

7.1. ORGANISATION DEVELOPMENT (OD)

7.1.1. Meaning and Definition of OD

Organisation development is a body of knowledge and practice that enhances organisational performance and individual development, viewing the organisation as a complex system of systems that exist within a larger system, each of which has its own attributes and degrees of alignment.

OD is an attempt to influence the members of an organisation to expand their openness with each other about their views of the organisation and their experience in it, and to take greater responsibility for their own actions as organisation members.

OD is an educational strategy which focuses on the whole culture of the organisation in order to bring about planned change. It seeks to change beliefs, attitudes, values and structure – in fact, the entire culture of the organisation – so that the organisation may better adapt to technology and live with the pace of change. Thus, organisation development is the process of bringing change in the entire aspects of the organisation.

According to Lippitt G.L., "OD is the strengthening of those human processes in organisations, which improve the functioning of the organic systems, so as to achieve its objectives".

According to George R. Terry, "Organisational development includes efforts to improve results by getting the best from employees, individually and as members of working groups".

According to Cummings and Worley, "Organisation development is a system-wide application of behavioural science knowledge to the planned development and reinforcement of organisational strategies, structures, and processes for improving an organisation's effectiveness".

7.1.2. Characteristics of OD

A number of special characteristics together distinguish OD from other approaches to managing and improving organisational functioning. These characteristics are as follows:

- 1) **OD is a Planned Strategy:** OD programmes are planned, not accidental – they represent a deliberate entry of either an OD consultant or OD activities into the client system.
- 2) **OD always Involves a Collaborative Approach to Change:** In OD the consultant seeks and maintains a collaborative relationship of relative equality with the organisation members. Collaboration means 'to labour

7.1.7. Limitations of OD

Organisation development is an important technique of introducing change but it has certain limitations also, which are as follows:

- 1) **Based on Behavioural Science Concepts:** OD is heavily based on the behavioural science concepts. Behavioural science has many limitations which are applicable to organisation development also.
- 2) **Requires Initiators:** OD requires use of certain persons who can take initiative to bring about change. Complacent people cannot be helpful in implementing organisation development.
- 3) **Requires Consideration of Circumstances:** OD cannot be applied without giving due consideration to the circumstances existing within the organisation. The local circumstances may pose a problem in adapting to change.
- 4) **Time-Consuming:** When a company engages in organisational development, there are processes that can become time-consuming and slow its productivity. Surveying employees on the effectiveness of internal processes, waiting for customer feedback on a marketing programme before moving forward with changes and evaluating logistics plans to improve shipping efficiency are important to company growth, but they can also slow down the company's ability to make changes and react to pressing issues.
- 5) **Put Administrative Challenges:** Organisational development adds responsibility to the employees and managers to maintain open communication and constantly re-evaluate the needs of the organisation. Because organisational development tends to add elements to the corporate structure, such as managing workplace diversity, the formation of work groups to address issues and changes in the company's strategic planning to meet the needs of the staff, it can be a challenge to maintain an efficient organisational development programme.

7.1.8. OD Interventions

OD intervention is a set of sequenced and planned actions or events intended to help the organisation to increase its effectiveness. OD interventions are plans or programmes comprised of specific activities designed to effect change in some facet of an organisation. Numerous interventions have been developed over the years to address different problems or create various results. However, they all are geared towards the goal of improving the entire organisation through change.

According to Chell, "OD interventions are sets of structured activities whereby groups or individuals engage in tasks whose goals are organisational improvement".