

Organization development

Business, Human Resources



ORGANIZATION DEVELOPMENT Define Organization Development, identify the characteristics of OD, when to utilize OD and differentiate it from other change programs?

Organization development refers to the application of behavioral science to organizational change. It is a planned process aimed at developing organizations to be more effective and efficient in accomplishing their desired goals.

Characteristics of OD

Encourages heartfelt collaboration between internal and external stakeholders

They are long-term efforts (one to three years)

Emphasizes on the value of small groups and teamwork in implementing broad organizational changes

Focuses on both social and human sides

Education strategy aiming at bringing at planned change

Takes a developmental view to better both process and organization

Contingency orientation- actions are chosen and adapted to fit the need

Takes problem solving approach

System orientation- all organizational parts must work together

Uses sensitivity training methods as well as emphasizing on experiential learning

OD is used when there is a need to improve the performance of the organization through proactive activities as well as techniques. It is utilized when there is a need to develop the systems, structures, as well as processes within the organization so as to improve its effectiveness.

OD is different from other change programs because it typically adopts a more holistic approach aimed at transforming behavior and thought throughout an entity. In addition, it differs from other change programs because it emphasizes on process instead of problems. It focuses on identifying behavioral patterns and interactions that cause and sustain problems.

2. Discuss the five major forces in the change process, their significance in effectuating change and identify which is most and least important in the change process?

1) Certainty

Leaders need to have confidence in the change to avoid uncertainty reactions from other people. Change makes people to fear for their jobs because they are unclear of what the future holds for them.

2) Purpose

Leaders should inspire vision and remain steadfast about the change. Leaders must have unequivocal and crystal clear sense of reason to perceive despite inevitable difficulties.

3) Control

Change often causes strong feelings of unease when people sense that they have victims to external forces and lost power over their working lives. Leaders should win over other employees to avoid rebelling the change.

4) Connection

People often resist change in fear of losing past relationships and connections. Leaders should form strong attachments to other people to foster connections by celebrating the past.

5) Success

Leaders must nurture success by training people and spelling out expectations. They should support people as they adopt to new methods to avoid reverting back to old, tried and tested methods.

These major forces are significant in helping a leader to identify necessary course of action to deal with the mixed reactions. They help leaders to turn the opposing forces to their advantage rather than meeting them head on.

Purpose is the most important because once it is communicated; people remain steadfast about the change despite the inevitable difficulties.

However, success is the least important because it takes time to nurture success and the people can still resist change.

3. Identify the four consultant-client relationship modes, and discuss which in your view is preferable for an effective OD program? Support your position.

The four consultant-client relationship modes are the apathetic mode, the gamesmanship mode, the charismatic mode and the consensus mode.

In my opinion, the preferable mode for an effective OD program is consensus mode. It creates a climate where feelings are honestly and truly shared the OD program. Decisions are often made through continuous sharing of feelings and perceptions openly on organizational effectiveness and self fulfillment.

To some degree, all key partners are involved in the OD program thus ensuring effectiveness and support of the program.

References

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Kavita, S. (2005). Organizational change and development. S. I.: Excel Books.