

# Organization Process Approaches of OD

In this session we will discuss system wide process interventions.

# Organizational Level OD Interventions

**Suggest or speculate the appropriate OD interventions in the following cases/situations:**

- A mid size manufacturing company is facing strategic challenge because of operational inefficiencies like unnecessary delay in production and administrative decisions. The combined effect of these seemingly minor lapses make significant negative difference to the profitability of the company. The culture of the organization is congenial and the leadership is democratic in nature.
- A large pharmaceutical company operating in India is realizing that the patent of many of its molecules expired recently and for the some molecules it is going to expire in near future. There are many small companies with their agility are able to make dent in its market share. Second, the industry is witnessing innovation in not only the molecules but also in other processes like drug delivery, insurance facility with very expensive drugs and so on. The growing realization in the organization is that to retain the leadership it has to encourage and nurture the innovations in all the functions and levels of the organization.

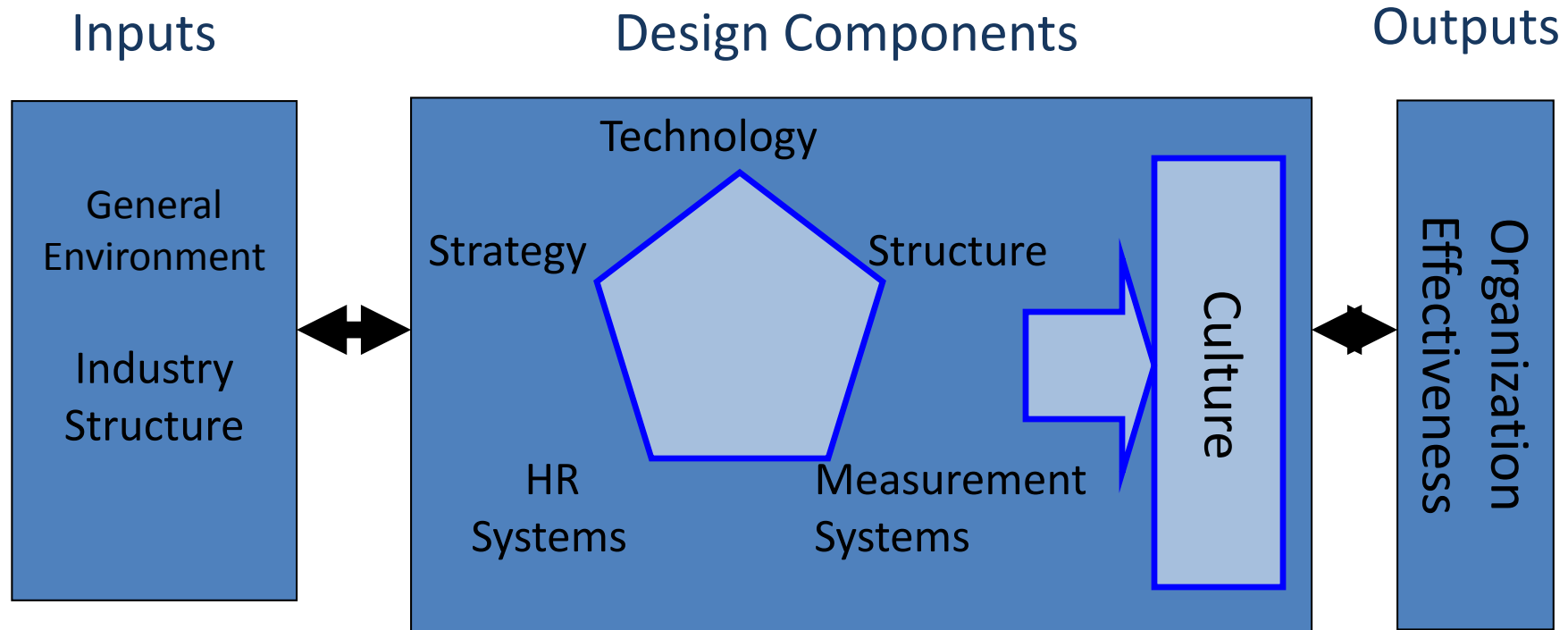
## **Suggest or speculate the appropriate OD interventions in the following cases/situations:**

- The heads of the Quality and production departments of a capsule cover manufacturing plant are at the logger heads almost always. The acrimony between them has even percolated down among the employees of their departments. No department leave any chance of putting down another one in joint meetings of the plant and one to one review meetings with the plant head.
- In a welding electrode manufacturing plant the production demand has increased drastically in last six months. The plant is operating non stop in three shifts. In last two months the customer complaints have increased. The conflicts between the Shift Incharges, Finance and operations, Security and production have also increased. The culture of the has been positive before but smaller conflicts arising among different departments due to changing work demands are making the management and employees concerned.

# Organization Process Approaches

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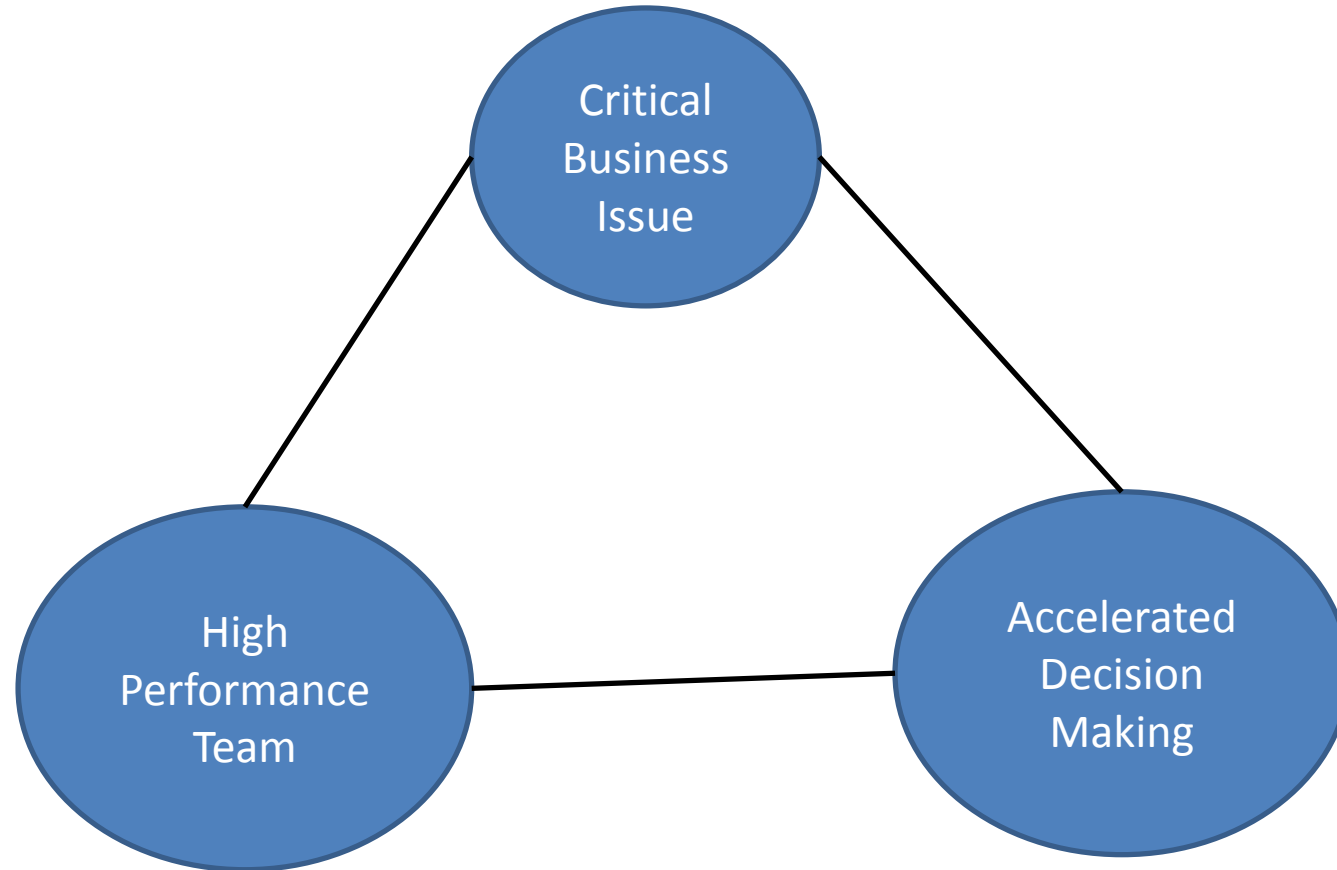
# Can you recall Organization-Level Diagnostic Model





- The GE Work-Out Meetings are the Organizational level OD intervention and a acceleration process to overcome barriers of rank, function, geography, bureaucracy and culture to efficient decision-making and accelerated implementation.

# Essence of Work-Out Meetings in GE



Ref.: <https://thinkgagnonassociates.com/core-capabilities/ge-work-out>



# **Organization Confrontation Meeting**

The confrontation meeting is an intervention designed to mobilize the resources of the entire organization to identify problems, set priorities and action targets and begin working on identified problems.

# Confrontation Meeting Process



# Confrontation Meeting with Different Names and Format

Few other organizations who have successfully introduced Confrontation Meeting in various formats and labels like “Action Forums,” “Town Meetings,” “FAST,” “On-TRACK,” “Power! Sessions,” “30/60/90 Process” – in companies such as:

- Philips
- Bristol-Myers Squibb
- Yellow Freight
- Frito-Lay
- Borden
- Novartis
- Joy Mining Machinery

# Intergroup Relations Interventions

How the different groups interact with each other in an organization?

- Groups work together
- Groups hold identity
- Groups place demand to each other
- Groups create problems

# Intergroup Relations Interventions

- Two major interventions
  - Microcosm Groups
  - Resolving Intergroup Conflict

# Microcosm Groups

- Small groups that solve problems in the larger system
- Small group member characteristics must reflect the issue being addressed (e.g., if addressing diversity, group must be diverse)
- Primary mechanism for change is “parallel processes”

# What is the “Parallel Processes”

The “Parallel Processes” idea suggests that if a small and representative group can:

- Intimately understand and
- Solve a complex organizational problem

Ex.: Cross functional project and design teams

# Microcosm Group Process

- Identify an issue: Generally a system wide problem
- Convene the microcosm group: Reflecting the appropriate mix of the stakeholders, involvement of appropriate level of employees/managers
- Provide group training: Group problem solving and decision making; Making team charter, set up and following the norm, definition of the problem to be addressed
- Address the issue in the group: Diagnose-Design-Implement-Evaluate

*What is the key issue at this stage?*

- ✓ Gaining organizational commitment

*How to gain the organizational support?*

- ✓ Transparency and Extensive Communication
- Dissolve the group



# Resolving Intergroup Conflict

Where the intergroup conflicts be more dysfunctional and where it is less dysfunctional?

In the interdependent group the conflicts are more dysfunctional

# Resolving Intergroup Conflict

- Groups and consultant convene to address issues
- Groups are asked to address three questions
  - What qualities/attributes best describe our group?
  - What qualities/attributes best describe their group?
  - How do we think the other group will describe us?
- Groups exchange and clarify answers
- Groups analyze the discrepancies and work to understand their contribution to the perceptions
- Groups discuss discrepancies and contributions
- Groups work to develop action plans on key areas

# Large Group Interventions

- Focus on issues affecting the whole organization or large segments of it, such as developing new products or services, responding to environmental change or introducing new technology
- Various Change Programs
  - Future Search Conference (Weisbord)
  - Open-Space Meeting (Owen)

# **Comprehensive OD Interventions: Getting the Whole System In the Room**

It is getting all of the key actors of a complex organization or system together in a team building, future planning kind of session.

# Comprehensive OD Interventions: Search Conference and Future Search Conference

## Phase One: Environmental Appreciation

- Changes in the world around us
- Desirable and probable future

## Phase Two: System Analysis

- History, Present and Desirable future

## Phase Three: Integration of system and environment

- Dealing with constraints
- Strategies and action plans

# Comprehensive OD Interventions: Strategic Planning Technique

- Group reflection on What business we are in? (gives/examines mission statement)
- Identify and analyze the various domains that make demands on the organization
  - Identification of domains or environmental segments
  - To identify the current demands of the domains
  - To identify the current responses of the organization to those demands
  - To predict future domain demands and future organizational responses
  - To identify ideal or desired domain demands and ideal response
- Action planning
- Implementation

# Large-Group Meeting Assumptions

- Organization members' perceptions play a major role in environmental relations.
- Organization members must share a common view of the environment to permit coordinated action toward it.
- Organization members' perceptions must accurately reflect the condition of the environment if organizational responses are to be effective.
- Organizations cannot only adapt to their environment but also proactively create it.

# Large-Group Method

## Application Stages

- Preparing for the large-group meeting
  - Identify a compelling meeting theme
  - Select appropriate stakeholders to participate
  - Develop relevant tasks to address meeting theme
- Conducting the meeting
  - Open Systems Methods
  - Open Space Methods
- Following up on the meeting outcomes



# Open-Space Methods

- Set the conditions for self-organizing
  - Announce the theme of the session
  - Establish norms for the meetings
    - The “Law of Two Feet.”
    - The “Four Principles.”
      - “Whoever comes is the right people.”
      - “Whatever happens is the only thing that could have.”
      - “Whenever it starts is the right time.”
      - “When it is over, it is over.”
- Participants create the agenda
- Coordinate activity through information postings

# Open-Systems Methods

- Map the current environment facing the organization.
- Assess the organization's responses to the environmental expectations.
- Identify the core mission of the organization.
- Create a realistic future scenario of environmental expectations and organization responses.
- Create an ideal future scenario of environmental expectations and organization responses.
- Compare the present with the ideal future and prepare an action plan for reducing the discrepancy.

# Organization level OD Interventions

**Lets look at the situations and cases we started this session and which intervention was made by the OD experts in real life.**

- A mid size manufacturing company is facing strategic challenge because of operational inefficiencies like unnecessary delay in production and administrative decisions. The combined effect of these seemingly minor lapses make significant negative difference to the profitability of the company. The culture of the organization is congenial and the leadership is democratic in nature.

## **Confrontation Meeting**

- A large pharmaceutical company operating in India is realizing that the patent of many of its molecules expired recently and for the some molecules it is going to expire in near future. There are many small companies with their agility are able to make dent in its market share. Second, the industry is witnessing innovation in not only the molecules but also in other processes like drug delivery, insurance facility with very expensive drugs and so on. The growing realization in the organization is that to retain the leadership it has to encourage and nurture the innovations in all the functions and levels of the organization.

## **Open Space Method**

# Let us think about the following situation cont...

- The heads of the Quality and production departments of a capsule cover manufacturing plant are at the logger heads almost always. The acrimony between them has even percolated down among the employees of their departments. No department leave any chance of putting down another one in joint meetings of the plant and one to one review meetings with the plant head.

## Intergroup Conflict Resolution Method

- In a welding electrode manufacturing plant the production demand has increased drastically in last six months. The plant is operating non stop in three shifts. In last two months the customer complaints have increased. The conflicts between the Shift In-charges, Finance and operations, Security and production have also increased. The culture of the has been positive before but smaller conflicts arising among different departments due to changing work demands are making the management and employees concerned.

## Microcosm Group intervention