

# MST(HR) 552 –Overview and Types of OD Interventions



# Recap from last lecture

In the last lecture, we discussed:

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

# Topics to be covered today

1. Overview of OD interventions
2. Thinking about OD interventions
3. Guidelines for sequencing OD intervention activities
4. Types of OD interventions
5. Families or classification of OD interventions

# Overview

- Work gets done in organizations when organizational leaders and members systematically address problems and opportunities, usually guided by an OD practitioner.
- OD interventions are sets of structured activities in which selected organizational units engage in a task or a sequence of tasks with the goals of organizational improvement and individual development.
- The OD practitioner, a professional versed in the theory and practice of OD, brings four sets of attributes to the organizational setting:
  - 1.A set of values
  - 2.A set of assumptions about people, organizations and interpersonal relationships
  - 3.A set of goals for the practitioner and the organization and its members
  - 4.A set of structured activities that are the means for achieving the values, assumptions and goals.

# Thinking about OD interventions

- Behind every program, there is an overall game plan or intervention strategy.
- Intervention strategies are based on diagnosis and the goals desired by the client system.
- The following points help practitioners structure activities in better ways:
  1. Structure the activity to include the relevant people , the people affected by the problem or the opportunity.
  2. Structure the activity so that it is problem or opportunity oriented and oriented to the problems and opportunities generated by the clients themselves.
  3. Structure the activity so that the goal and the way to reach the goal are clear.
  4. Structure the activity to ensure a high probability of success.

## Attributes (Contd..)

5. Structure the activity so that it contains both experience-based and conceptual learning.
6. Structure the climate of the activity so that the individuals are freed up rather than anxious or defensive.
7. Structure the activity so that the participants learn both how to solve the problem and 'learn how to learn'.
8. Structure the activity so that individuals learn about both task and process.
9. Structure the activity so that individuals are engaged as whole persons, not segmented persons. It means calling into play demands, thoughts, beliefs, feelings, etc.

# Choosing and sequencing intervention activities (Michael Beer)

1. Maximize diagnostic data
2. Maximize effectiveness
3. Maximize efficiency
4. Maximize speed
5. Maximize relevance
6. Minimize psychological and organizational strain.

# Types of interventions (Robert Blake and Jane Mouton)

1. Discrepancy intervention
2. Theory intervention
3. Procedural intervention
4. Relationship intervention
5. Experimentation intervention
6. Dilemma intervention
7. Perspective intervention
8. Organization structure intervention
9. Cultural intervention



# Classifying OD interventions

- Diagnostic activities
- Team building activities
- Intergroup activities
- Survey feedback activities
- Education and training activities
- Technostructural and structural activities
- Process consultation activities
- Grid organization development activities
- Third party peacemaking activities
- Coaching and counseling activities
- Life and career planning activities
- Strategic management activities
- Organizational transformation activities

# Results one can expect from OD interventions

- Feedback
- Awareness of changing sociocultural norms
- Increased interaction and communication
- Confrontation
- Education
- Participation
- Increased accountability
- Increased energy and optimism

# Summary

1. Overview of OD interventions
2. Attributes of OD interventions
3. Choosing and sequencing OD activities
4. Types of OD interventions
5. Classification of OD interventions
6. Expectations from OD interventions

Thank you

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