

# Od interventions



**ASSIGN  
BUSTER**

Definition of od interventions: An OD intervention can be defined as “ the set of structured activities in which selected organization units engage with a task or a sequence of tasks where the taskgoalsare related directly or indirectly to organizational improvement ” “ A set of sequenced and planned actions or events intended to help the organisation increase its effectiveness”. In an od intervention the entire process of diagnosis, alternative generation and making action choices are jointly conducted and od will also examine the process of such diagnosis, action planning and implementation.

Secondly an od intervention would generally focus on a work team as the unit of analysis and change towards effective behaviour Thirdly od would normally view change as an on-going process and would rely on a collaborative management of workcultureTypes of od interventions : These interventions can be clubbed into twelve groups and they are diagnostic, team-building, inter-group activities, survey feedback methods, educationand training programmes, techno-structural activities, process consultation, the management grid, meditation and negotiation activities, coaching and counseling and planning and goal setting activities. ) Survey Feedback: It recounts to an approach survey through well planned assessment or Interviews. It covers the feedback to the customer organisation. It has a demand and significance in a genuine situation. The attitude survey can have a purpose to measure the process; for instance, communication, decision making and leadershipat different levels. The data produced under this system is perceptual and attitudinal.. A review of the product is prepared in a group discussion.

Generally feedback of results is specific to the group which prepares the data. As a result strategies are planned to resolve the organisational problems. Consequently, the process of survey feedback includes: collection of data, feedback, development of action plan and follow-up. Therefore, to ensure authentic results, the survey should be applicable and dependable.

Management Grid : The method urbanized by Robert Blake and Jane S. Mouton is a step to move toward. This Grid represents a rational support of managing people.

Growth of management skills from beginning to end grid program involves wide range of included and instrumented activities are the ways having investigational and planned conditions. The members are secondary to be pleased about the advances to integrate people and their invention. Team Building: Team building is an attempt to assist the work group to identify, diagnose and solve its own problems. Actually groups develop their own norms of behaviour which pressurize the persons and group behaviour. Organisation is a system to interconnect with groups.

OD considers that work groups are the teams which are spinning around to introduce changes in the organization. Team building actions are taken to develop a range of groups in an organization like permanent work teams, task forces, committees etc. Team building actions focus on finding, task achievement, team relationships and organisational process. The component groups in team building activity are: the external advisors, the group leader and the members of the group. In team building movement, associates meet and talk about troubles connecting to their coursework It obtain sincere and courageous argument.

In the team building movements, the associate adds the sequence relating to their personal observation of issues, problems and task relationship. Sensitivity Training: It is known as training being carried out by creating an experimental laboratory circumstances where workers will be brought together to do something together in a formless environment. Sensitivity training helps in understanding people well again, to develop appreciation for others, to develop specific behavioral skills and to gain effective approach into the group development. It also aims at falling interpersonal confrontation.

The main aim of sensitivity training is to split all the methods through the bond of silence and ease the expression of associates to emphasize on the process of debate to a certain extent than to fulfill the instructions. It is a method which proposes to have brain washing of persons. This training is accepted by formless groups without any agenda, leader and predetermined goals. The group is given independence to expand their plans, contacts and on going process for interaction. Sensitivity training gives a technique to enable special knowledge and development. ) Four System Management : Rensis Likert's four System Management has given four stage to represent the organizational values to include the essential collection of job bearing and people way.

The entire organization will have the feeling of unity as all levels of management of an organization are involved in goal setting. The programmes relating to M. B. O can be effective if they are properly implemented and needs the support of the top management. Process Consultation: It can be described as the set of activities on the part of the

consultant that helps the client to perceive, understand and act upon the process events that take place in the client's environment. Process consultation concentrates on the analysis of process of activities like communication, leadership etc.

It also aims to attempts to develop initial contacts, define relationships, selecting the method of work, collection of data and diagnosis. Process consultation is a method of intervening in an on going system and is designed to change attitudes, values, interpersonal skills, group norms, and cohesiveness and other process variables. 8) Contingency Approach : This approach was given by P. Lawrence and J. Lorsch. It is based on the principle that an organisation is a multifaceted social system. Its behavior must be included into a united effort to enable it to cope with the environment.

Theoretically individuals in different departments have different orientations related to the tasks they perform. Genuinely, the organisational units in their regular operations they are differentiated along with their direction. It appears that with the taskdiscriminationcoordination is not possible. According to contingency approach separation and combination are possible for total organisation's effectiveness with the help of integrative devices. To sum up, high organisational presentation is well-suited with the existence of both separation as well as combination which are required as per the stress of their immediate environment. The contingency approach can be useful as an OD intervention in industrial organizations in the form of inter group argument meetings of concerned departmental persons. In the presentation of their individual roles persons manifest certain behaviour which may upset team efficiency. At times it is established that the persons are unambiguous

about their own expected behaviour from the view point of other members of the team. In these circumstances the role analysis procedure is used to clarify the role expectations and obligations of the members of a team.

The ensuing role requirements and the expected behavioral mechanism of each other help the member enjoy an equally acceptable behaviour in the team work. In this technique, the individual role players analyze the focal role of the individuals. Meager interpersonal relations are not unusual features in organisational performance . Under these circumstances, inter-group motion spotlights to improve the relationships between the groups. It helps in the interaction and communication between the work groups which eventually avoids dysfunctional inimical competitiveness among them.

Inter-group team building entails the procedure of discrimination and combination. It monitors the activities of group of members and gets the feedback from the members of several other groups about how is it being professed. Organisational mirroring is used when there is complexity with other department in the organisation. A meeting is called and response is sought from other department.

In BHEL it has remained so far that the role of superior was limited to evaluator or judge and the role of the appraisee was passive. Now the superiors role is being conceived as helper and counsellor and the appraisee is encouraged to become more involved and committed in achieving the objectives. Performance feedback and Counselling The need and importance of performance feedback and counseling has been realized. Attempts are being made to cover maximum number of executives in various

programme/workshops on performance feedback and counselling to enable them to practice it as an important tool for Human Resource Development.

The supervisors also will be covered in such efforts. CareerPlanning and Development Time-cum-merit based promotion was practiced which is able to satisfy the individuals and organizational needs to a great extent. The employees are encouraged and helped to plan a career path.