**Organization Development and Change**

**Organization Development**

It is a technique of bringing a change in the overall development of the organization. It is an educational strategy which focus on the whole culture of the organization in order to bring a planned change.
Definition of Organization Development
According to Richard Beckhard , “ OD is a planned effort, organization-wide and managed from the top, to increase the organization effectiveness and health through planned intervention in the organization’s processes using behavioural science knowledge.”
According to Frank and Brown, “ OD is a method for facilitating change and development in people in technology and organizational processes and structures”.
According to Warren G Bennis, “ Organization Development can be defined as
a ‘Sa technique for bringing change in the entire aspect of the organization rather then focusing attention on individuals, so that change is easily absorbed”.

**Characteristics of Organisational Development**

1) System Orientation:
The development of the organisation is based on system. It is relied on inter-group and inter-personal relationship.
2) Long Range Effort:
It is a long range approach which elevates the higher level of functioning of the organisation by improving the performance and satisfaction of organisation members.
3) Problem Solving:
OD seeks the problems through practical experiences of the work and not through theoretical aspects.
4) Experimental Learning:
Organisational development will provide the learning process experimentally to the employees to learn the new behaviour patterns.
5) Human Values: The organisation’s programme is often based on human values. The values are positive about the potential growth of the employees.

6)Experimental Learning:
Organisational development provide the employees to learn new behaviour patterns through the experimental learning. People develop the behavioural concepts through the experiential learning.
7) Feedback:
The feedback system supports the organisation development . The organisation collects feedback from the participants on which the decisions are made.

**Objectives of Organisational Development**The main objectives are:
1. It improves the organisational performance.
2. Helps the organisation to better adapt to the changing environment.
3. Improve the internal factors such as interpersonal relations , intergroup relations, improved level of trust and support among the participants.
4. Organisation development seeks to build problem solving capacity.
5. It also helps the members to willingly face the problems and participate in finding the solutions.

**Techniques of Organisational Development**1. Survey Feedback:
The information is collected through survey method. The most popular method of data collection. These information collected are used in decision making.
2. Team building:
This technique improves the ability of the employees and encourage them to work together as groups. Team building increases the organisational effectiveness.
3. Sensitivity Training:
It is also known as laboratory training. It involves the group to interact each other freely and build up interpersonal relationship.
4. Managerial Grid:
This technique is developed by industrial psychologists Robert Blake and Jane Mouton. The technique identifies two major grids i,e people oriented and production oriented behaviours.

5. Management by Objectives ( MBO):
MBO is a technique of management developed and put forward for the first time by Peter Drucker in 1954. Under this technique the achievement of organisational objective is considered as both the individual and collective responsibility.

6. Brain storming:
The name itself suggests involving storming of idea where it gives rise to creative idea. Those ideas are put forward in the meeting and it is critically evaluated.
7. Process consultation:
Under this technique the consultant or expert advice will provide necessary information or guidance to how the problems can be solved.

**Organisational Change**

**Meaning**
There is nothing permanent except change. It has become inescapable fact of life; a fundamental aspect of historical evolution. Change is inevitable in a progressive culture. Revolution are taking place In political , scientific, technological and institutional areas. Change is induced by internal and external forces. The primary responsibility of management is to meet the challenge. Adaptability to change is a necessary quality of good management. Modern managers have the responsibility to device the management practices to meet the new challenges and make use of the opportunities for the growth of the organisation.

Mr. John Bull defines organisational change as “When an organisational system is disturbed by some internal or external force, change frequently occurs. Change as a process, is simply modification of the structure or process of a system. It may be good or bad, the concept is disruptive only”.

Organizational change refers to the process of growth, decline and transformation within the organization. Though one thinks that organizations are enduring structures in a changing society. Organizational change takes different forms.

**FORCES FOR CHANGE IN ORGANISATION**
Today more and more organisations are facing a dynamic and changing environment that, in turn the organisations requires adaptation. In most organisations change has become a norm. Plant closing, business failure, mergers and acquisitions, and downsizing have become common experiences for most organisations. Adaptiveness, flexibility and responsiveness are terms used to describe the organisations that will succeed in meeting the competitive challenges that business face. Earlier organisations could succeed by claiming excellence in one area – quality, reliability or cost. But today that is not the case. The current business environment demands excellence in overall development.
The figure below summarises six specific forces that are acting as stimulants for change.

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| --- | --- |
| Force | Example |
| Name of the workforce | More culture diversity |
|  | Increase in professionals |
|  | Many new entrants with inadequate skills |
| Technology | More computers and automation |
|  | TQM programs |
|  | Reengineering programs |
| Economic Shocks | Security market crashes |
|  | Increase in interest rates |
|  | Fluctuations in foreign currency |
| Competition | Global competitors |
|  | Mergers and acquisitions |
|  | Growth of speciality traders |
| Social trend | Increase in college attendance |
|  | Delayed marriages  |
|  | Increased divorce rates |
| World Politics | Collapse of soviet unions |
|  | Invasion of countries |
|  | Dictatorship |

**Process of planned change**Change is evitable. The Management has to decide the change. Once it decides it is very important to see that it is done carefully as it is a very sensitive issue. It is very important to all the employees to adapt changes.

According to Kurt Lewin, the planned organisation is implemented in three different stages. They are:
1) **Unfreezing:**
In this stage the organisation will make the study of the requirement of change is necessary or not, why & where the change is required. Taking into consideration the entire situation , the organisation will decide for the appropriate change. Then a plan & strategy is formulated as per the requirement.
2) **Changing:**
This is the stage where the organisation executes the formulated plan. For this change the concern has to take proper precautions in order to maintain co-operation & co-ordination between the employees & management to avoid the gap in communication and manage disputes.
3) **Refreezing:**
This being the final stage to bring the organisational change. The organisation will evaluate the effectiveness through supervision. The management interprets on the evaluation to further execute it.

**Types of Planned Change:**
On the basis of company’s requirement planned change is classified into three types: They are
1) Change in structure
2) Change in technology
3) Change in people

1) **Change in structure:**
For a developing organisation a planned change required is to change in structure in the following areas:-
Change in Management
Change in position or location
Change in objectives , rules, regulations etc.
Launching new branches

2) **Change in Technology:**
The technological change and advancements is a required change for the overall development. The following are the areas to be changed:-

Need of office automation
Installation of new hardware & software
Executing new working procedures
New methods in production function
Producing new productive devices
New training, research & development programme.

3) **Change in people:-**
The following areas require planned change in the development of the concern:-
New candidate requirement
Promotion or demotion
Transfer to other location
Supervision or dismissal
Deputation
Training & Development

 **Resistance to change**
In an organisation a manager initiates change. One phenomenon that is quietly to emerge anytime in the process is resistance to change. People often reponse rationally to resist the change based on their self interest. It is easy for the management to deal with resistance when it is overt and immediate. The greater for management is to manage the implicit and deferred resistance to change.
The two sources of resistance to change are:

1) Individual Resistance
2) Organisational Resistance

1. **Individual Resistance:**
One of the important aspect of human mankind that has remained constantly is his innate resistance to change. Individuals resist to change because they are attached more to maintain status quo. The following are the reasons:
a) Economic reasons:
Fear of technological unemployment
Fear of reduction in work hours and consequently low pay
Fear of demotion
Fear of speed-up and reduced incentives
b) Fear of the unknown
c) Fear of loss
d) Security
e) Status quo
f) Peer pressure
g) Disruption of interpersonal relationship
h) Social displacement

2. **Organisational Resistance:**

By nature organisations are very conservative. They actively resist change. Some of them are explained below:
a) Resource constraints
b) Structural inertia
c) Sunk costs
d) Politics
e) Threat to established power
f) Threat to expertise
g) Group inertia

**Managing resistance to change**
Resistance to change is a common process in the organisations and it is noted that all changes are resisted. If we observe any organisation closely we find far more changes accepted than resisted.
Dealing or managing the change ( Overcome resistance to change)
a) Education and communication
b) Participation and involvement
c) Facilitate and support
d) Leadership
e) Training
f) Feedback