

MST(HR) 552- Comprehensive OD Interventions

Lecture 14



Recap from last lecture

In the last lecture, we discussed:

- Intergroup Team building Interventions
- Steps of intergroup interventions
- Third party peacemaking interventions
- Walton's approach to third-party peacemaking
- Principled negotiations

Topics to be covered today:

- Getting the whole system in the room
- Search conferences
- Future search conferences
- Beckhard's confrontation meeting
- Strategic management activities

Getting the whole system in the room

- It is the usefulness of getting all of the key actors of a complex organization or system together in a team building, future planning kind of session.
- Examples are:
 - Managers of all the functional areas in a business
 - Representatives of top management, a cross section of employees from all levels and supplier and customer representatives
 - All the librarians in a state or region plus the director and staff of the staff library system
 - Directors of all the social service agencies in a community

Search conferences

1. Search conference:

- Phase 1: Environmental appreciation

 - Changes in the world around us

 - Desirable and probable future

- Phase 2: System Analysis

 - History of the system

 - Analysis of the present system

 - Desirable future for the system

- Phase 3: Integration of system and environment

 - Dealing with constraints

 - Strategies and action plans

Future Search Conferences

1. The conference managers meet with a voluntary committee of four to six potential participants.
2. Up to 50-60 people are invited. Depending on the nature of the focus, the whole system is represented in the conference.
3. Participants sit at tables of six to eight, with easel, marking pens etc.
4. The conference has four to five segments, each lasting up to half a day.
5. The first major activity focuses on the past
6. The second major activity focuses on the present factors
7. The third major activity focuses on the future
8. The fourth major activity focuses on next-action steps
9. Before the conference ends, volunteers agree to document the meeting, communicate with others and to carry forward the next action steps.

Beckhard's confrontation meeting (Richard Beckhard)

- It is a one day meeting of the entire management of the organization in which they take a reading of their own organizational health.

Steps:

1. Climate setting
2. Information collecting
3. Information sharing
4. Priority setting and group action planning
5. Immediate follow up by top team
6. Progress review

Strategic Management activities

1. What is your present strategy?
2. What are the opportunities and threats to that strategy?
3. What are your strengths and weaknesses to meet those threats and opportunities?
4. What kind of future policies must you adopt to avoid the threats and maximize your strengths?

Summary

In today's lecture, we discussed:

- Getting the whole system in the room
- Search conferences
- Future search conferences
- Beckhard's confrontation meeting
- Strategic management activities

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