ORGANIZATION DEVELOPMENT AND STRATEGIC INTERVENTION FOR ENTERPRISE SUSTAINABILITY: AN ANALYSIS

Guduru.Hema
Research Scholar,Department of Management studies,Savitha University,Chennai.

Dr. A. Chandra Mohan
Professor of Management studies,SRM University, Chennai603203.

Abstract

The difficulty lies not so much in developing new ideas as in escaping from old ones.
John Maynard Keynes

Many enterprises today fails to exist because they lack the strategies for sustainability in term of intervention and we argue that organizations must adapt to increasingly complex and uncertain technological, economic, political and cultural changes. The rapidly changing conditions of the past few years confirm our arguments and accentuate their relevance that the three major trends are shaping changes in organizations: Globalization, Information Technology, and Managerial Innovation. Thus, organizations are in the midst of unprecedented certainty and chaos, and nothing short of a management revolution will save them.

The purpose of this study is to practice and focus on making organizations better—that is, more effective and productive and at the same time more rewarding, satisfying, and engaging places in which to work and participate and help to revive the organization from low level of profitability, frequent conflicts among the stakeholders, customer's dissatisfaction / low quality of service and high unethical practices. The main objective of this study is to diagnose and determine ideal organization development intervention strategy and proffer possible solution for the sustainability. Thus, Organizational Development (OD) could help an organization to create effective responses to these changes and, in many cases, to proactively influence the strategic direction of the firm.

Keywords: Organizational Development (OD), Strategic Intervention, Enterprise Sustainability. Organizational Development Intervention (ODI).

I. INTRODUCTION

Organization development (OD) is an interdisciplinary field with contributions from business, industrial/organizational psychology, human resources management, communication, sociology, and many other disciplines. Not surprisingly, for a field with such diverse intellectual roots, there are many definitions of organization development. Definitions can be illuminating as they point us in a direction and provide a shared context for mutual discussion, but they can also be constraining as certain concepts are inevitably left out with boundaries drawn to exclude some activities. What counts as OD thus depends on the practitioner and the definition, and these definitions have changed over time. Organizational development intervention is necessary, when business has problem and the owner felt that in order to solve it, the company needs to revise its business plan and diagnose the business problem from inside out. In this study, previous literature on ODI is reviewed to link our study to philosophy of organizational development intervention.

Meaning and Concept of Organizational Development Intervention (ODI)

Organization development intervention (ODI) is a deliberately planned, organization wide effort to increase an organization's effectiveness or efficiency. OD theorists and practitioners define it in various ways. Its multiplicity of definition reflects the complexity of the discipline and is responsible for its lack of understanding. Organizational development intervention (ODI) refers to any practice that serves to deliberately improve problem solving and renewal processes in organizations.

The term ODI can also be define as range of planned activities that organization and the OD practitioners design and execute together in the course of organization development programme for the purpose of improvement.

Organization development intervention (ODI) is a deliberately planned, organization-wide effort to increase an organization's effectiveness or efficiency.

Finally, ORGANIZTIONAL DEVELOPMENT INTERVENTIONS defined as:
"A planned change process, managed from the top, taking into account both the technical and human sides of the organization‖

Types of Organizational Development Interventions:

According to McNamara (2009) four types of OD intervention was identified as follows:
Human process intervention: These types of intervention help the members of the organization to enhance themselves and the way they work together. It helps to change contradicting cultures and conflicts within the organization.

Techno-structural Intervention: These types of intervention programme are targeted at improving the overall performance of the organization by changing the procedures, technology, operation, structure and rules.

Human Resource Management Intervention: This intervention strategy aim to improve the organization performance by improving the performances of individual and groups within the organization.

Strategic Intervention: This is to change many aspects like employees, technologies, product and so on by focusing on organization interaction with the external environment.

II. EVALUTION TECHNIQUES ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

Organizational development intervention evaluation techniques explain a planned process of assessment of the extent to which intervention scheme that was implemented in an organization delivered its intended objectives. ODI evaluation is usually employed to determine what can be done to improve or refine the implementation of the intervention. That is, a mechanism of feedback from the client on if the ODI scheme that was suggested addresses the problem identified. Thus, achieving feasible and viable ODI effort requires that the OD consultant need to take into consideration the following issues: Implementation and evaluation feedback, Measurement mechanism (i.e. select the right variables, design good measurement to include operational, reliable and valid), Research design (i.e., qualitative or quantitative) and the following criteria for evaluating ODI includes: Usefulness (i.e. if the information is useful for the organization after ODI), Feasibility (i.e. evaluation based on practical and cost effectiveness), Ethicality (i.e. if the evaluation is conducted fairly and ethically) and Technical adequacy (i.e. necessary technical support to carry out the evaluation).

III. EVALUATING ORGANIZATION DEVELOPMENT INTERVENTIONS

Assessing OD interventions involves judgments about whether an intervention has been implemented as intended and, if so, whether it is having desired results. Managers investing resources in OD efforts increasingly are being held accountable for results—being asked to justify the expenditures in terms of hard, bottom-line outcomes. More and more, managers are asking for rigorous assessment of OD interventions and are using the results to make important resource allocation decisions about OD, such as whether to continue to support the change program, to modify or alter it, or to terminate it and try something else. Traditionally, OD evaluation has been discussed as something that occurs after the intervention,

For Example, present evaluative research about the interventions after discussions of the respective change programs. That view can be misleading, however. Decisions about the

measurement of relevant variables and the design of the evaluation process should be made early in the OD cycle so that evaluation choices can be integrated with intervention decisions. There are two distinct types of ODI evaluation:

One intended to guide the implementation of interventions and Another to assess their overall impact.

The Most Appropriate OD Intervention, To Create "Planned Change."

Modern defined ODI at practice in most of the companies:

1. **Applying criteria to goals:** Here the leadership establishes objective criteria for the outputs of the organization's goal-setting processes. Then they hold people accountable not only for stating goals against those criteria but also for producing the desired results. Example: are implementing the concept of Balanced Scorecard, X-Matrix etc., to capture the goals of the employees, which in turn is helpful in their assessment and mid-term correction of their performance.

2. **Establishing inter-unit task forces:** These groups can cross both functional parts of the organization (the "silos") as well as employee levels. They are ideally accountable to one person and are appropriately rewarded for completing their assigned task effectively. Then they disband.

Example: Organizations have introduced various schemes for rewarding their employees for their performance, like:

Introducing the concept of Variable pay in as a part of CTC

Spot Recognition Award

Project bonus, performance bonus etc.,

3. **Experimentation with alternative arrangements:** Today organizations are subject to "management by best-seller." The goal in these interventions is to create what is being called a "learning organization," one that performs experiments on organizational structure and processes, analyzes the results, and builds on them.

Example: Organizations today are targeting at streamlining the process of Learning and

Development and encouraging the culture of Learning in the organizations.

Targeting achieving mandatory man-days of training for their employees

Introducing the Competency based practices

4. **Identifying "key communicators":** This is to carefully determine who seems to be "in the know" within the organization. These people often do not know that they are, in fact, key communicators. This collection of individuals is then fed honest information during critical times, one-on-one and confidentially.

Example: Defining the process of Organizational Communication policy

Introducing Top – down and Bottom – up Communication approach.
Introducing Employee Forums and Suggestion Box options for employee interaction.
Identifying Critical employees in the organization and making them the Brand Ambassadors of their company.

5. Identifying "Fireable Offenses": This intervention deepens the understanding of and commitment to the stated values of the organization. This facilitates the work of the Top Management to answer the critical question, "If we're serious about these values, then what might an employee do that would be so affrontive to them that he/she would be fired?"
Example: Publishing and Instilling Values and Beliefs among all employees
Introducing Policies like Whistle Blowing, Sexual Harassment etc.,

6. In-visioning: This is actually a set of interventions that help to "acculturate" everyone in the organization into an agreed-upon vision, mission, purpose, and values. The interventions might include training, goal setting, organizational survey-feedback, communications planning, etc.

7. Team Building: This intervention can take many forms.
Example: The most common is interviews and other pre-work, followed by a one- to three-day offsite session. During the meeting the group diagnoses its function as a unit and plans improvements in its operating procedures.

8. Inter-group Problem Solving: This intervention usually involves working with the two groups separately before bringing them together. They establish common goals and negotiate changes in how the groups interface.
Example: This is practiced in Product Development Companies and most of the IT and ITES Companies.
Focused group discussion are encouraged by the management, for generating better ideas and concepts

9. Management/leadership training: Many OD professionals come from a training background. They understand that organizations cannot succeed long term without well-trained leaders. The OD contribution there can be to ensure that the development curriculum emphasizes practical, current situations that need attention within the organization and to monitor the degree to which training delivery is sufficiently participative as to promise adequate transfer of learning's to the job.
Example: Most of the organizations today are focusing at Leadership Management for their employees. Earlier, this was targeted to the Top Management alone, but now, organizations are seeing its relevance to inculcate the leadership skills in their middle management and junior management as well.

Business Organization Retreat (BOD) is being the most common practice, is a part of this initiative.

10. Setting up measurement systems: The total-quality movement emphasizes that all work is a part of a process and that measurement is essential for process improvement. The OD professional is equipped with tools and techniques to assist leaders and others to create measurement methods and systems to monitor key success indicators.
Example: The concepts like Six Sigma, TQM etc act as Measurements tools for the process followed in the organization.

IV. CONCLUDING REMARKS

In order to measure the effectiveness of the suggested ODI, there is need to carry out an organizational development evaluation. This is usually employed to determine what can be done to improve or refine the implementation of the intervention. Thus, the organization has to improve on teamwork spirit by treating the employees better and encourage them wisely on the important of group work in an organization so that the benefit for the changes planned for the future can be achieved effectively and efficiently by:

- Improving the fit between the organization and environment.
- A contribution to the betterment of human welfare.
- Facilitate a planned change between behavioroural scientific knowledge to humanistic psychology.
- Addressing human-social sub-system towards organizational change.

- Which particularly amidst a resistance for individual change towards the change in the organization.

REFERENCE

[1] Armstrong, M (2006) A Handbook of Human Resource Management Practice, 10th Edition. London: Koran page publisher.

[2] Aziza, N. (2008) Research Methodology: A Process approach. Lagos: Mukugamuand Brothers Enterprises

[3] Beckhard, R. (1969). *Organization development: Strategies and models.* Reading, MA: Addison-Wesley.

[4] Burke, W. W. (2008). A contemporary view of organization development. In T. G. Cummings (Ed.), *Handbook of organization development* (pp. 13–38). Thousand Oaks, CA: Sage.

[5] Cheunge - Judge, M and Holbeche, L (2011) Organisation Development: A practitioner‟s Guide for OD and HR. London; Kogan page Publisher**.**

[6] Chao, C and Lee, A (2012) what every Practitioner should know about OD interventions. Centre for Organization Development, Singapore; Civil Service College Publication.

[7] Falletta, S. V. (2008) Organizational intelligence surveys. *Training and Development*, June, 52-58.

[8] Egan, T. M. (2002). Organization development: An examination of definitions and dependent variables. *Organization Development Journal, 20*(2), 59–71.

[9] Englewood Cliffs, NJ: Prentice Hall Howard, A. (Ed.) (1994) Diagnosis for organizational change: Methods and models. New York, NY: The Guilford Press.

[10]   French, W. L and Bell, C. H. (1998) Organization development: Behavioral science interventions for organization improvement (6thed.).

[11]   Marshak, R. J. (2006). Organization development as a profession and a field. In B. B. Jones & R. Brazzel (Eds.), *The NTL handbook of organization development and change: Principles, practices, and perspectives* (pp. 13–27). San Francisco: Pfeiffer.

[12]   Weisbord‟s, M. B. (1976) Organizational diagnosis: Six places to look for trouble with or without a theory *Group and Organization Studies, 1(4),* 430-447.