MST(HR) 552 – Beliefs, Assumptions and Foundations of OD

Lecture 2

Recap from last lecture

In the last lecture, we discussed:

1. The emergence of OD from applied behavioural sciences
2. The four stems of OD
3. The distinctive features of OD and why it is a powerful change strategy
4. OD as an intervention in human and social processes of organizations
5. A brief introduction to OD techniques.

Topics to be covered today

1. Early statements of OD Values and Assumptions

2. Implications of OD values, beliefs and assumptions

3. Foundations of OD

4. Models and Theories of Planned Change

Values, Assumptions and Beliefs in OD

- A **belief** is a proposition about how the world works that the individual accepts as true. It is a cognitive fact for the person.

- **Values** are beliefs about what is desirable or good and what is undesirable or bad.

- **Assumptions** are beliefs that are regarded as so valuable and obviously correct that they are taken for granted and rarely examined or questioned.

- **OD values tend to be humanistic, optimistic and democratic.**
1. Humanistic values proclaim the importance of the individual.
2. Optimistic values posit that people are basically good.
3. Democratic values assert the sanctity of the individual.

Early statements of OD Values and Assumptions

Warren Bennis (1969): Normative goals

- Improvement in interpersonal competence.

- Development of team management.

- Development of better methods of conflict resolution.

- Development of Organic rather than mechanistic systems.

Richard Beckhard (1969):

- The basic building blocks of an organization are groups.

- Development of collaborative conditions.

- Decision making is located where there are information sources

- Organizations, sub units and individuals continuously manage their affairs against goals.

- Open communication, mutual trust and confidence.

Implications of OD Values and Assumptions

*   Implications for dealing with individuals

ASSUMPTIONS:

1. Most individuals have drives towards personal growth and development provided the environment is supportive and challenging.

2. Most people desire to make and are capable of making greater contribution to attaining organization goals than most organizational environments permit.

IMPLICATIONS:

Ask, listen, support, challenge, encourage risk taking, permit failure, remove obstacles, give autonomy and responsibility, set high standards and reward success.

Implications for dealing with groups

ASSUMPTIONS:

1. What occurs in the work group, greatly influences feelings of satisfaction and competence.

2. Most people wish to be accepted and to interact cooperatively with at least one small reference group and usually with more than one group.

3.Most people are capable of making greater contributions to group's effectiveness.

IMPLICATIONS:

1. Let teams flourish

2. Leaders should invest in groups

3. Adopt a team leadership style

Implications for designing and running organizations

ASSUMPTIONS:

1. Needs and aspirations of human beings are the reasons for organized effort in society.

2. It is good to have a developmental outlook and seek opportunities in which people can experience personal and professional growth.

IMPLICATIONS:

An optimistic, developmental set of assumptions about people is likely to reap rewards beneficial to both, the organization and its members.

Other Foundations of OD

- Participation and Empowerment

- Congruence among system elements

- Teams and teamwork

- Parallel learning structures

- Applied behavioral science

Foundations of Organization Development

Models and theories of planned change
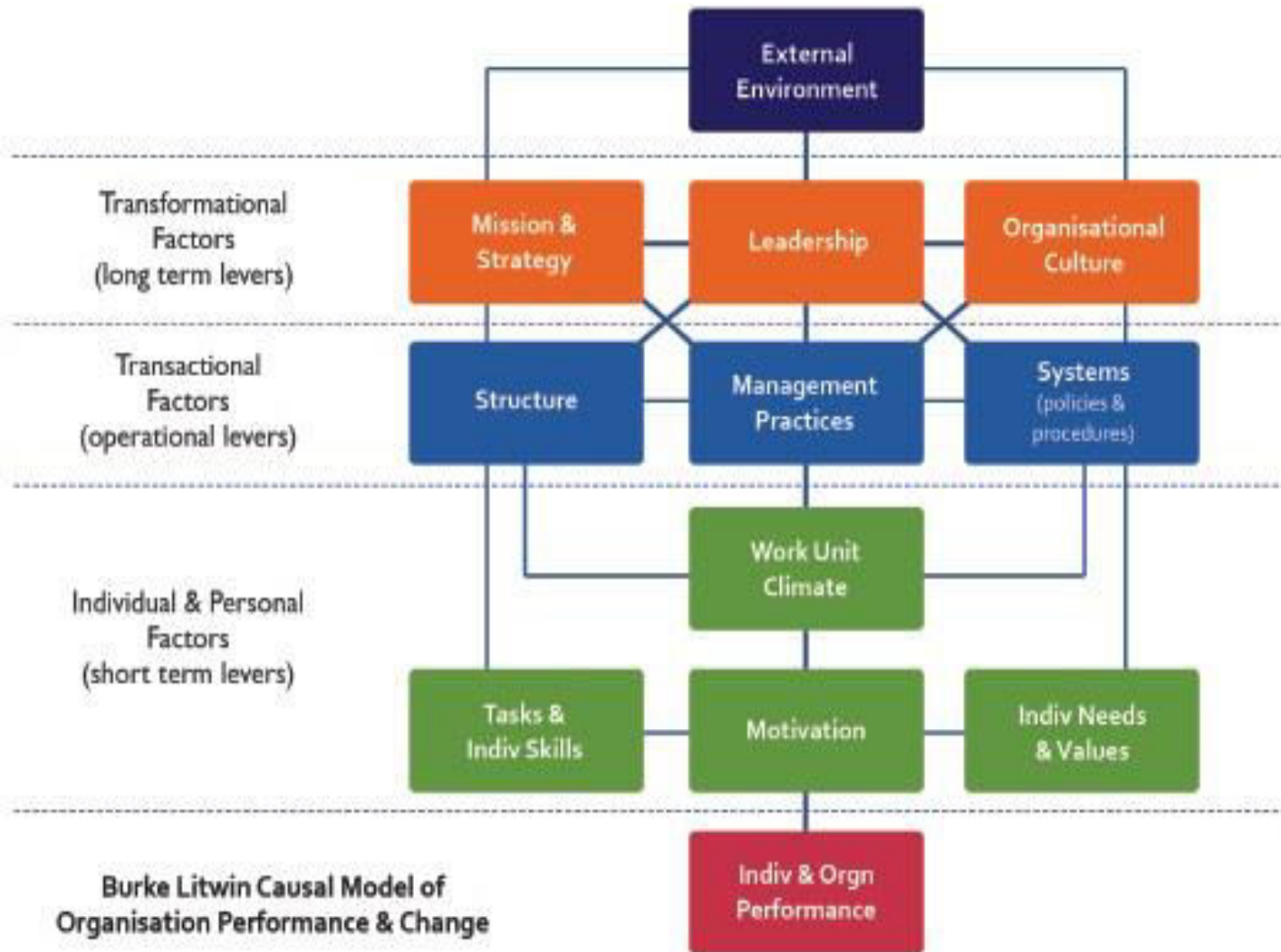
1. Kurt Lewin's three stage model of change process.

Lewin's Three Stage Change Process – Practical Steps

Lewin's Change Model

Unfreeze	Change	Refreeze
1. Determine what needs to change	1. Communicate oftern	1. Anchor the changes into the culture
2. Ensure there is strong support from upper management	2. Dispel rumors	2. Develop ways to sustain the change
3. Create the need for change	3. Empower action	3. Provide support and training
4. Manage and understand the doubts and concerns	4. Involve people in the process	4. Celebrate success!

Source: Kurt Lewin

2. Burke Litwin Model of Organizational Change

Burke Litwin Causal Model of Organisation Performance & Change

Summary

In today's lecture, we discussed:

1. The differences between beliefs, values and assumptions
2. What are the main assumptions and their implications in OD
3. Foundations of OD
4. Lewin's three stage model of change process
5. Burke Litwin model of Organizational change
6. Importance of system elements, participation and teamwork.

Thank you

Ms. Prachi Kapil
School of Management Studies and Liberal Arts
Shoolini University
Village Bajhol, Solan (H.P)

+919882090579(Mob No.)
prachi.538@shooliniuniversity.com