

MST(HR) 552 –Managing OD Process and Action Research

Lecture 3



Recap from last lecture

In the last lecture, we discussed:

1. The role of beliefs, values and assumptions as the foundations of OD
2. Models and theories of planned change
3. Lewin's three stage model of the change process
4. Burke-Litwin model of Organizational Change
5. Role of participation and teamwork in effective implementation of change.

Topics to be covered today

In today's lecture, we'll examine:

1. What leaders, organization members and OD practitioners do as they implement and manage OD programs
2. The need for Action Research
3. The process of Action Research and its approach
4. Varieties of Action Research

Managing the OD Process

Diagnosing the System, its Subunits and Processes

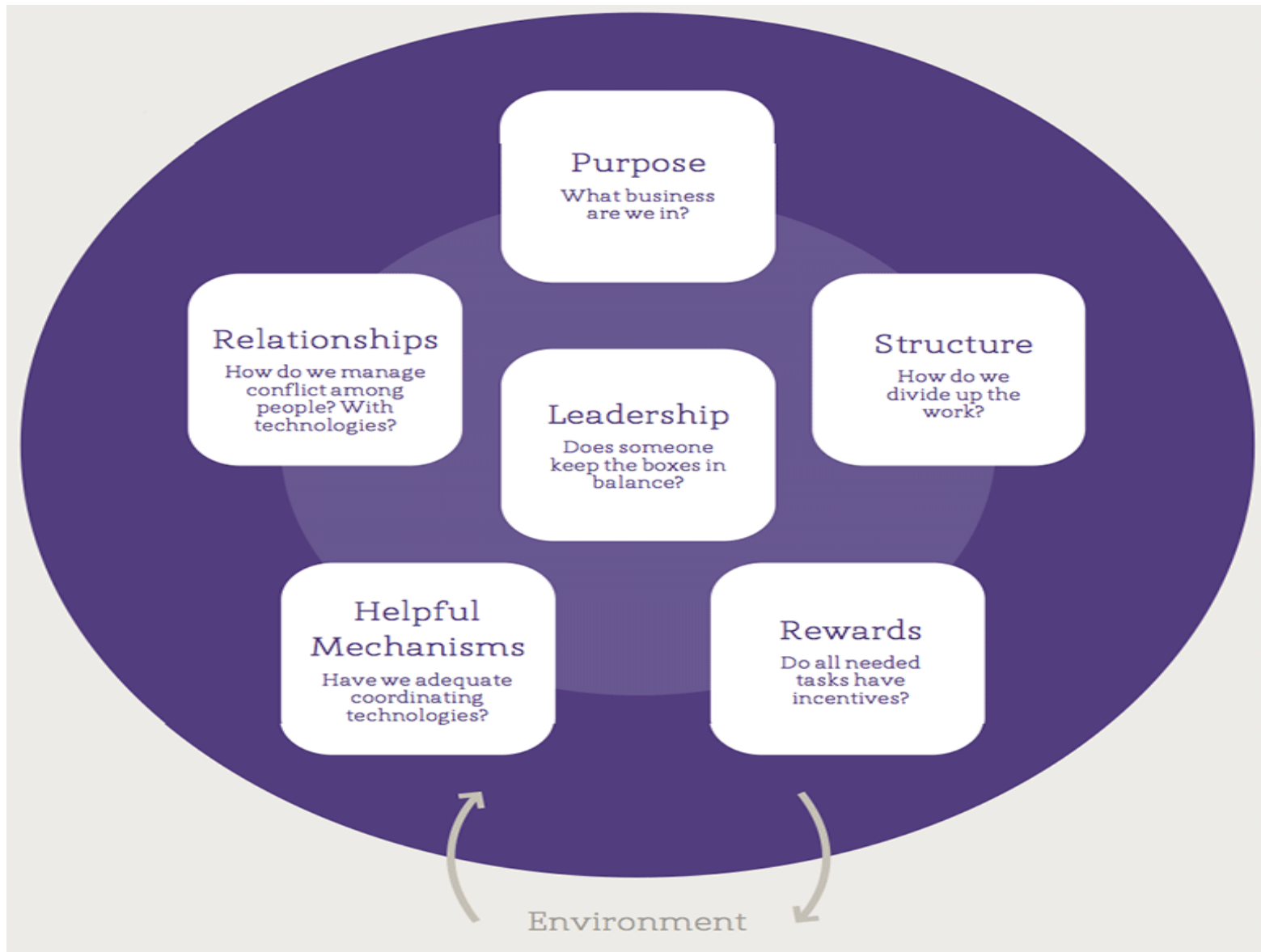
| Diagnostic Targets | Explanation and Identifying Examples | Information Sought | Common methods of Diagnosis |
|----------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Total organization | Total System. Eg. Manufacturing firm, a hospital, a departmental store | Norms, organizational culture, top management, goals and strategy | Questionnaire surveys, interviews |
| Large complex and heterogeneous subsystems | Major units within a larger organization. Eg. European subsidiaries, functional departments | Demand of the subsystem, structures and processes, role demands | Questionnaire survey, interviews, observations, organizational records. |
| Small, simple and relatively homogenous subsystems | Work groups or teams Eg. managers and key subordinate teams | Culture, climate, attitudes, problems in a team, member, leader relations | Individual interviews, observations, group meetings |

| Diagnosing targets | Explanation and identifying examples | Information sought | Methods of diagnosis |
|--------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------|
| Interface or intergroup subsystems | Overlaps.Eg matrix structure | Problems faced by two groups working together, authority and responsibility | Confrontation meetings, Interviews of each subsystems |
| Dyads or triads | Independent peers.Eg persons having multiple group memberships | Quality of relationship, necessary skills | Separate interviews, observations |
| Individuals | All individuals within an organization | Organization's expectations, standards and norms | Interviews, diagnostic meetings, |
| Roles | Set of behaviours.Eg supervisors, accountants | Role behaviour is appropriate, 'fit' between person and role | Role analysis, interviews, observations |
| Transorganizational OD (Suprasystem) | Law and Order in a region. Eg, courts, prisons, police, | Frictions between subparts, high or low performing | Questionnaires, Interviews |

Diagnosing Organizational Processes

- Communication patterns, styles and flows
- Goal setting
- Decision making, problem solving and action planning
- Conflict resolution
- Managing interface relations
- Superior-subordinate relations
- Technological systems
- Strategic management and long range planning
- Vision/Mission formulation
- Organizational Learning

Marvin Weisbord's Six-Box model

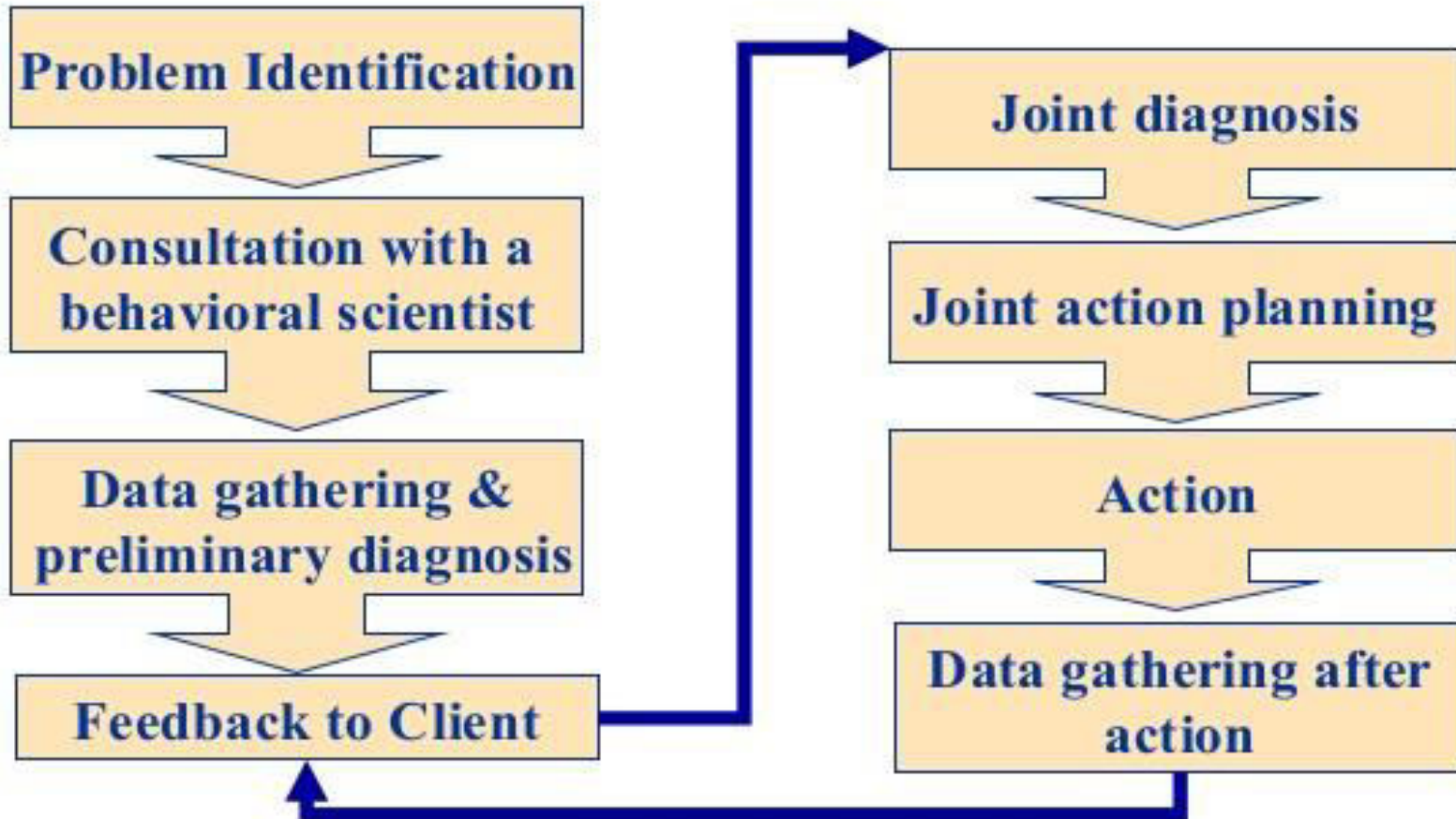


Action Research

Action Research is a process of :

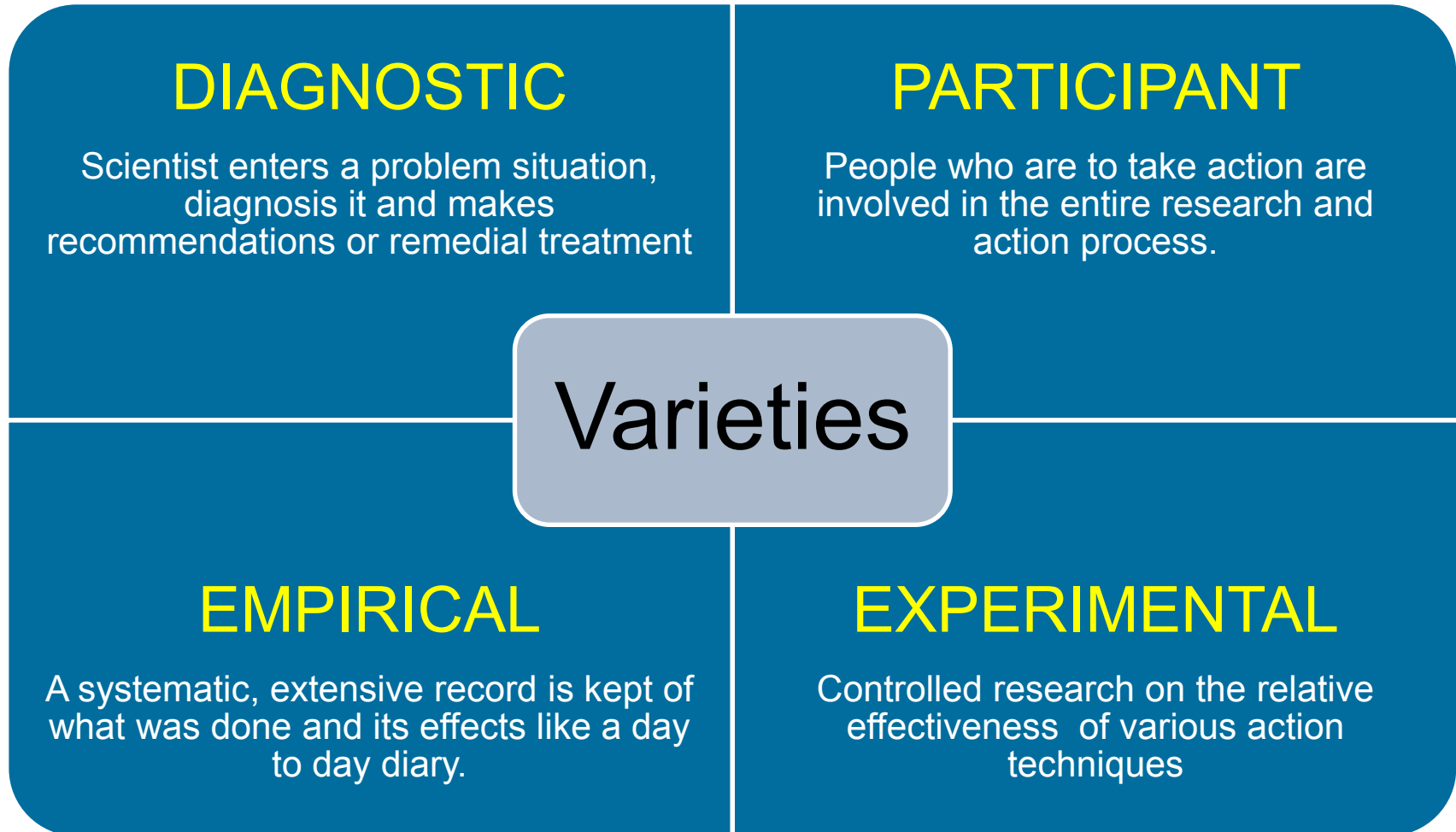
- Systematically collecting research data about an ongoing system relative to some objective, goal or need of that system.
- Feeding this data back into the system.
- Taking actions by altering selected variables within the system based both on the data and on hypothesis.
- Evaluating the results of actions by collecting more data.

Action Research Model



Varieties of Action Research

Chein, Cook and Harding describe four varieties of Action Research



Summary

In today's lecture, we discussed:

1. The management of OD processes.
2. Diagnosing organizational subsystems
3. Diagnosing Organizational processes
4. The Six-Box model
5. Action Research and its model
6. Varieties of Action Research

Thank you

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