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MASTER OF BUSINESS ADMINISTRATION (HRM)

MBAH 303 : CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

w.e.f Academic Session: 2023-24

CENTRE FOR DISTANCE AND ONLINE EDUCATION
UNIVERSITY OF SCIENCE & TECHNOLOGY MEGHALAYA

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SELF-LEARNING MATERIAL

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Self Learning Material
Center for Distance and Online Education
University of Science and Technology Meghalaya

Edited by: Dr. Binita Topno

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MBAD 303
CHANGE MANAGEMENT

CONTENTS

Suggested Books:

1. Change Management and Organizational Development by Ratan Raina, Sage Publications.
2. Change Management and Organizational Development by Kumkum Mukherjee, Pearson Publications
3. Change Management by Can Akdeniz.

UNIT1: INTRODUCTION TO ORGANIZATIONAL CHANGE

1.1 Introduction:

Change means the alteration of status quo or making things different. It may refer to any alteration which occurs in the overall work environment of an organization. When an organizational system is disturbed by some internal or external force, change may occur. Change is modification of the structure or process of a system, that may be good or even bad. It disturbs the existing equilibrium or status quo in an organization. Change in any part of the organization may affect the whole of the organization, or various other parts of organization in varying degrees of speed and significance. It may affect people, structure, technology, and other elements of an organization. It may be reactive or proactive in nature. When change takes place due to external forces, it is called reactive change. However, proactive change is initiated by the management on its own to enhance the organizational effectiveness.

Change is one reality with which individuals, groups and organizations must constantly cope in order to survive. Change is the coping process of moving from the present state to a desired state that individuals, groups and organizations undertake in response to dynamic internal and external factors that alter current realities.

There are several methods company executives employ to help their organization grow and thrive. This includes modifying variables in a company to fulfil short- or long-term goals. Changing an organization in certain ways can be pivotal to increasing its profits or general efficiency.

1.2 Importance of Change:

The pace of change has increased dramatically. The world may not be spinning faster but the mankind certainly is. Businesses and managers are now faced with highly dynamic and ever more complex operating environments.

Any organization that ignores change does so at its own peril. One might suggest that for many the peril would come sooner rather than later. To survive and prosper, the organizations must adopt strategies that realistically reflect their ability to manage multiple future scenarios. Drucker, for example, argued that: Increasingly, a winning strategy will require information about events and conditions outside the institution. Only with this information can a business prepare for new changes and challenges arising from sudden shifts in the world economy and in the nature and content of knowledge itself. If we take an external perspective for a moment, the average modern organization has to come to terms with a number of issues, which will create a need for internal change. Six major external changes that organizations are currently addressing or will have to come to terms with in the new millennium are:

1. A large global marketplace made smaller by enhanced technologies and competition from abroad. The liberalization of Eastern European states, the creation of a simple European currency, e-trading, the establishment of new trading blocs such as the 'tiger' economies of the Far East, and reductions in transportation, information and communication costs, mean that the world is a different place from what it was. How does an organization plan to respond to such competitive pressures?

2. A Worldwide recognition of the environment as an influencing variable and government attempts to draw back from environmental calamity. There are legal, cultural and socio-economic implications in realizing that resource use and allocation have finite limits and that global solutions to ozone depletion, toxic waste dumping, raw material depletion, and other environmental concerns will force change on organizations, sooner rather than later. How does an individual organization respond to the bigger picture?

3. Health consciousness as a permanent trend amongst all age groups throughout the world. The growing awareness and concern with the content of food and beverage products has created a movement away from synthetic towards natural products. Concerns have been expressed about salmonella in eggs and poultry, listeria in chilled foods, BSE or 'mad cow disease' and CJD in humans, genetically engineered foodstuffs, and the cloning of animals. How does an individual organization deal with the demands of a more health-conscious population?

4. Changes in lifestyle trends are affecting the way in which people view work, purchases, leisure time and society. A more morally questioning, affluent, educated and involved population is challenging the way in which we will do business and socialize. How will people and their organization live their lives?

5. The changing workplace creates a need for non-traditional employees. Many organizations have downsized too far and created management and labour skill shortages as a result. In order to make up the shortfall, organizations are currently resorting to a core/periphery workforce, teleworking, multi-skilled workers and outsourcing. A greater proportion of the population who have not been traditional employees (e.g., women with school aged children) will need to be attracted into the labour force. Equal opportunity in pay and non-pecuniary rewards will be issues in the future. How will an individual organization cope with these pressures?

6. The knowledge asset of the company, its people, is becoming increasingly crucial to its competitive wellbeing. Technological and communication advances are leading to reduced entry costs across world markets. This enables organizations to become multinational without leaving their own borders. However, marketing via the internet, communication via e-mail and other technology applications are all still reliant on the way you organize your human resources. Your only sustainable competitive weapon is

your people. How do you intend managing them in the next millennium? The same way as you did in the last?

What is important, however, is recognition that change occurs continuously, has numerous causes, and needs to be addressed all the time. The planned change is not impossible, but it is often difficult. The key point is that change is an ongoing process, and it is incorrect to think that a visionary end state can be reached in a highly programmed way.

1.3 Forces of Change:

Organization as a system exist in context of an external environment and interacts with it in order to survive and grow. Any factor in the environment that affects the organisation's ability (human, financial and material resources) becomes a force of change. Again, in context of internal forces, a number of them operate in the organisation that facilitates or hinder its functions, process and actions. An organisation is thus subject to two sets of forces: external (political, social, economic and competitive environment) and internal to the organisation.

External forces of change:

1. *Political Forces:* The transition of the East-European nations to the democracy and a market economy, the opening up of the economy of South-East Asia, the collapse of the erstwhile Soviet Union, the unification of Germany, the Gulf war are some of the examples of the political upholds that have had widespread repercussions around the world brining in their wake a plethora of changes.

2. *Economic Forces:…………………..*

UNIT 2: MODELS OF CHANGE

Change is now a way of life. Organizations and more importantly their managers must recognize the need to adopt strategic approach when they are facing transformational situations. Some of these approaches are discussed below:

2.1 Lewin's Force-Field Theory of Change

A wide variety of forces make organizations resistant to change, and a wide variety of forces push organizations toward change. Researcher Kurt Lewin developed a theory about organizational change. According to his force-field theory, these two sets of forces (driving forces and restraining forces) are always in opposition in an organization. When the forces are evenly balanced, the organization is in a state of inertia and does not change. To get an organization to change, the managers must find a way to increase the forces for change, reduce resistance to change, or do both simultaneously. Any of these strategies will overcome inertia and cause an organization to change.
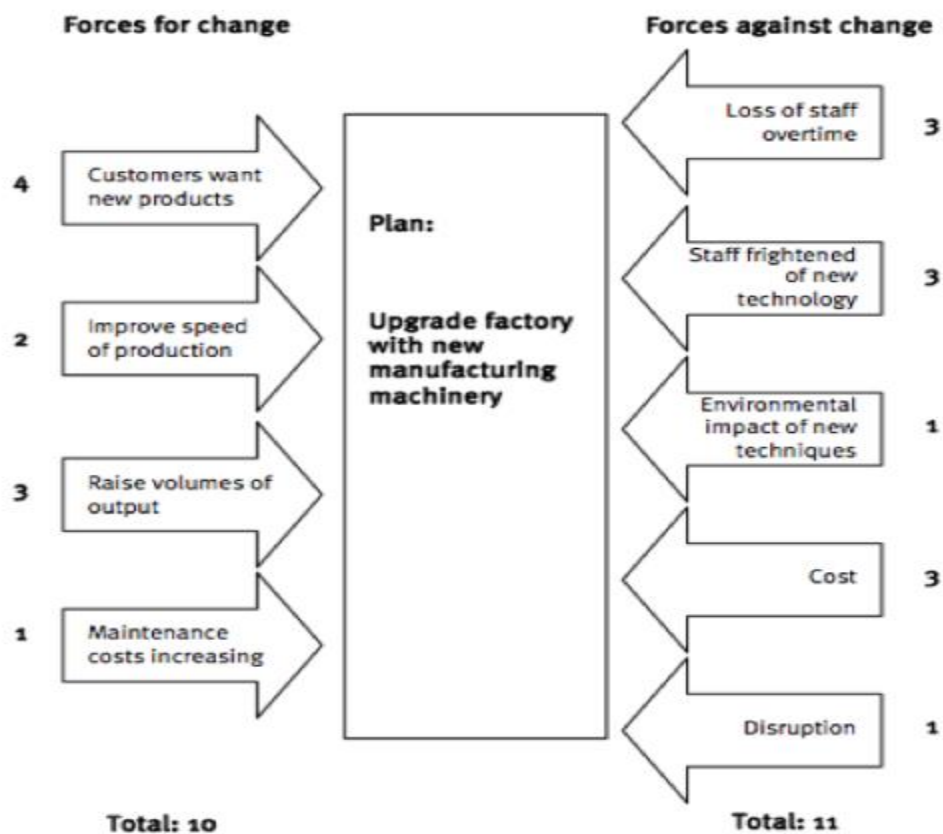
According to the Force Field Analysis model of Kurt Lewin, effective change happens by unfreezing the existing state of affairs or the current situation, moving to a changed or a desired situation and then refreezing for making the change relatively permanent. During the stage of Unfreezing, the driving forces should be made stronger to motivate a change in the behaviour or ways of working, while the restraining forces should be made weaker or removed. Driving forces create a sense of urgency for the change. The

driving forces from the external environment could be Globalization, Technological Development and IT revolution, changes in the workforce, etc. Apart from this, the driving forces may originate within the organization through the efforts of the corporate leaders.

Any change process should start with informing the employees about the influence of the external driving forces like competitors, changing trends in the consumer demands and preferences, regulatory compliances and various other factors. Apart from this for implementing change effectively, the restraining forces should be reduced or removed.

The restraining forces or the resistance from the employees can be controlled by way of effective communication and involvement of the employees in the process, training initiatives for strengthening the new set of knowledge and skills, implementation of stress management techniques to help employees in coping with the stressors, negotiation for ensuring compliance and the last method is implementation of coercive measures if all the other measures fail and the need for change is urgent in nature.

2.2 Kurt Lewin's Change Management Model: The Planned Approach to Organizational Change

Kurt Lewin's Three Stages model or the Planned Approach to Organizational is one of the cornerstone models which is relevant in the present scenario even. Lewin, a social scientist and a physicist, during early 1950s propounded a simple framework for understanding the process of organizational change known as the Three-Stage Theory which he referred as Unfreeze, Change (Transition) and Freeze (Refreeze).

According to Lewin, change for any individual or an organization is a complicated journey which may not be very simple and mostly involves several stages of transitions or misunderstandings before attaining the stage of equilibrium or stability.

For explaining the process of organizational change, he used the analogy of how an ice block changes its shape to transform into a cone of ice through the process of unfreezing.
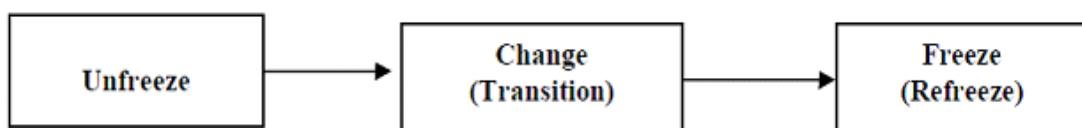
Stage 1 - Unfreezing: This is the first stage of transition and one of the most critical stages in the entire process of change management. It involves improving the readiness as well as the willingness of people to change by fostering a realization for moving from the existing comfort zone to a transformed situation. It involves making people aware of the need for change and improving their motivation for accepting the new

ways of working for better results. During this stage, effective communication plays a vital role in getting the desired support and involvement of the people in the change process.

Stage 2 - Change: This stage can also be regarded as the stage of Transition or the stage of actual implementation of change. It involves the acceptance of the new ways of doing things. This is the stage in which the people are unfrozen, and the actual change is implemented. During this stage, careful planning, effective communication and encouraging the involvement of individuals for endorsing the change is necessary. It is believed that this stage of transition is not that easy due to the uncertainties or people are fearful of the consequences of adopting a change process.

Stage 3 - Freeze (Refreezing): During this stage, the people move from the stage of transition (change) to a much more stable state which we can regard as the state of equilibrium. The stage of Refreezing is the ultimate stage in which people accept or internalize the new ways of working or change, accept it as a part of their life and establish new relationships. For strengthening and reinforcing the new behaviour or changes in the way of working, the employees should be rewarded, recognized and provided positive reinforcements, supporting policies or structures can help in reinforcing the transformed ways of working.

2.3 The Continuous Change Process Model

This Model of Change views the entire process of change from the top management perspective and considers change to be a continuous process. The Continuous Change process model is a more complex and a refined model than the Kurt Lewin's Model of Change. This model equally covers Lewin's concept of change during the Implementation stage.
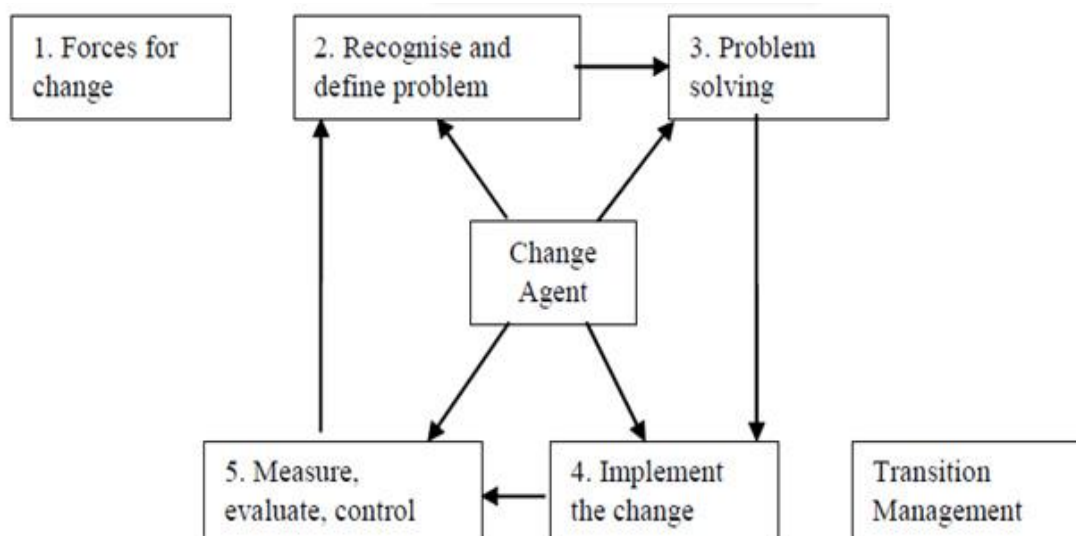
According to this model, certain forces trigger a need for organizational change and the top management is involved in a problem solving and a decision-making process for identifying the alternatives or solutions to the problems.

The top management clearly defines their goals or objectives, reforms in the processes or change in the output which is expected to be attained at the end of the process of change. During the early stages of change management, the top management may seek the support of a change agent, who will be responsible for driving the entire change effort. The change agent may help the management in identifying and defining the problems, or the change agent may also help in generating the alternative plans of action or solutions to the problem.

The change agent may be an insider, or an outsider, may be an external consultant or a representative from the Head Quarter who might not be known to the employees of the organization experiencing the process of change.

With the direction and guidance of a Change agent, an organization administers the change by following the Lewin's process of Unfreezing, Change and Refreezing.

Measurement, evaluation and control is the last step. During this stage, the change agent as well as the top management, evaluate the degree to which a change has been effectively implemented in an organization and how far it has yielded the desired outcomes.

The change agent may play the role of a 'Collaborator' or a 'Facilitator', who works with the members of the organization in the direction of defining and resolving the problems. It works along with the individuals, groups, departments and various levels of management through the various phases of change process.

The Change agent implements new ideas and provides alternative approaches to the organizational members for dealing with the problems. During the phase of measurement, evaluation and control, the top management evaluates the effectiveness of change against the pre-defined indicators.

Transition Management is the process of systematically planning and implementing the change for transitioning an organization from its current state to a desirable futuristic state. The organization is neither in the old or the new stage once the entire process of change begins.

The process of transition management ensures that the business should continue while the change is taking place. The representatives of the management team act as the transition managers and coordinate in the process of change management along with the change agent.

During this period of transition, interim management structures or interim positions may be designed or created for ensuring proper control and continuity of business. Effective communication with all the key stakeholders play a crucial role in the entire process.

2.4 Systems Model of Change

The Systems Model of Change or Organization-Wide Change lays more emphasis on the fact that a change must be implemented organization-wide instead of implementing it in piecemeal.

This model provides a whole new dimension to the concept of organizational change and describes the role played by six interconnected or interdependent variables like **people, task, strategy, culture, technology and design**.

All these 6 variables are the key focus of planned change. The model has been represented in the diagram below:
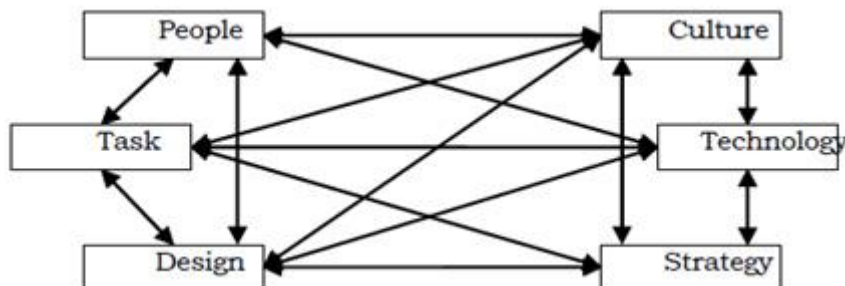
1. **People:** This variable involves the individuals who work in an organization. This would take into consideration the individual differences in the form of personalities, goals, perceptions, attitudes, attributions and their needs/motives.

2. **Task:** The task is related to the nature of work which an individual handles in an organization. The nature of the job may be simple or complex, repetitive or novel, unique or standardized.

3. **Design:** This variable refers to the organizational structure itself and also the system of communication, authority and control, the delegation of responsibilities and accountabilities.

4. **Strategy:** The organizational strategy is the road map of action for realizing the future goals both short term and long term in nature. Strategic Planning involves identification of existing resources, a careful assessment of internal strengths and weaknesses, identifying the opportunities in the environment and threats as well for a competitive advantage.

5. **Technology:** It takes into consideration the advancements in the technology in the field of IT, automation, new methods and techniques for enhancing productivity, the introduction of new processes and best practices for remaining ahead in the competition.

6. **Culture:** It takes into consideration the shared beliefs, practices, values, norms and expectations of the members of the organization.

All the six variables as per the Systems Model of Organizational Change are interrelated and interdependent. A change in a single variable will result in the one or more variables.

For example, a change in the organization's strategy will lead to a change in the organizational structure, devolution of power and authority. This will ultimately be having an effect on the people of the organization in terms of changes in their behaviours or attitudes.

Moreover, organizational redesign may result in a cultural change by either modifying or reinforcing the existing culture.

The Systems Approach of Change Management is a useful model, which helps the managers or employees in understanding that a change can never be implemented partly, rather it must be wholistic in nature by taking into consideration all the interrelated variables and their influence on each other.

2.6 Characteristics of effective change programs

Distinguishing between change that inevitably happens to all organisations anf change that is planned by members of an organisation is important. The focus is primarily on intentional, goal-oriented organisational purposeful attempt by managers and employees to improve the functioning of teams, departments, divisions or an entire organisation in some important ways.

Effective planned change efforts are often characterized by some common characteristics. It may involve the following:

1. Motivating change by creating a readiness for the change among employees and attempting to overcome resistance to change.
2. Creating a shared vision of the desired future state of the organisation;
3. Developing political support for the needed change;
4. Managing the transition from the current state to the desired future state and
5. Sustaining momentum for change so that it will be carried to completion.

Similarly, the conditions necessary for successfully carrying out effective change programs include the following:

1. The organisation's members must be the key source of energy for change, not some party external to the team or organisation.

2. Key members of the organisation must recognise the need for change and be attracted by the potentially positive outcomes of the change program.
3. A willingness to change norms and procedures must exist.

Change must come from within the organisation. People must be aware of the need for change, believe in the potential value of the change proposed, and be willing to change their behaviours in order to make the team, department or the organisation effective. In absence of these beliefs and behaviours, effective organisational change is problematic.

Self – Assessment

1. What are the primary reasons of change?
2. Which model is the most effective one? Justify your viewpoints with proper reasoning.

UNIT 3: RESISTANCE TO CHANGE

3.1 Introduction

The goal of planned organizational change is to find new or improved ways of using resources and capabilities in order to increase an organization's ability to create value and improve returns to its stakeholders. An organization in decline may need to restructure its resources to improve its fit with the environment. At the same time even, a thriving organization may need to change the way it uses its resources so that it can develop new products or find new markets for its existing products. In the last decade, over half of all Fortune 500 companies have undergone major organizational changes to allow them to increase their ability to create value. One of the most well-documented findings from studies have revealed that organizations and their members often resist change. In a sense, this is positive. It provides a degree of stability and predictability to behaviour. If there weren't some resistance, organizational behaviour would take on characteristics of chaotic randomness. Resistance to change can also be a source of functional conflict. For example, resistance to a reorganization plan or a change in a product line can stimulate a healthy debate over the merits of the idea and result in a better decision. But there is a definite downside to resistance to change. It hinders adaptation and progress. Resistance to change doesn't necessarily surface in standardized ways. Resistance can be overt, implicit, immediate or deferred. It is easiest for management to deal with resistance when it is overt and immediate: For instance, a change is proposed and employees quickly respond by voicing complaints, engaging in a work slowdown, threatening to go on strike, or the like. The greater challenge is managing resistance that is implicit or deferred. Implicit resistance efforts are more subtle – loss of loyalty to the organization, loss of motivation to work, increased errors or mistakes, increased absenteeism due to sickness and hence, more difficult to recognize. Similarly, deferred actions cloud the link between the source of the resistance and the reaction to it. A change may produce what appears to be only a minimal reaction at the time it is initiated, but then resistance surfaces weeks, months or even year later. Or a single change that in and of itself might have little impact becomes the straw that breaks the company's back. Reactions to change can build up and then explode in some response that seems to tally out of proportion to the change action it follows. The resistance, of course, has merely been deferred and stockpiled what surfaces is a response to an accumulation of previous changes.

The basic question is what are the causes of such resistance. For analytical purposes, let us categorize the causes into the following:

1. Individual resistance

2. Group resistance

3. Organisational resistance

Individual Resistance

Below are stated some reasons why people resist changes. Some of these appear to be rational and emotional. These reasons are:

1. Economic Factors: The economic reasons for the resistance to change may be the following: a. Workers may fear that the change will lead to technological unemployment. Generally, new technology is associated with the education of labour intake and therefore, people will resist a change that will affect their employment. b. Workers fear that they will be idle most of the time due to the increased efficiency of the new technology, which in turn may lead to retrenchment of labour force. c. Workers may fear that they will be demoted if they don't acquire the skills required for the new jobs. d. Workers resist the change which leads to setting high job standards, which in turn may reduce opportunities for bonus or incentive pay.

2. Habits: All human beings are creatures of habit. The modern life is so complex that nobody wants to consider the full range of options for the hundreds of decisions we have to make every day. Instead, all of us rely on habits or programmed responses. For example, whenever we decide to go out for dinner we generally try to go to our tried and tested restaurant instead of trying a new one every time. Due to this nature of human beings whenever a person is confronted with a change, his basic tendency will be to resist the change. For example, whenever a person is transferred, his first reaction, most of the time, is to resist the change because it will lead to a lot more complexities like shifting the house, change of schools of the children, making adjustments in the new place, finding new friends, joining new group etc. Thus, every person will try to take the easy way out by resisting this change.

3. Insecurity: One of the major reasons for resistance to change is uncertainty about the impact of change, especially on job security. The fear of the unknown always has a major impact on the decision of the individuals. Not knowing what the change would bring about makes the employees anxious and apprehensive about the change.

4. Lack of Communication: If the workers are given an opportunity to participate in the process of change, the resistance is likely to be less. But if the change is not properly communicated that to in an acceptable manner to the employees, it is likely to cause resistance.

5. Extent of Change: If there is a minor change and the change involves only the routine operations, the resistance, if any, will be minimum. But the major changes like reshuffling of staff will lead to major visible resistance. Similarly, the process of change is slow, the resistance will be less as compared to rapid or sudden changes.

6. Psychological Factors: One of the major reasons for resistance can be the emotional turmoil that a change may cause, especially if the past experiences with the changes have not been positive. The psychological reasons for resistance to change are:

a. Workers may not like criticism implied in a change that the present method is inadequate and unsuitable.

b. New changes may lead to reduction of the personal pride of the workers because they fear that new work changes will do away with the need for much manual work.

c. Workers may have the fear that the new jobs will bring boredom and monotony as a result of specialization brought by the new technology.

d. They may resist the change because harder work will be required to learn and adapt to new ideas and they do not want to take the trouble in learning new things.

e. The workers may be incapable of understanding the implications of new ideas and methods.

7. Social Factors: Individuals have social needs like friendship, belongingness etc. for the fulfilment of which they develop social relations in the organisation. They become members of certain informal groups. The change will bring a fear in the mind of people because there is generally dislike for new adjustments, breaking present social relationships, reduced social satisfaction, feeling of outside interference in the form of change agent etc.

Group Resistance

Most organisational changes have impact on formal groups in the organisation. Breaking up a close-knit work group or changing social relationship can provoke a great deal of resistance. The main reason why the groups resist change is that they fear that their cohesiveness or existence is threatened by it. This is particularly true in case of groups which are very cohesive, where people have a very strong sense of belongingness to the group and where the group members consider their group as superior to the other groups. Most organisational changes have impact on informal groups in the organisation. Breaking up a close-knit work group or changing social relationship can provoke a great deal of resistance. The main reason why the groups resist change is that they fear that their cohesiveness or existence is threatened by it. This is particularly true in case of groups which are very cohesive, where people have a very strong sense of belongingness to the group and where the group members consider their group as superior to the other groups.

Organisational Resistance

Organisational resistance means that the change is resisted at the level of the organisation itself. Some organisations are so designed that they resist new ideas, this is specifically true in case of organisations which are conservative in nature. Government agencies want to continue doing what they have been doing for a number of years even though there is a need for the change in their services. Most of the educational institutions are using essentially the same teaching technologies which they were using fifty years ago. Majority of the business firms are also resistant to changes. The major reasons for organisational resistance are:

1. Threat to Power: Top management generally consider change is a threat to their power and influence in the organisation due to which the change will be resisted by

them. The introduction of participative decision making or self-managed work teams is the kind of change which is often seen as threatening by the middle and top-level management. In addition, they will never like to take the steps which will strengthen the position of trade unions.

2. Group Inertia: Sometimes, the individuals resist change because the group to which they belong resists it. The degree and force of resistance will depend upon how loyal one is to the group and how effectively group resists the change, Generally, the members of a group are influenced by the codes, patterns and attitudes of the group. Resistance to rationalisation collectively by labour in India is an example of group resistance.

3. Organisational Structure: Change is often resisted by the bureaucratic structures where jobs are narrowly defined, lines of authority clearly spelled and flow of information is stressed from top to bottom. Moreover, organisations are made up of a number of interdependent subsystems, one system cannot be changed without affecting the others.

4. Threat to Specialisations: Changes in organisation may threaten the expertise of specialised groups. For example, giving computer training to all the employees in the organisation and giving personal computers was perceived as a threat by the experts in computer department of the organisation.

5. Resource Constraints: Organisations need adequate financial resources for training change agents and for offering rewards to those who support change. An organisation who does not have resources for implementing the change often resists it.

6. Sunk Costs: The change is generally resisted by the top management, because it often leads to the problem of sunk costs. The heavy capital which is already invested in the fixed assets or the amount which has already been spent on the training of the employees will go waste if the change is introduced. All the forces which resist the change are explained with the help of a figure given above.

3.2 Overcoming Resistance to Change

Problem of overcoming resistance to change can be handled at two levels:

(i) At the individual level.

(ii) At the group level through group dynamics.

Both these attempts are complementary and sometimes these efforts may be overlapping because every individual is a member of some group, both at the formal and at the informal levels.

Efforts at the Individual Level

The management can use the following strategies to overcome resistance by the people and to introduce changes successfully:

1. Participation and Involvement: Individuals will find it difficult to resist the changes in which they participated. Prior to making a change, all those persons who are going to be affected by the change, can be brought into the decision-making process. Their doubts and objections should be removed to win their cooperation. Getting opinions out in the open, so that they are looked at end evaluated is an important trust building task. This involvement of the workers can overcome resistance, obtain personal commitment and increase the quality of the change decisions. But this method may lead to a lot of time consumption as well as it may be a potential for poor solutions.

2. Effective Communication: Inadequate or inaccurate information can be a reason for the resistance to change. An appropriate communication programme can help in overcoming this resistance. Workers can be given necessary education about the change, its process and its working through training classes, meetings and conferences. The reasons about the change must be communicated very clearly and without ambiguity. Communication can help dissipate some fear of unknown elements. Management should also see that there is a two-way communication between the management and the workers so that the former comes to know about the reactions of the latter directly without delay. All this will help persuade employees about the necessity of change and once persuaded they may actively want to have the change.

3. Facilitation and Support: Change agents can offer facilitation and supportive efforts to overcome resistance. Facilitative support means removing physical barriers in implementing change by providing appropriate training, tools, machinery etc. Supportive efforts include listening, providing guidance, allowing time off after a difficult period and providing emotional support. Emotional support is provided by showing personal concern to the employees during periods of stress and strain. The drawback of this method is that it is time consuming and expensive and its implementation offers no assurance of success.

4. Leadership: Leadership plays a very important role in overcoming resistance to change. A capable leader can reinforce a climate of physical support for change. The Greater the prestige and credibility of the person who is acting as a change agent, the greater will be the influence upon the employees who are involved in the change process. A strong and effective leader can exert emotional pressure on his subordinates to bring about the desired change. Most of the times, there is no resistance from the subordinates and if they resist, the leader tries to overcome resistance by leadership process.

5. Negotiation and Agreement: Negotiation and agreement technique is used when costs and benefits must be balanced for the benefit of all concerned parties. If people or groups are losing something significant in the change and if they have enough power to resist strongly. Negotiations before implementation can make the change go much more smoothly, even if at the later stages if some problems arise, the negotiated agreement can be referred to.

6. Manipulation and Co-optation: This method is used in the situation, where other methods are not working or are not available. Managers can resort to manipulation of information, resources and favours to overcome resistance. Or they can resort to co-optation which means to co-opt an individual, perhaps a key person within a group, by giving him a desirable role in designing or carrying out the change process. This technique has some doubtful ethics and it may also backfire in some cases.

7. Coercion: Managers may resort to coercion if all other methods fail or for some reason are inappropriate. Coercion may be in form of explicit or implicit threats involving loss of jobs, lack of promotion and the like. Managers sometimes dismiss or transfer employees who stand in the way of change. Coercion can seriously affect employee's attitudes and have adverse consequences in the long run.

8. Timing of Change: Timing of introduction of change can have a considerable impact on the resistance. The right time will meet less resistance. Therefore, management must be very careful in choosing the time when the organisational climate is highly favourable to change. An example of right time is immediately after a major improvement in working conditions.

Efforts at the Group Level

A group is a cluster of persons related in some way by common interests over a period of time. Members of the group interact with each other and develop group cohesiveness among themselves. That is why although change can be obtained individually, it is more meaningful if it is done through group. Therefore, management should consider the group and not the individual as the basic unit of change. Group dynamics offer some basic help in this regard. Darwin Cartwright has identified the following characteristics of group as a means of overcoming resistance to change:

1. If both the change agent and the people target for change belong to the same group, the role of group is more effective.
2. If the people have more cohesiveness and strong belonging to the group, change is easier to achieve.
3. The more attractive the group is to the members, the greater is the influence of the group to accept or resist a change.
4. Group can exert more pressure on those factors of the members which are responsible for the group being attractive to the members. Normally attitudes, values and behaviour are more common factors determining the group attractiveness.
5. The degree of prestige of a group, as interpreted by the members will determine the degree of influence the group has over its members.
6. If any attempt is made to change any individual or some individuals which deviates the group norms there is likelihood of the change attempt being resisted by the group.

Thus, the management should consider the group as the basic unit of change. Group interactions should be encouraged, it should be provided full information by the management. The management should also explain the rationale of change and try to convince that the interests of the group members would not be adversely affected. Group dynamics also help in providing various training programmes for accepting and implementing change.

3.3 Change and the manager

Organisations and their managers must recognise the change in itself, is not necessarily a problem. The problem often lies in an ability to effectively manage change as adopted process could be wrong or the conceptual framework may lack vision and understanding.

Managing change is a multi-disciplinary activity. Those responsible, whatever their designation must possess or have access to a wide range of skills, resources, support and knowledge. For example:

1. Communication skills are essential and must be applied both within and out with the managing team.
2. The ability to facilitate and orchestrate group and individual activities is crucial.
3. Negotiation and influencing skills are invaluable.
4. It is essential that both planning and control procedures are employed.
5. The ability to manage on all planes, upward, downward or within the peer group, must be required.

Self- Assessment

1. What are the key drivers of resistance to change?
2. What could be the best way to overcome resistance to change?

UNIT 4: ORGANISATIONAL DEVELOPMENT

4.1 Introduction:

Organisation is a framework in which the human resources function and thus has a major influence on it. Organisational development can also be termed as the modern approach to management of change for human resources development. The development of an organisation thus is a key issue for the overall development of the human resource and to enhance the goal achievement and profitability of an organisation.

Organisational development can be described as a long-range effort to improve organisation's problem solving and renewal processes, particularly through more effective and collaborative management of organisational culture, often with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioural science.

Definitions:

Organization development is an effort (1) planned, (2) organization wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes," using behavioural-science knowledge – Richard Beckhard.

Organization development (OD) is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets and challenges, and the dizzying rate of change itself. – Warren H. Benmis

Organization renewal is the process of initiating, creating and confronting needed changes so as to make it possible for organizations to become or remain viable, to adapt to new conditions, to solve problems, to learn from experiences, and to move toward greater organizational maturity.

OD can be defined as a planned and sustained effort to apply behavioural science for system improvement, using reflexive, self-analytic methods. –Richard Schmuch & Milles

Organization development is a process of planned change – change of and organization's culture from one which avoids and examination of social processes (especially decision making, planning, and communication) to one which institutionalizes and legitimizes these examinations. –Warner Burke et al.

In the behavioural science, organization development is a long-range effort to improve an organization's problem-solving and renewal processes, particularly

through a more effective and collaborative management of organization culture-with special emphasis on the culture of formal work teams-with the assistance a change agent, or catalyst, and the use of the theory and technology of applied behavioural science including action research. – Wendell L. French & Cecil H. Bell.

Organization development (OD) is a prescription for a process of planned change in organizations in which the key prescriptive elements relate to:
(1) The nature of the effort or program (it is a long-range, planned, system wide process);

(2) The nature of the change activities (they utilize behavioural science interventions of an educational, reflexive, self-examining, learn-to-do it-yourself nature);

(3) The targets of the change activities (they are directed toward the human and social processes of organizations, specifically individuals' beliefs, attitudes, and values, the culture and processes of work groups-viewed as basic building blocks of the organization

(4) Desired outcomes of the change activities (the goals are needed changes in the target of the interventions that cause the organization to be better able to adapt, cope, solve its problems, and renew itself). Organization development thus represents a unique strategy for system change, a strategy largely based in the theory and research of the behavioural sciences, and a strategy having a substantial prescriptive character.

Characteristics:

i)   *It is a planned change effort*: An organisational development programme involves a systematic diagnosis of the organisation, the development of a strategic plan for improvement, and the mobilisation of resources to carry out the effort.

ii)   *It involves the total system*: It is related to the change system of the organisation such as a culture change and the changes in the rewards system. There may be tactical efforts which work with subparts of the organisation but the system to be change is total, relatively autonomous organisation.

iii)   *It is managed from the top*: The top management of the system has a personal investment in the program and its outcomes. They actively participate in the management of the effort.

iv)   *It is designed to increased organisation effectiveness and health:* The total organisation, the significant subparts, and individuals, manage their work against goals and plans for achievement of these goals. Miles et al. (1966) define the healthy organisation in three board areas- those concerned with

task accomplishment, those concerned with internal integration, and those involving mutual adaptation of the organisation and its environment.

v) *Organisational development achieves its goals through planned interventions using behaviour science knowledge:* A strategy is developed of intervening or moving into the existing organisation and helping its present ways of work, norms, and values, and look at alternative ways of working, or relating, or rewarding. The interventions used draw on the knowledge and technology of the behavioural sciences about such processes as individual motivation power, communications, perception, culture norms, problem- solving, goal setting, interpersonal relationships, intergroup relationships and conflict management.

Objectives:

Organisational development has various objectives, they are discussed as follows:

i) *Create an open and problem-solving atmosphere in the organisation*: An open and problem-solving atmosphere in an organisation will not only facilitate the overall functioning in the organisation but will also promote employee satisfaction and motivation.

ii) *The authority should be associated with their role, status, knowledge and competence:* This goal will help develop a positive relationship between superiors and subordinates, thus creating a conducive environment in the organisation.

iii) *Decision making and sources of information should be clear:* This goal will help employees have a clear idea about the functioning of the organisation, about various opportunities for career development and issues and problems existing in the organisation. This will not only make employees more aware but will also promote organisational citizenship amongst the employees.

iv) *Build trust and values amongst employees throughout the organisation:* This will not only enhance the interpersonal relationship and communication amongst the employees but will lead to development of a positive organisational culture.

v) *Create healthy competitive atmosphere amongst the employees to maximize collaborative efforts*: Creating and maintaining healthy competition amongst the employees not only promotes team work but will also enhance the overall functioning of the organisation.

vi) *Develop a reward or promotion system to motivate the personnel and increase the performance:* This is one of the most relevant goals of organisational development as employee performance is key to organisational development and in order to promote maximum performance on the part of the employees, it is important to use varied motivational techniques.

vii) *Improve the effectiveness of the organisation:* Another important goal of organisational development is to use varied techniques and promote organisational effectiveness.

viii) *Enhance achievement of the organisational goals:* Various techniques under organisational development can be used to help enhance the achievement of organisational goals.

4.2 Evolution of OD:

Organisational development is an effort, planned organisation wide and managed from the top to increase organisation effectiveness and health through planned interventions in the organisations process using behavioural science knowledge. Kurt Lewin the founder father of organisational development introduced the group dynamics and action research, which comes as underpin of organisational development process. At the core it can be said that in organisational development two or more people working together. It is a long-range effort to improve organisations problem solving and renewal process through more effective collaboration with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioural science. The emergent experts in the field of organisational development see the organisation in holistic approach. This holistic interplay of number of systems impacts the process and output of the entire organisation.

Organisational development attempts to systematic and practical approach to launching and diffusing change in organisation. This ongoing and cyclic process of organisational development consists of wide range of strategies for any organisational improvement. Warren Bennis has referred to organisational development as a response to change a complex educational strategy intended to change the beliefs, attitudes, values and structure of organisation so that they can better adapt to new technologies marketing, challenges and the rate of change. Thus, it can be analysed with a view that organisational development targets new change in the organisation for its betterment. This brings challenges to lead towards bright future. Burke described organisational development as a planned process of change is an organisation's culture through the utilisation of behavioural science technology, research and theory. This definition attempts to show the development in terms of utilising new behavioural changes with the learning modern technology and new research views. French and Bell describe organisational development in a more comprehensive manner as a long-term effort to improve an organisations problem solving and renewal process, particularly through a more effective and collaborative management of organisation culture.

Organisational development is a contractual relationship between a change agent and a sponsoring organisation entered into for the purpose of using applied behavioural science and or the organisational change perspectives in a systems

context to improve organisational performance and the capacity of the organisation to improve. Thus, organisation development is an ongoing systematic long-term process to make an effective change in an organisation. The success of organisational development depends on the implementation of internal and external measures. Internal measures entail a paradigm shift in terms of reorienting all levels of personnel toward development goals the creation of a development office a high level of transparency collaboration, flexibility and creative thinking. In the external measures the process requires the implementation of highly integrated public relations, fundraising and advocacy plans. This integration of the internal and external measures comes as a core of an institution for its development.

Organisational development aims at achieving the goal, mission and vision in a most effective and efficient manner. Fundamentally, organisational development is the implementation of a process of planned change for the purpose of organisational improvement (as opposed to a focus solely on performance). It is rooted in the social and behavioural sciences and draws its influences from a wide variety of content areas, including social psychology, group dynamics, industrial/organisational (I/O) psychology, participative management theory, organisational behaviour, sociology, and even psychotherapy. This diverse background has been cited as both strength and a weakness of OD. Its strength lies in the breadth and diversity that such openness affords.

The history of organisational development will help to clarify the evolution of the term as well as some of the problems and confusion that have surrounded it. As currently practiced, organisational development emerged from five major backgrounds or stems. The first was the growth of the National Training Laboratories (NTL) and the development of training groups, otherwise known as sensitivity training or T-groups. The second stem of organisational development was the classic work on action research conducted by social scientists interested in applying research to managing change. An important feature of action research was a technique known as survey feedback. Kurt Lewin, a prolific theorist, researcher, and practitioner in group dynamics and social change, was instrumental in the development of T-groups, survey feedback, and action research. His work led to the creation of organisational development and still serves as a major source of its concepts and methods. The third stem reflects the work of Rensis Likert and represents the application of participative management to organisation structure and design. The fourth background is the approach focusing on productivity and the quality of work life. The fifth stem of organisational development, and the most recent influence on current practice, involves strategic change and organisation transformation.

Early Development:
Kurt Lewin played a key role in the evolution of organisation development as it is known today. As early as World War II, Lewin experimented with a collaborative

change process (involving himself as consultant and a client group) based on a three-step process of planning, taking action, and measuring results. This was the forerunner of action research, an important element of organisational development, which will be discussed later. Lewin then participated in the beginnings of laboratory training, or T-groups, and, after his death in 1947, his close associates helped to develop survey-research methods at the University of Michigan. These procedures became important parts of organisational development as developments in this field continued at the National Training Laboratories and in growing numbers of universities and private consulting firms across the country.

Douglas McGregor and Richard Beckhard while "consulting together at General Mills in the failure of off-site laboratory training to live up to its early promise was one of the important forces stimulating the development of organisational development. Laboratory training is learning from a person's "here and now" experience as a member of an ongoing training group. Such groups usually meet without a specific agenda. Their purpose is for the members to learn about themselves from their spontaneous "here and now" responses to an ambiguous hypothetical situation. Problems of leadership, structure, status, communication, and self-serving behaviour typically arise in such a group. The members have an opportunity to learn something about themselves and to practice such skills as listening, observing others, and functioning as effective group members.

As formerly practiced (and occasionally still practiced for special purposes), laboratory training was conducted in "stranger groups," or groups composed of individuals from different organisations, situations, and backgrounds. A major difficulty developed, however, in transferring knowledge gained from these "stranger labs" to the actual situation "back home". This required a transfer between two different cultures, the relatively safe and protected environment of the T-group (or training group) and the give-and-take of the organisational environment with its traditional values. This led the early pioneers in this type of learning to begin to apply it to "family groups" — that is, groups located within an organisation. From this shift in the locale of the training site and the realisation that culture was an important factor in influencing group members (along with some other developments in the behavioural sciences) emerged the concept of organisation development.

The Cambridge Clinic found itself having difficulty with its internal working relationships. The medical director, concerned with the effect these problems could have on patient care, contacted an organisational consultant at a local university and asked him for help. A preliminary discussion among the director, the clinic administrator, and the consultant seemed to point to problems in leadership, conflict resolution, and decision processes. The consultant suggested that data be gathered so that a working diagnosis could be made. The clinic officials agreed, and tentative working arrangements were concluded.

The consultant held a series of interviews involving all members of the clinic staff, the medical director, and the administrator. Then the consultant "thematized", or summarized, the interview data to identify specific problem areas. At the beginning of a workshop about a week later, the consultant fed back to the clinic staff the data he had collected. The staff arranged the problems in the following priorities.

Role conflicts between certain members of the medical staff were creating tensions that interfered with the necessity for cooperation in handling patients. The leadership style of the medical director resulted in his putting off decisions on important operating matters. This led to confusion and sometimes to inaction on the part of the medical and administrative staffs. Communication between the administrative, medical, and outreach (social worker) staffs on mutual problems tended to be avoided. Open conflicts over policies and procedures were thus held in check, but suppressed feelings clearly had a negative influence on interpersonal and intergroup behaviour.

Through the use of role analysis and other techniques suggested by the consultant, the clinic staff and the medical director were able to explore the role conflict and leadership problems and to devise effective ways of coping with them. Exercises designed to improve communication skills and a workshop session on dealing with conflict led to progress in developing more openness and trust throughout the clinic. An important result of this first workshop was the creation of an action plan that set forth specific steps to be applied to clinic problems by clinic personnel during the ensuing period. The consultant agreed to monitor these efforts and to assist in any way he could. Additional discussions and team development sessions were held with the director and the medical and administrative staffs.

A second workshop attended by the entire clinic staff took place about two months after the first. At the second workshop, the clinic staff continued to work together on the problems of dealing with conflict and interpersonal communication. During the last half-day of the meeting, the staff developed a revised action plan covering improvement activities to be undertaken in the following weeks and months to improve the working relationships of the clinic.

A notable additional benefit of this organisational development program was that the clinic staff learned new ways of monitoring the clinic's performance as an organisation and of coping with some of its other problems. Six months later, when the consultant did a follow-up check on the organisation, the staff confirmed that interpersonal problems were now under better control and that some of the techniques learned at the two workshops associated with the organisational development programs were still being used.

Organisational Development is a system-wide application and transfer of behavioural science knowledge to the planned development, improvement, and reinforcement of the strategies, structure, and process that lead to organisation effectiveness.

Modern Development

In recent years, serious questioning has emerged about the relevance of organisational development to managing change in modern organisations. The need for "reinventing" the field has become a topic that even some of its "founding fathers" are discussing critically.

With this call for reinvention and change, scholars have begun to examine organisational development from an emotion-based standpoint. For example, De Klerk (2007) writes about how emotional trauma can negatively affect performance. Due to downsizing, outsourcing, mergers, restructuring, continual changes, invasions of privacy, harassment, and abuses of power, many employees experience the emotions of aggression, anxiety, apprehension, cynicism, and fear, which can lead to performance decreases. De Klerk (2007) suggests that in order to heal the trauma and increase performance, organisational development practitioners must acknowledge the existence of the trauma, provide a safe place for employees to discuss their feelings, symbolize the trauma and put it into perspective, and then allow for and deal with the emotional responses. One method of achieving this is by having employees draw pictures of what they feel about the situation, and then having them explain their drawings with each other. Drawing pictures is beneficial because it allows employees to express emotions, they normally would not be able to put into words. Also, drawings often prompt active participation in the activity, as everyone is required to draw a picture and then discuss its meaning.

The use of new technologies combined with globalization has also shifted the field of organisation development. Roland Sullivan (2005) defined Organisation Development with participants at the 1st Organisation Development Conference for Asia in Dubai-2005 as "Organisation Development is a transformative leap to a desired vision where strategies and systems align, in the light of local culture with an innovative and authentic leadership style using the support of high-tech tools". Organisational development is the thing helping in building good culture in the organisation.

4.3 Diagnosis

Diagnosis is the process of understanding how the organization is currently functioning, and it provides the information necessary to design change interventions. It generally follows from successful entry and contracting, which set the stage for successful diagnosis. Those processes help OD practitioners and client members jointly determine organizational issues to focus on, how to collect and

analyse data to understand them, and how to work together to develop action steps from the diagnosis. In another sense, diagnosis is happening all the time. Managers, organization members, and OD practitioners are always trying to understand the drivers of organization effectiveness, and how and why change is proceeding in a particular way. Unfortunately, the term diagnosis can be misleading when applied to organizations. It suggests a model of organization change analogous to the medical model of diagnosis: An organization (patient) experiencing problems seeks help from an OD practitioner (doctor); the practitioner examines the organization, finds the causes of the problems, and prescribes a solution. Diagnosis in organization development, however, is much more collaborative than such a medical perspective implies and does not accept the implicit assumption that something is wrong with the organization.

Diagnostic process

Diagnosis is a cyclical process, which involves data gathering, interpretation and identification of problem areas and potential action program.

The first step is the preliminary identification of possible problem areas. Often these preliminary attempts tend to bring out symptoms as well as problem areas.

The second step involves gathering data based on the preliminary problem identification. These data are then categorized, analysed and presented to the client in a feedback session.

This allows a collaborative diagnosis of data as the client and consultant jointly diagnose and identify probable problem areas.

The target systems are identified and the change strategy is designed. Finally, the intervention is monitored to determine the level or degree of change that has been attained versus the desired change goals.
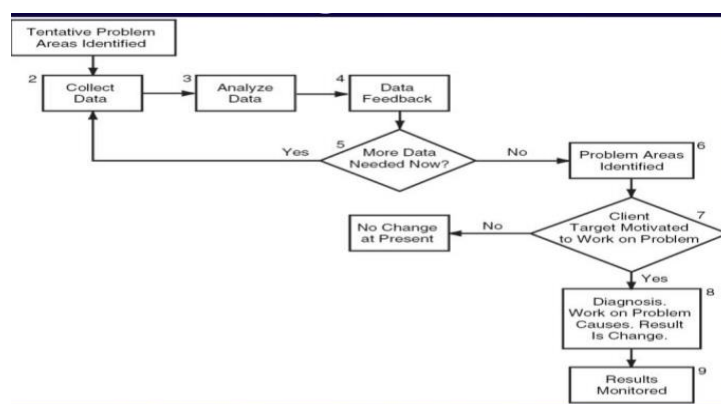
Models/Strategies:………………………..

Self – Assessment …………………..

UNIT 5: OD INTERVENTIONS AND PRACTITIONERS

5.1 Introduction

The term OD interventions refers to the range of planned programmatic activities in which clients and consultants participate during the course of an OD program. These activities are designed to improve the organizations functioning through enabling organization members better to manage their team and organization cultures. OD interventions constitute the continually evolving technology, the methods and techniques of the practice of organization development.

OD interventions are set of structured activities in which selected organizational units (targets, groups or individuals) engage with a task or a sequence of tasks where the task goals are related directly or indirectly to organizational improvement.

5.2 Classification of OD interventions

There are number of ways of classifying OD interventions, depending upon the dimensions one wishes to emphasize.

Personal and Interpersonal Interventions	Team and Intergroup Interventions	Structural Interventions
Laboratory Training Career Planning Interventions Stress Management Process Consultation Johari Window Transactional Analysis	Team development interventions Role Negotiation Technique Role Analysis Technique Total Quality Management Intergroup Team Building	Job Design Quality Circles MBO and Appraisal Quality of work life.

Personal and Interpersonal Interventions:

Laboratory Training:

Laboratory training programs evolve from the early group dynamics work of Kurt Lewin and the program conducted by National Training Laboratory (NTL) in the United States of America and by Tavistock Institute in England.

Laboratory training is used to increase the interpersonal skills of managers in their leadership, group and organization situation. The basic concept involves the use of a group as a laboratory for experimenting, learning and discovering cause and effect relations in interpersonal communication.

The objectives of laboratory training are:

1. Improved insights into managerial and personal style.
2. An increased ability to assess one's impact upon others.
3. A greater awareness of the conditions that facilitate or inhibit groups functioning.
4. Increased skill in analyzing and coping with change and ambiguous problem situations.

Organizational Development Practitioner

An OD practitioner is a person who provides professional services i.e. diagnosing systems, developing interventions, and helping to implement them. They refer to at least three sets of people, first those who specialize in OD as professionals and traditionally focus on humanistic values but now include organizational effectiveness and competitiveness.

Second are those who specialize in the field related to OD such as reward system, organizational design, work design, information technology, and business strategy.

Third are those people who are managers and administration and gained OD competencies. OD is becoming a general management skill over time.

5.3 Role Demand of OD Practitioner
1. Marketing

An effective organization development (OD) practitioner has to be aware of systems wanting to change and be known and available to those needing them. They must know how to match skills with potential client profile and convey qualifications in a credible manner. Their skills are much needed in quickly grasping the nature of the system, determining appropriate decision and processes as needed according to situation and circumstances.

2. Leadership

Leaders keep members focused on key company values and on opportunities and need for improvement. A leader's job is to recognize when a company is headed in the wrong direction and to get it back on the right track. The role of OD practitioner is not just being that leader but also training the managers to be the leaders.

3. Enrolling

An effective organization development (OD) practitioner must build trusting relationships, present the theoretical foundations of change, deal effectively with resistance, help the client trust the process, and help the client manage emotionally charged feelings and collaboratively design the change process.

4. Problem-Solving

The real challenge is to implement a solution to an organizational problem. OD practitioner must not forget about today's problems yet focus constantly on the next set of problems. He must not just propose solutions but ensure the correct implementation of these solutions.

5. Emotional Intelligence

OD practitioner role is emotionally demanding, he must have the capability which influences personal abilities to succeed in coping with environmental demand and pressure. Self-awareness, self-management, empathy, social skills and self-motivation are all needed requirements of OD practitioner role.

5.4 Use of Knowledge and Experience
The role of an OD practitioner can be defined on a continuum ranging from client centred to consultant centred. He must not only direct the managers of the organization but also successfully transfer his/her knowledge and experience to the learners. He must attend to all phases of the business and focus on how the organization works with clients.

With the development of new and varied intervention approaches, the OD professional's role needs to be seen as falling along the entire continuum from client-centred to consultant-centred.

At times, the consultant will rely mainly on organization members' knowledge and experiences to identify and solve problems. At other times, it will be more appropriate to take on the role of expert, withdrawing from that role as managers gain more knowledge and experience. This is no doubt a very crucial role and needs a lot of practice, expertise and a good command over all tools and techniques to attain complete success.

5.5 Competencies

1. **Systems Change Expert:**

   a) **Systems Change Leader** — who can comfortably work within a whole system and advise on strategies for organizational change, transformation, and alignment.

   b) **Culture Builder** — who fosters commitment and engagement based on an environment of trust and promotes the health and vitality of the organization.

   c) **Innovator** — who sponsors, develops, and can challenge the organization to create strategies for disruption, breakthroughs, transformation, and innovation.

2. **Efficient Designer:**

   a) **Efficient Designer** — who strives for simplicity and designs strategies, interventions, and processes to facilitate a desired business outcome with the client and end-user in mind.

   b) **Process Consultant** — who increases leadership and organizational capacity, facilitates group dialogue and decision-making by creating a non-threatening environment.

   c) **Data Synthesizer** — who operates as an integrator connecting multi-stakeholder views and translates salient information to create clarity and commitment.

3. **Business Advisor:**

   a) **Strategic Catalyst** — who thinks strategically, takes initiative, and acts to achieve results tied to the organization's goals.

   b) **Results-Oriented Leader** — who understands and applies the principles of customer service, sets challenging goals, and measures impact and project return on investment.

   c) **Trusted Advisor** — who effectively develops trusting relationships and partnerships through integrity and authenticity and is clear about the outcomes that are important to key stakeholders.

4. **Credible Strategist:**

   a) **Credible Influencer** — who empathetically relates to clients, understands their needs, and has the knowledge to translate the business reality into terms that can be agreed upon and committed to by the client.

   b) **Collaborative Communicator** — who communicates clearly and concisely, and tailors communication in ways that meet the needs and motivations of client groups at all levels.

   c) **Globally Diverse Integrator** — who can effectively work within diverse cultures, and creates an inclusive environment for people of all identities to feel valued, respected, and able to contribute.

5. **Informed Consultant**

   a) **Exemplary Consultant** — who cultivates meaning, working relationships, and commitment with stakeholders to effect change, and demonstrates an understanding of client expectations, effectively contracting for goals, outcomes, and resources.

   b) **Emotionally Intelligent Leader** — who effectively reads stakeholders, seeks out different perspectives, and uses emotional intelligence to guide appropriate action, and understands and reflects on one's own personal values, boundaries, feelings, biases, triggers, and ethics to manage their impact on the work.

   c) **Life-Long Learner and Practitioner** — who demonstrates leadership in a specialized area of OD, stays up to date on methodologies and tools, and leverages best practices to drive results in line with the organization's needs. The website has about a dozen specific theories listed, including appreciative inquiry, culture change, diversity and inclusion, organization design, the science of decision making, systems theory, and team development."

Self – Assessment………….

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