development.

2. Define OD.

To intervention is to enter into an ongoing system of relationship to come between or among persons, group or object for the purpose helping them. It comprises of a set activities, large diagnostic and problem solving activities that ordinarily occur with the assistance of a consultant who is not a regular member of the particular system or sub-system.

- Argyris

3. What are Quality Circles?

The quality circles concept is a form of group problem solving and goal setting with a primary focus on maintaining and enhancing product quality. Quality circles have been extensively used in Japan.

4. What are the types of intervention?

Robert Blake and jane mouton identified the following types intervention based on the Underlying casual mechanisms

Discrepancy intervention which calls attention to a contradiction in action or attitudes that then leads to exploration.

Theory intervention: where behavioral science knowledge and theory are used to explain present behavior assumption underlying the behavior.
**Procedural intervention:** which represents a critiquing of how something is being done to determine whether the best methods are being used?

**Relationship intervention:** which focus attention on interpersonal relationship and surfaces the issues for exploration and possible resolution?

**Dilemma intervention:** in which two different action plans are tested for their consequences before a final decision on one is made.

**Perspective intervention:** which draws attention away from immediate action and dements and allows a look at historical background, context, and future objectives in order to assess whether or not the action are “still on target”?

**Organization structure intervention:** which calls for examination and evaluation of structural causes for organizational ineffectiveness?

**Cultural intervention:** which examines traditions, precedents and practices the fabric of the organization’s culture in a direct focused approach?

This different kind of intervention provides a range of ways for the OD practitioner intervene in the client system.

5. **What are the classification OD interventions?**

Intervention are classified or groped according to

- The objectives of the interventions and

- The targets of the interventions.

**Diagnostic Activities:**

Fact finding activities designed to ascertain the state of the system, status, the “why things are”. Available methods range from projective devices such as “build a collage that represents your place in this organization”. to the more traditional data collection methods of interviews, questionnaires, surveys, meeting and examining and organizational records.
Team Building Activities;

Designed to enhance the effective operation of system teams. These can focus on task related issues such as way things are done, necessary skills and resources, relationship quality between team members and between team members between team and leaders and effectiveness. In addition, structural issues must be addressed. “Outdoor Adventure” teambuilding programmers are currently very popular.

Inter group activities;

Designed to improve the effectiveness of interdependent group. Those that cooperate to procedure a common output. These focus on joint activities and the output of the group as a single system rather then two subsystem.

Survey feedback activities;

Activities that focus on the use of questionnaires to generate information, which is then used to identify problem and opportunities.

Education and training activities;

Designed to improve skills abilities and knowledge. Several activities and approaches are possible, depending on the nature of the need.

Techno-structural or structural activities;

Designed to improve organizational structure and job design. Activities could include either experimenting with new organizational structure or evaluating their effectiveness. Devising new way to bring technical resource to bear on problems.

Process consultation activities;

Activities that help the client “perceive, understand and act upon process event which occur in the client environment”. Gained insight into the human process in organization and learns skills in the diagnosing and managing them. Emphasis on communications, leaders and members roles in groups. Problem solving and decision
making group norms, leadership and authority and inter group cooperation and competition.

Grid organization development activities:

A six phase model designed by Blake and Mouton involving the whole organization. The models starts with upgrading individual manager’s skills and leadership abilities, moves to improvement activities, then to inter group relations activities. Later phases include corporate planning for improvement, developing implementation tactics and finally evaluation of the change in organization culture. A long term process lasting up to five years.

6. What are the Third-party peacemaking activities?

Intervention by a skills third party aimed helping two organizational members manage their interpersonal conflict. Based on conformation and an understanding of conflict resolution processes.

Coaching and counseling activities:

The consultant works with organization members to

- Define learning goals.
- Learn how others see their behavior.
- Learn new behaviors to better achieve their goals.

Key feature are non-evaluating feedback and joint exploration of alternative behaviors.

Life and career planning activities:

Activities focused on life and career objectives and how to go about attaining them. Include goals setting, assessment and training.
Planning and goal setting activities:

Theory and experience in planning and goal setting, problem solving models, planning paradigms and “idea vs. real” discrepancy models.

Strategic management activities:

helping key policy makers reflect on the organization’s basic mission and goals, environment elements threats and opportunities. Engaging in long range planning of both a reactive and a proactive nature. Attention is focused outside of the organization and to the future.

Organizational transformation activities:

Activities focusing on large scale system changes that will fundamentally transform the nature of the organization. Virtually every aspects of the organization is changed. Structure management philosophy reward systems, work design, mission, values and culture.

7. What are the characteristics of an effective team?

Likert and McGregor identified some of the characteristics of functioning, effective group (team) McGregor’s list of is as follows:

- The atmosphere tends to be relaxed, comfortable, and informal.
- The group’s task is well understood and accepted by the members.
- The member listen well to each other: there is a lot of task-relevant discussion in which most members participate.
- People express both their feeling and ideas.
- Conflict and disagreement are present but are centered on ideas and method, no personalities and people.
- The group is self-conscious about its own operations.
Decisions are usually based on consensus, not majority vote.

When actions are decided up on, clear assignments are made and accepted by the members.

According to McGregor, when these conditions are met, the team is likely to be successful in accomplishing its mission and simultaneously satisfying the personal and interpersonal needs of its members.

8. What is mean by third party peacemaking intervention?

Conflicts management can be a major component in the professional life of the OD practitioner. As Fisher, Ury and Patton say in their books Getting to Yes, “more and more occasions require negotiation, conflict is a growth industry.

Walton’s Approach to Third-party peacemaking

Third-party interventions into conflict situations have the potential to control the conflict or resolve it. This intervention technique is somewhat related to intergroup relation, but many aspects are unique to conflict situations involving only two people. We explicate some of the features of the theory presented by Walton.

A basic feature of third party intervention is confrontation. The two principals must be willing to confront the fact that conflict exists and that it has consequences for the effectiveness of the two parties involved. The third party must know how, when and where to utilize confrontation tactics that exposes the conflict for examination.

The third party must be able to diagnosis conflict situations, and Walton presents a diagnostic model of interpersonal conflicts based on four basic elements. The conflict issues, the precipitation circumstances. The conflict relevant acts of the principals and the consequences of the conflict in addition, conflict is a cyclical process.

A major distinction is drawn between substantive and emotional conflict. Substantive issues involve disagreements over policies and practices, competitive bids for the same resource and differing conception of roles and relationship. Emotional issues involve negative feelings between the parties.
Intervention tactics for the third party structuring confrontation and dialogues between the principals many choice points exist for the consultant. Walton lists the ingredients of productive confrontation.

- Mutual positive motivation.
- Balance in the situational power of the two principals.
- Synchronization of their confrontation efforts.
- Appropriate pacing of the differentiation and integration phases of a dialogue.
- Condition favoring openness in dialogue.
- Reliable communicative signs.
- Optimum tension in the situation.

Third party will intervene directly or indirectly in facility dialogue between the principals. Exampling of direct interventions would be interviewing the principals before a confrontation meeting, helping to set the agenda, attending to the pace of the dialogue and refereeing the interaction: example of more should intervention of the third would be setting the meeting on neural turf.

9. **What are the principled negotiations?**

Getting to yes, by fisher, dry, and Patton does suggest method for negations-called principled negotiations – that is congruent with Walton’s approach for constructive dialogue.

People: Separate the people from the problem.

Interests : focus on interests, riots positions.
Options: generate a variety of possibilities before deciding what to do.

Criteria: insist that the result be based on some objective standard.

In addition, Fisher, Dry and Patton describe establishing a brainstorming session to “invent creative options” in which a facilitator is chosen from among the participants. They suggest technique such as seating the participants side by side facing the flip chart or blackboard: clarifying the ground rules, which include the “no-criticism rule”, recording ideas in full view, starring and inventing improvements for the most promoting ideas, and setting a time to evaluate ideas and make decisions. They also recommend four basic steps a facilitator can use in helping a group invent options:

- A description of the problem in terms of what’s wrong and what the current symptoms appears to be.
- Analysis of the problem, including sorting symptoms into categories and identifying barriers to resolving the problems.
- Approaches to solving the problem in terms of possible strategies and “theoretical cures”.
- Action ideas, etc.,

10. What are the objectives of CMBO?

Collaborative Management by Objectives.

- A collaborative diagnosis of organizational problems, from which it is concluded that a collaborative MBO efforts would be functional.
- Increased skills in interpersonal communication and group processes.
- Real subordinate participation in team configurations in setting goals.
• A team approach to reviewing individual and group targets and their achievement.

• Ongoing individual and team problems solving discussions with superiors.

• A continuous helping relationship with in team and superior subordinate relationship.

• Attention to personal and career goals in a real effort to make them complementary to organizational goals.
UNIT-IV

1. Define a term “Assigning the effects of OD”

OD has to satisfy dual objectives of making the organization and its members and work groups more effective while also making the organization a better place to fulfill human needs. To do this the OD process uses various techniques.

2. Problems with lack of theory

Theory guided research is more efficient, and more definitive. With theory, researchers know what to look for and where to look for it in their research efforts. Research either confirms or does not confirm the theory is disconfirmed, it is modified and new avenues for further research are indicates.

In their review of OD research, White and Mitchell draw on facets theory to propose a classification for independent and dependent variables found in OD interventions.

- A targets or recipient of change.
- A specific content area of change.
- The context or relationships that are supposed to change.

The first faces, target of change and consists of four element the individual subgroup, and total organization. The context areas of change consist of four elements.

- Conceptual,
- Behavioral,
- Procedural,
- Structural,
The concept of change consist of five elements,

- Intrapersonal,
- Intra-group,
- Interpersonal,
- Inter-group,
- Organizational,

Almost all the OD intervention and their desired effects can be specified on these three faces and twelve elements. For examples a team building intervention would have as a target the subgroup, the content area of change would be either interpersonal or inter group. With such a classification system in mind, researcher can design data collection method better and can start to test for the effects of various interventions on the different faces and elements.

3. What is the problem with measuring attitude change?

Often involves administrating pre intervention and post intervention attitude questionnaires and observing pre and post intervention difference on the attitude score.

If responses become more favorable, that result is taken as evidence the intervention helped to produce positive attitude change.

If responses stay the same or become less favorable, that result is taken as evidence the intervention had on effects or had a negative effect.

Golembiewski, Billingsled and Yeager suggest that three different kind of change can occur between the pre and post measures. They labeled these alpha, beta and gamma change. Alpha change is real or true change, attitude is more positive or negative after the interventions and the questionnaire accurately reflect the change. Beta change is change based on scale recalibration. You view the scale intervals differently after the interventions for examples a 5 on a 10 point scale of “trust in my group” has taken on a
different meaning for you. Gamma change is a change based on a re-conceptualization or redefinition of the concept being measured.

The implication for practitioners and researchers are that additional cares that and planning must go into research that involves measuring attitude change.

- Research in management and organizations.

A number of recent management book provide direct and indirect support for the viability of organization development principles and practices. These studies demonstrate the important of the human side of organizations structures, job designs, leadership style, human resource practices, participative processes, and putting people first practices and designing intervention that “get it right”.

Robert Watermans espouses that it is organizational arrangements, which makes top performing companies different. This term refers to organizational culture, processes, structures, values and leadership practices. To elaborate

- They are better organized to meet the needs of customers so that they attract better people than their competitor do and their people are more greatly motivated to do a superior job, whatever it is they do.

- That are better organized to meet the need or customer so that they are either more innovative in anticipating customer needs more reliable in meeting customer expectation, better able to deliver their product or service more cheaply or some combination of the above.

The right kind of organizational arrangements are those that meet employees needs.

- To feel in control,

- To believe in the value of their work,

- To be challenge

- To be engaged in life-long learning
To be recognized for their achievement

Different companies do this do in different way,

A firm’s competitive advantage comes from its people and people produce those results because of the way they are treated and managed. Pfeiffer has performance identified seven efficient practices.

- Employment security
- Selective hiring of new personnel,
- Self-managed teams and decentralization of decision making performance,
- Extensive training,
- Reduce status distinctions and barriers including dress, language, office arrangement and wage difference across level,
- Extensive sharing of financial and performance information throughout the organization.

Top-Quality performance devices from organizational arrangement and leadership management practices organizational culture, processes, system, and values aligned to create an environment in which people thrive.
UNIT-V

Future of organization development:

From the beginning, OD developed and applied its theories of people and change to organisational life and functioning. Many of the interventions originally pioneered and practiced by OD professionals are based on the field’s firm commitment to the human side of the enterprise. Though being criticised as ‘too narrow’ sometimes, many of its interventions have now become mainstream, shaping the way we all think about how organizations work. This included ‘change management’ (the term was coined by Linda Ackerman Anderson in 1968), which emerged as a subfield of OD. It also included organization role design, defining how tasks, authority and systems will be organized and integrated across organisational units and within individual jobs. As Edgar Schein (2006) points out, OD has been and will remain extremely influential in organisational life:

It is in fact hard to imagine how organizations will be the same, especially in the West, if we take away the seminal influence of those early OD thinkers and practitioners. Much has changed since OD’s beginnings in the 1950s. There are the ruthless pursuit of efficiency, in the form of business reengineering in the 1980s, rationalization in the 1990s, and aggressive outsourcing in the 2000s – all these stemmed from the combined impact of changes in technology, globalization, competitive pressures, unpredictable socio-political and economic factors, which together with other factions have all altered the world of work and the ways we organize work groups. However, despite the changing challenges, the following concerns remain constant for leaders and OD practitioners. How do we:

- Build a sustainable high-performance organization in which individual workers take an active part in achieving the required output?
- Appropriately build engaged, proactive, empowered staff when there are limited reward levers organization can pull while needing to hold staff accountable?
- Solve the problems of aligning and integrating diverse cultural elements?
- Ensure there are fluid two-way communication channels – so that information can flow upward as well as downward within hierarchies?
• Help organizations to be externally sensitive and internally agile?
• Build organisational climates that will release human potential and creativity at work and foster continuous learning and renewal culture within organizations?

In the past few decades, the OD practitioners and academic community have continued to hold true to their value while shaping and adapting their approaches and methods to address key organization issues that affect organization success. The rich heritage of OD will continue to help organizations to meet these challenges, and new concepts and tools will continue to be invented to tackle ever tougher problems of change and organisational dynamics in an increasingly complex, global and diverse world. OD practitioners believe that human capital, and the quality of relationships between people, and between people and organizations, will be more important than ever in predicting organisational success. We must therefore continue to build and strengthen the field of OD and maintain its core values while seeking innovative solutions to resolve the new sets of challenges facing organizations.

OD is not obsolete. But a claim that OD is alive and relevant requires us to ask tough questions about how it works and what it can still do. Without a tough approach to exploring and understanding the current state of the field and its possibilities, we might indeed start singing OD’s demise. In fact, OD’s focus on promoting organizational adaptability, learning, and integration carries potential benefits that modern and future businesses clearly need. Without “O-change” (changes in the “softer” organizational processes, practice, and strategies), hard economic or “E” change efforts often fall flat. In the modern organizational world, Bradford and Burke write O-change and E-change need to go hand-in-hand.

For OD to continue as a healthy and equal contributor to E-change, it needs to overcome three key problems:

Too little “O” in OD: few consultants are engaged in the system-wide efforts that are OD; most are using OD techniques in limited ways because of

• “reductionism thinking legacy”: always start with the individual
• the common lack of business perspective

• the common failure to integrate social systems with technical systems

• Limitations of consultants to bring all the capacities needed to work in complex organizations.

Too exclusive an emphasis on human processes

• excludes task and content contributions

• prevents integration of social and technical systems

• potentially distorts/over-simplifies diagnoses

Rigid adherence to humanistic values, making field’s strength a weakness

• blindness to forces and perspectives beyond human factors

• humanistic values can “trump” research on what works and doesn’t

• advocacy for the “right” values vs. helping clients

• anti-leadership bias can lead to seeing the client as the enemy

• “double-loop” learning is blocked

• limit OD’s capacity to objectively assess the impact of its intervention efforts

• devalue organizational politics

If OD can address these shortcomings and overcome competency, strategy, and leadership barriers, OD will continue to be a major player in the change world for years to come. With its powerful and influential heritage, solid core and evolving applications and approaches, OD will continue to play a vital role in equipping HR professionals to support their organizations in today’s competitive, turbulent and constantly changing world. Professor David Cooperider (1998) believed that OD’s focus on building healthy organizations contributes to society as a whole: ‘The best path to the good society is the construction of great organizations that nurture and magnify the best in human beings.’