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ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

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ІНТЕРВЕНЦІЇ ОРГАНІЗАЦІЙНОГО РОЗВИТКУ

Organizational development process is a process of continuous diagnosis, action planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change. The importance of organizational development deals with:

- Organizational change is the process of organizational development that identifies areas of company operations where change is needed. Without organizational development as part of change management, a company would have a difficult time developing effective change management programs.

- Growth – organizational development is an important tool in managing and planning corporate growth. An organizational development analysis brings together sales projections and consumer demand to help determine the rate of company growth. This information is used to alter the company business plan and plan the expansion and use of company resources such as personnel and the distribution network to accommodate future growth.

- Work processes – when a company is involved in organizational development, it analyzes work processes for efficiency and accuracy. Any quality control measures required to attain company standards are put in place.

- Product innovation requires the analysis of several kinds of information to be successful. Organizational development is critical to product innovation because it can help analyze each element of product development and create a method for using it effectively. Some of the processes that come together in organizational development to assist in product innovation are competitive analysis, technology development, consumer preferences, and target market research, manufacturing capabilities analysis and patents and trademarks.

Organizational development interventions are the set of structured activities in which selected organizational unit engage in a series of tasks will lead to organizational improvement. Organizational development interventions include the following categories:

1. Human process interventions deal with interpersonal relationships and group dynamics. The following interventions deal with human processes:

- process consultation is a organizational development technique in which facilitator works closely with manager on the job to help manager improve interactions with other group members;

- team building is an organizational development technique in which facilitator first observes interactions of group members and then helps them become aware of ways to improve their work interactions;

- intergroup training is an organizational development technique that uses team building to improve work interactions of different functions or divisions, groups or departments in organizations;

- organizational mirroring is an organizational development technique in which facilitator helps two interdependent groups explore their perceptions and relations in order to improve their work interactions;

- organizational confrontation meeting is an organizational development technique that brings together all managers of an organization to confront issue of whether organization is

effectively meeting its goals. This method mobilizes organization members to identify problems, set action targets, and begin working on problems;

- large-group interventions is an organizational development technique that involve getting abroad variety of stakeholders into a large meeting to clarify important values, to develop new ways of working, to articulate a new vision for the organization, or to solve pressing organizational problems.

2. Techno-structural interventions deal with an organization's technology (for example, its task methods and job design) and structure (for example, division of labour and hierarchy). They include:

- structural design: this change process concerns the organization's division of labour – how to specialize task performances. Diagnostic guidelines exist to determine which structure is appropriate for particular organizational environments, technologies, and conditions;

- downsizing: this intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layoffs, organization redesign, and outsourcing;

- re-engineering: this recent intervention radically redesigns the organization's core work processes to create tighter linkage and coordination among the different tasks;

- reorganization is an overhaul of a company's internal structure. Companies go through reorganization for various reasons. Purposes include improving efficiency, cutting costs, repositioning the business, and dealing with corporate changes such as mergers and acquisitions. The restructuring may involve changes to departments, business units and employee roles, and often includes significant layoffs;

- work design: this refers to organizational development interventions aimed at creating jobs, and work groups that generate high levels of employee fulfillment and productivity.

3. Human resource management interventions deal with an organization's employees:

- reward systems: this intervention involves the design of organizational rewards to improve employee satisfaction and performance;

- career planning and development: it generally focuses on managers and professional staff and is seen as a way of improving the quality of their work life;

- managing workforce diversity: important trends, such as the increasing number of women, ethnic minorities, and physically and mentally challenged people in the workforce, require a more flexible set of policies and practices;

- employee wellness: these interventions include employee assistance programs and stress management.

4. Strategic interventions link the internal functioning of the organization to the larger environment and transform the organization to keep pace with changing conditions:

- integrated strategic change: it argues that business strategies and organizational systems must be changed together in response to external and internal disruptions. A strategic change plan helps members manage the transition between a current strategy and organization design and the desired future strategic orientation;

- trans organization development: this intervention helps organizations to enter into alliances, partnerships and joint ventures to perform tasks or solve problems that are too complex for single organizations to resolve;

- merger and acquisition integration: this intervention describes how organizational development practitioners can assist two or more organizations to form a new entity;

- culture change: this intervention helps organizations to develop cultures (behaviours, values, beliefs and norms) appropriate to their strategies and environments;

- self-designing organizations: this change program helps organizations gain the capacity to alter themselves fundamentally. It is a highly participative process, involving multiple stakeholders in setting strategic directions and designing and implementing appropriate structures and processes.