

A REVIEW: THE STRUCTURAL INTERVENTION AND OD'S FUTURE

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Abstract- In this paper we have tried to review the structural intervention and the future of organizational development. Structural intervention sometimes called techno structural intervention. This class intervention includes changes in how the overall work of the organization is divided into units, who reports to whom, methods of control, the spatial arrangements of equipment and people, workflow arrangements, and changes in communications and the authority. In particular we want to review the structural interventions that are frequently labeled OD or linked to OD. We will also look at the concept of OD future.

Index Terms- employees, intervention, organization, organizational development (OD)

I. INTRODUCTION

Organizational development is a long-term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organization's culture – with special emphasis on the culture of intact work teams and other team configurations – utilizing the consultant – facilitator role and the theory and technology of applied behavioral science, including action research. Organizational development (OD) is an application of behavioral science to organizational change. It encompasses a wide array of theories, processes, and activities, all of which are oriented toward the goal of improving individual organizations. OD stresses carefully planned approaches to changing or improving organizational structures and processes, in an attempt to minimize negative side effects and maximize organizational effectiveness.

ORGANIZATIONAL DEVELOPMENT BASICS

Although the field of OD is broad, it can be differentiated from other systems of organizational change by its emphasis on process rather than problems. Indeed, traditional group change systems have focused on identifying problems in an organization and then trying to alter the behavior that creates the problem. OD initiatives, in contrast, focus on identifying the behavioral interactions and patterns that cause and sustain problems. OD programs usually share several basic characteristics. For instance, they are considered long-term efforts of at least one to three years in most cases. In addition, OD stresses collaborative management, whereby managers and workers at different levels

of the hierarchy cooperate to solve problems. OD also recognizes that every organization is unique and that the same solutions can't necessarily be applied at different companies—this assumption is reflected in an OD focus on research and feedback. Another common trait of OD programs is an emphasis on the value of teamwork and small groups. An integral feature of most OD programs is the change agent, which is the group or individual that facilitates the OD process. Change agents are usually outside consultants with experience managing OD programs, although companies sometimes utilize inside managers. The advantage of bringing in outside OD consultants is that they often provide a different perspective and have a less biased view of the organization's problems and needs. The drawback of outside change agents-is that they typically lack an in-depth understanding of key issues particular to the company or institution.

II. INTERVENTIONS

OD interventions are plans or programs comprised of specific activities designed to effect change in some facet of an organization. Numerous interventions have been developed over the years to address different problems or create various results. However, they all are geared toward the goal of improving the entire organization through change. OD interventions can be categorized in a number of ways, including function, the type of group for which they are intended, or the industry to which they apply. In fact, W.L. French identified 13 major "families" of interventions based on the type of activities that they included—activity groups included teambuilding, survey feedback, structural change, and career-planning. One convenient method of classifying OD interventions is by group size and interrelationship.

III. STRUCTURAL INTERVENTIONS

It is called as techno structural interventions. This class of interventions includes changes in how the overall work of an organization is divided into units, who reports to whom, methods of control, the arrangement of equipment and people, work flow arrangements and changes in communications and authority.

1. Socio Technical System: is largely associated with experiments attempted to create better fit among the technology,

structure and social interactions of a particular production unit.
 Premises of Sociotechnical System:-

(1) Effective work system must jointly optimize the relationship between their social and technical parts.

(2) Such system must effectively manage the boundary separating and relating them to the environment.

This system tend to feature the formation of autonomous work group, the grouping of core tasks so that a team has major unit of total work to be accomplished, the training of group members in multiple skills, delegation to the work group of many aspects of how the work gets done, and the availability of great deal of information and feedback to work groups for self-regulation of productivity and quality.

2. Self-managed teams: A self-managed team has total responsibility for its defined remit. That remit might be a specific project. A self-managed team thrives on interacting skill sets, on shared motivation and shared leadership. The team is autonomous and its members are responsible to no one but each other. The team's accountability is based on team's result and not on the performance of its members. Individual performance is an internal team issue. A self-managed team is not just a group of people working together but also a genuine collaboration. It is measured by its results, not the performance of its individual member.

Self-managed teams:

- Are more independent than other types of team.
- Help to flatten organizational structure.
- Eliminate intermediate levels of responsibility and removes the requirement for middle management.
- Favour natural leaders.

3. Work redesign: OD approach to work redesign based on a theoretical model of what job characteristics lead to the psychological states that produce what they call "higher internal work motivation."

Organization analyses jobs using the **five core job characteristics** - i.e. skill variety, task identity, task significance, autonomy and feedback from the job.

Skill variety experienced Task → Related to identity meaningfulness of

the work
 Task significance

Job autonomy - experienced responsibility for the outcome of the work → Related to

Feedback - psychological state of knowledge of the result of the work activities. → related to

The outcome of these job characteristics is:

- High work motivation
- High satisfaction
- High work effectiveness

4. Quality of work life (QWL): An attempt to restructure multiple dimensions of the organization and to institute a mechanism, which introduces and sustains changes over time.
 QWL Features

- Voluntary involvement on the part of employees
- Union agreement with process and participation.
- Assurance of no loss of job
- Training for team problem solving
- Use of quality circles
- Participation in forecasting, work planning
- Regular plant and team meetings.
- Encouragement for skill development.
- Job rotations.

These features include union involvement - a focus on work teams, problem solving session by the work teams in which the agenda may include productivity, quality and safety problems, autonomy in planning work the availability of skill training and increased responsiveness to employees by supervision.

IV. THE FUTURE OF ORGANIZATIONAL DEVELOPMENT

There are contradictory opinions about the status and future prospects of organizational development. There are 6 proposed areas that could revitalize the field of organizational development in the future: virtual teams, conflict resolution, work group effectiveness, social network analysis, trust, and intractable conflict. Focusing on these areas will help to bridge the gap between research theory (i.e., academics) and practice (i.e., consultants). Getting these two groups to communicate with each other will benefit both groups and promote organizational development efforts. In a survey conducted twenty individuals involved in the study and practice of organizational development were questioned about their perspectives and predictions on the future of the field. The most in-demand services, according to those polled, are:

- Executive coaching and development
- Team building and team effectiveness
- Facilitating strategic organizational change
- Systemic integration
- Diversity and multiculturalism.

They list the daily challenges in the field as the need for speed, resistance to change, interpersonal skills and awareness, and differentiating organizational development, which refers to the variety of definitions of organizational development among practitioners and how this impacts consultants, clients, and the clients' needs. The opinions on the future direction of the field vary among its practitioners. Nevertheless, the continuing interest in and value of optimizing an organization's needs and goals with the needs, wants, and personal satisfaction of its employees indicate that organizational development will continue to be relevant to and vital for organizational reform in the future, either in its present form or through evolution into other theories and practices.

V. CONCLUSION

Most of the structural interventions we have reviewed seek a joint optimization of the social and technological systems of organizations. Applications are properly called OD to the extent that the latter is true; they use the participant action research model, and other characteristics are congruent with how OD has been described till now. OD label would not be applied whenever structural interventions are carried out without attention to the social system or to humanistic values. Though OD seems to have a promising future, there are certain factors that have the potential to make the future of OD uncertain. These includes nature of organizational leadership and value of top management, knowledge of management about OD, interdisciplinary nature of OD, dissemination of OD techniques, integration of techniques in the field of OD with those in other fields an the recording and maintenance of the future working of OD

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