
UNIT 2 SELECTION AND ORGANISING OF INTERVENTION ACTIVITIES

Structure

- 2.0 Introduction
- 2.1 Objectives
- 2.2 Selection of Organisational Development Intervention Activities
 - 2.2.1 Framework of OD Intervention Activities
 - 2.2.2 Issues to be considered while Selecting OD Intervention Activities
 - 2.2.2.1 Factors that Impact the Success of OD Interventions
 - 2.2.2.2 Assumptions about the Nature and Functioning of Organisations
- 2.3 Designing of OD Interventions
 - 2.3.1 Designing Interventions
 - 2.3.2 Definition of Effective Interventions
 - 2.3.3 Specific Roles
 - 2.3.4 Steps in Designing the Intervention Strategy
- 2.4 Organising of OD Intervention Activities
- 2.5 Let Us Sum Up
- 2.6 Unit End Questions
- 2.7 Suggested Readings

2.0 INTRODUCTION

In this unit we are dealing with selection and organising of intervention activities. In this we first discuss the framework of Organisational Development intervention activities. Selection of organisational development intervention activities requires a framework of OD interventions which are presented in this section. Following this is the issues to be considered while selecting OD intervention. The next section deals with the factors that impact OD interventions and how to design OD interventions and the steps thereof are discussed in the next section. The next section deals with organising of OD intervention activities which involves guidelines in selecting the OD interventions, the work setting itself in which the programme will be introduced and the rewards system that goes to make the programme a success.

2.1 OBJECTIVES

After completing this unit, you will be able to:

- Define organisational development Interventions;
- Describe its characteristics;
- Explain the Selection of organisational development intervention activities;
- Elucidate the framework for OD intervention activities;
- Describe the different OD interventions;
- Elucidate the steps required to introduce OD interventions;
- Explain how to design OD intervention activities; and
- Describe the specific roles and steps in designing OD interventions.

2.2 SELECTION OF ORGANISATIONAL DEVELOPMENT INTERVENTION ACTIVITIES

An organisation development intervention is a sequence of activities, actions, and events intended to help an organisation improve its performance and effectiveness. Intervention design, or action planning, derives from careful diagnosis and is meant to resolve specific problems and to improve particular areas of organisational functioning identified in the diagnosis. OD interventions vary from standardised programs that have been developed and used in many organisations to relatively unique programs tailored to a specific organisation or department.

All OD programs have three basic components: diagnosis, action and program management. The diagnostic component represents a continuous collection of data about the total system, its subunits, its processes and its culture. The action component consists of all the activities and interventions designed to improve organisation's functioning. The program management component encompasses all activities designed to ensure success of the program. While diagnosing the state of the system, focusing on the client's concerns, strengths, problem areas, unrealised opportunities and discrepancy between vision of desired future and the current situation will give a valuable input for the correct selection made regarding the OD intervention activity. The selection of the OD intervention activity will also be influenced by the approach that is taken towards these components. It will also be determined by the framework of OD intervention activities that is used to obtain the diagnostic data.

2.2.1 Framework of OD Intervention Activities

While making a selection of the OD intervention activity two types of frameworks to classify interventions are identified: process models and content models. This also helps to choose the intervention which suits the requirements. *Process models* explain the intervention process or strategy. These models communicate the “do's” and “don'ts” or blueprints of interventions ranging from the early stages of diagnosis of the need of OD in the workplace, through conducting changes and evaluating the results. We find them to be potentially useful in helping organisations follow critical issues as interventions unfold. The process models have a distinctive focus on the approach or steps taken to institute interventions in the organisation. These process guides vary on the elements of focus in an intervention but they are all loosely consistent with models seen in the general management (e.g. decision making, change management) and health and safety literatures (e.g. risk assessment).

Content models or *taxonomies* on the other hand are more concerned with the elements of the job, person or organisation that need to change. These taxonomies use features that *characterise* the intervention such as the popular primary, secondary and tertiary classification of interventions. They are useful for listing any number of intervention strategies found in organisations (e.g., EAPs, Job design) but are seriously lacking in their ability to help organisations choose which type of intervention best deals with identified problems. The content models or taxonomies found in the literature represent the organisational, job, individual or other content areas in which changes can be brought. In their simplest form these models are a catalogue of such human resource techniques or programs (e.g., EAPs, Role Clarification, Job Design, and Relaxation). They vary on the characteristics by which they categorise the strategies. In some cases, the classification lends itself to reviewing the major types of interventions in the literature because of a focus on main differentiating (theoretical) elements of focus. Parkes and Sparkes (1998) divide interventions into two major types—

Socio-technical interventions and psychosocial interventions. In this scheme, the socio-technical interventions—which are also techno-structural—are primarily concerned with changes to objective/structural aspects of the work situation (e.g., staffing levels, work schedules, company mergers, work patterns, staff meetings) which have implications for the stress, health and job satisfaction among the personnel concerned”. They view these interventions as most likely to manipulate objective work conditions and therefore more readily amenable to systematic study. They might also be seen as consisting of mostly primary interventions focusing on the objectives.

To better guide research and interventions, we propose an *evidence-based framework* as a hybrid model. Evidence-based practices or interventions are quickly gaining momentum in numerous medical and social fields. Put simply, they prescribe interventions based on evidence. Such requires a clear explanation and evidence of the sources of problems (e.g. stressors) and their consequences so as to then propose and evaluate interventions that are expected to deal with the problem in its entirety. Within context, the framework communicates the evidence that exist for interventions relating to the problems. It is an improvement over the content models that simply list intervention methods with little to no reference to the problems as it intends to address, and requires that an account of the strength of existing evidence is taken. If interventions are bunched into a “broad” grouping, the limited research does suggest success for “Socio-technical” interventions. Interventions of this type center on objective changes in the work-environment which include elements related to job design in most instances. So changes in workload and schedules, for instances, seem to have important effects on well-being and performance. Evidence is mixed for psychosocial types of interventions. These are “approaches intended to change employees’ perceptions of the work environment through strategies such as increasing participation, communication and social support, reducing role ambiguity and conflict, and enhancing control over work tasks”.

2.2.2 Issues to be Considered while Selecting OD Intervention Activities

Organisational development interventions refer to the techniques (methods) created by OD professionals, coaches and mentors to help solve the pressing problems of organisations who seek their services. A single organisational consultant cannot use all the interventions available in his arsenal. It is always preferable to use interventions when the need arises. This therefore calls for an effective understanding of the organisation, its needs and the problems it is facing so as to make sure that the right intervention tools solve the right kinds of problems.

2.2.2.1 Factors that Impact the Success of OD Interventions

1) Factors relating to Change Situation

These relate to the environment of the organisation and include the physical and human environment.

Readiness for Change: Intervention success depends heavily on the organisation being ready for planned change.

Capability to Change: Managing planned change requires particular knowledge and skills including the ability to motivate change, to lead change, to develop political support, to manage transition, and to sustain momentum.

Cultural Context: The national culture within which an organisation is embedded

can exert a powerful influence on members' reactions to change, and so intervention design must account for the cultural values and assumptions held by organisation members.

Capabilities of the Change Agent (OD Consultant): The success of OD interventions depend to a great extent on the expertise, experience and talents of the consultant.

II) Factors Related to the Target of Change

These relate to the specific targets at which OD interventions are targeted. The targets of change can be different issues of the organisation and at different levels.

A) Organisational Issues

- 1) **Strategic Issues:** Strategic issues refer to major decisions of organisations such as what products or services to offer, which markets to serve, mergers, acquisitions, expansions, etc.
- 2) **Technology and Structure Issues:** These refer to issues relating to how organisations divide their work amongst departments and how they coordinate between departments.
- 3) **Human Resource Issues:** These issues are concerned with attracting competent people to the organisation, setting goals for them, appraising and rewarding their performance, and ensuring that they develop their careers and manage stress.
- 4) **Human Process Issues:** These issues have to do with social processes occurring among organisation members, such as communication, decision-making, leadership, and group dynamics.

B) Organisational Levels

OD interventions are aimed at different levels of the organisation: individual, group, organisation and trans-organisation (for example different offices of the organisation around the globe; or between organisation and its suppliers, customers, etc.) In addition to facing interrelated issues, organisations function at different levels—individual, group, organisation and trans-organisation. Thus, organisational levels are targets of change in OD.

For example, some techno-structural interventions affect mainly individuals and groups (for example, work design), whereas others impact primarily the total organisation (for example, structural design). Many OD interventions also have a secondary impact on the other levels. For example, structural design affects mainly the organisation level but can have an indirect effect on groups and individuals because it sets the broad parameters for designing work groups and individual jobs.

Again, practitioners need to think systemically. They must design interventions to apply to specific organisational levels, address the possibility of cross-level effects, and perhaps integrate interventions affecting different levels to achieve overall success. For example, an intervention to create self-managed work teams may need to be linked to organisation-level changes in measurement and reward systems to promote team-based work.

2.2.2.2 Assumptions about the Nature and Functioning of Organisations

There are many possible intervention strategies from which to choose. Several assumptions about the nature and functioning of organisations are made in the choice of a particular strategy. Beckhard lists six such assumptions:

- 1) The basic building blocks of an organisation are groups (teams). Therefore, the basic units of change are groups, not individuals.
- 2) An always relevant change goal is the reduction of inappropriate competition between parts of the organisation and the development of a more collaborative condition.
- 3) Decision making in a healthy organisation is located where the information sources are, rather than in a particular role or level of hierarchy.
- 4) Organisations, subunits of organisations, and individuals continuously manage their affairs against goals. Controls are interim measurements, not the basis of managerial strategy.
- 5) One goal of a healthy organisation is to develop generally open communication, mutual trust, and confidence between and across levels.
- 6) People support what they help create. People affected by a change must be allowed active participation and a sense of ownership in the planning and conduct of the change.

2.3 DESIGNING OF OD INTERVENTIONS

2.3.1 Designing Interventions

An organisation development intervention is a sequence of activities, actions, and events intended to help an organisation improve its performance and effectiveness. Intervention design, or action planning, derives from careful diagnosis and is meant to resolve specific problems and to improve particular areas of organisational functioning identified in the diagnosis. OD interventions vary from standardised programs that have been developed and used in many organisations to relatively unique programs tailored to a specific organisation or department.

Behind every program is an overall game plan or intervention strategy. This plan integrates the problem or opportunity to be addressed, the desired outcomes of the program, and sequencing and timing of the various interventions. Intervention strategies are based on diagnosis and the goals desired by the client system. Designing OD interventions requires paying careful attention to the needs and dynamics of the change situation and crafting a change program that will be consistent with the previously described criteria of effective interventions. Current knowledge of OD interventions provides only general prescriptions for change. There is scant precise information or research about how to design interventions or how they can be expected to interact with organisational conditions to achieve specific results. Moreover, because the ability to implement most OD interventions is highly dependent on the skills and knowledge of the change agent, the design of an intervention will depend to some extent on the expertise of the practitioner. Two major sets of contingencies that can affect intervention success are: those having to do with the change situation (including the practitioner) and those related to the target of change. Both kinds of contingencies need to be considered in designing interventions.

2.3.2 Definition of Effective Interventions

The term intervention refers to a set of sequenced planned actions or events intended to help an organisation increase its effectiveness. Interventions purposely disrupt the status quo; they are deliberate attempts to change an organisation or subunit toward

a different and more effective state. In OD, three major criteria define an effective intervention:

- 1) the extent to which it fits the needs of the organisation;
- 2) the degree to which it is based on causal knowledge of intended outcomes; and
- 3) the extent to which it transfers change-management competence to organisation members.

The first criterion concerns the extent to which the intervention is relevant to the organisation and its members. Effective interventions are based on valid information about the organisation's functioning; they provide organisation members with opportunities to make free and informed choices; and they gain members' internal commitment to those choices. Valid information is the result of an accurate diagnosis of the organisation's functioning. It must reflect fairly what organisation members perceive and feel about their primary concerns and issues. Free and informed choice suggests that members are actively involved in making decisions about the changes that will affect them.

It means that they can choose not to participate and that interventions will not be imposed on them. Internal commitment means that organisation members accept ownership of the intervention and take responsibility for implementing it.

If interventions are to result in meaningful changes, management, staff, and other relevant members must be committed to carrying them out. The second criterion of an effective intervention involves knowledge of outcomes. Because interventions are intended to produce specific results, they must be based on valid knowledge that those outcomes actually can be produced. Otherwise there is no scientific basis for designing an effective OD intervention.

Unfortunately, and in contrast to other applied disciplines such as medicine and engineering, knowledge of intervention effects is in a rudimentary stage of development in OD. Much of the evaluation research lacks sufficient rigor to make strong causal inferences about the success or failure of change programs. Moreover, few attempts have been made to examine the comparative effects of different OD techniques. All of these factors make it difficult to know whether one method is more effective than another.

Despite these problems, more attempts are being made to assess systematically the strengths and weaknesses of OD interventions and to compare the impact of different techniques on organisation effectiveness. The third criterion of an effective intervention involves the extent to which it enhances the organisation's capacity to manage change. The values underlying OD suggest that organisation members should be better able to carry out planned change activities on their own following an intervention. They should gain knowledge and skill in managing change from active participation in designing and implementing the intervention. Competence in change management is essential in today's environment, where technological, social, economic, and political changes are rapid and persistent.

2.3.3 Specific Roles

There are at least three distinct sets of roles that must be fulfilled when designing and implementing intervention strategy – the change manager, the change agent, and the roles played by individuals within the system that is being changed. The *change manager* oversees the design of the intervention strategy. This person would have

overall responsibility for assessing the need for change, determining the appropriate intervention activities, implementing the strategy and evaluating the results. The *change agent* assists the change manager in developing and implementing change strategy. This person should have knowledge of OD theories, concepts, practices and research results so that he or she can advise the change manager on implementing issues and the efficacy of different intervention strategies. For example, if during the initial stages of designing the intervention strategy, the change manager lacks understanding of some of the key concepts of planned change, the change agent may act as a trainer and educator to ensure that these concepts are understood. The change agent must address himself to all of these hazards and obstacles. Some of the things which will help him are:

- 1) A real need in the client system to change
- 2) Genuine support from management
- 3) Setting a personal example: listening, supporting behaviour
- 4) A sound background in the behavioural sciences
- 5) A working knowledge of systems theory
- 6) A belief in man as a rational, self-educating being fully capable of learning better ways to do things.

The roles of *individuals* within the system that is the target of the intervention strategy are determined by the change manager. Change committees or task forces are important for helping to collect data, develop team skills and define the emerging tasks and roles within the system. Therefore to design an intervention strategy, the change manager with the help of the change agent and others in the system, must be able to diagnose the existing environment for change, develop and implement a plan of action and evaluate the results of the intervention to determine if the desired behavioural changes have occurred.

HRD practitioners have two primary roles in the design of OD interventions; first they can serve as change agents and second can play role in the design and implementation of OD interventions. OD interventions and labour relations are inextricably linked. If an organisation wants to bring about lasting change in a unionised work environment, management must first attempt to make labor relations a more rational process. They must view union leaders as partners in change and emphasise that their commitment to long term goals for change is important.

2.3.4 Steps in Designing the Intervention Strategy

Consistent with system theory, organisational issues are interrelated and need to be integrated with each other. Organisation's need to match answers to one set of questions, with answers to other sets of questions to achieve high levels of effectiveness. For example, decisions about gaining competitive advantage need to fit with choices about organisation structure, setting goals for and rewarding people, communication, and problem solving. Thus, intervention design must create change methods appropriate to the organisational issues identified and diagnosed. Moreover, because the organisational issues are themselves linked together, OD interventions similarly need to be integrated with one another. For example, a goal-setting intervention that tries to establish motivating goals may need to be integrated with supporting interventions, such as a reward system that links pay to goal achievement. The key point is to think systemically. Interventions aimed at one kind of organisational issue will invariably

have repercussions on other kinds of issues. Careful thinking about how OD interventions affect the different kinds of issues and how different change programs might be integrated to bring about a broader and more coherent impact on organisational functioning are critical to effective intervention activity. Some of the steps involved in designing the intervention strategy / activities are:

Diagnose the environment: Diagnosing the environment is an assessment process that focuses on determining the readiness of the target group to accept change. Force field analysis is essential to analyse the driving and restraining forces. To determine the effectiveness of the intervention activity it is required that the change manager reduces the resistance.

Organisation of report: The report begins with an overview of the theoretical framework underpinning our conceptualisation of problem areas. This allows all readers, familiar or new to the topic, to develop a common bearing for the concepts and terminology. That section is followed by a brief methods section wherein the scope of literature search is discussed, for the purposes of this mandate. This search led to the development of the report's core elements contained in both the results and recommendation sections. The results section overviews basic frameworks, models and strategies with commentary and criticism on their utility. Then it is proposed how a framework might best "evolve" from this review for the purposes outlined in objectives. The results section will then end with a brief summary of evidence related to objectives. The final section of the report will close with recommendations meant to guide the efforts of research and practices. In a practical sense, those factors that will assist organisations and researchers to make changes that are likely to have a positive impact are recommended

Preparation of the report: A preliminary report to serve as a discussion piece during a consultative symposium with invited international, national and local experts is prepared. This symposium report hereafter includes commentary received from these participants.

Literature search: The literature review for this work is conducted over a six-month period. The main goal of this search is to uncover any papers, articles or reports that refer to studies conducted on the intervention in the workplace, any reviews of such studies and any conceptual or theoretical papers reflecting on the topic.

Results of literature search: Several frameworks have been proposed as a means of integrating intervention strategies. Over twenty-six years ago, Newman and Beehr (1979) conducted what is considered to be a first comprehensive review of the literature and at that time presented a way of classifying intervention types. Elements of that method are still in evidence today and used for practical purposes within more elaborated systems of diagnosis and action (e.g., Cox et al, 2000). In fact, its elements are arguably part of other frameworks or models proposed.

Development of an action plan: Involves identifying specific target variables and determining the techniques that will be used to bring about change. The action plan specifies intervention strategy

Analysis and evaluation of the intervention choice: The analysis focuses on a thorough examination of the project objectives through this existing literature, conceptual models and the several competent, detailed reviews recently conducted. It also throws light in context of the related literature for the choice, success or failure of intervention activities.

Therefore the following objectives get fulfilled:

Objective 1 calls for a meaningful framework that integrates intervention strategies. Accordingly, several frameworks are identified and are reviewed.

Objective 2 deals with evaluating the effectiveness and efficiency of organisational intervention strategies.

Objective 3 corresponds to the implications of findings for research and organisational practice regarding the intervention activities. In the recommendation and conclusion section, the implications are examined.

Thus considering the following framework, issues assumptions and guidelines the intervention strategies and activities are selected and designed to suit the organisation and the individuals within.

Self Assessment Questions

- 1) What is the role of the *change manager* in OD Intervention activities?
 - a) Team functioning
 - b) assessing the need for change
 - c) oversees design of intervention
 - d) determining appropriate intervention activities
- 2) Which of these is not a framework model for OD interventions?
 - a) Process model
 - b) evidence- based framework
 - c) content model
 - d) human resource model
- 3) Factors Related to the Target of Change include—————
 - a) Strategic Issues
 - b) Human Process Issues
 - b) Technology and Structure Issues
 - d) Systems issues

2.4 ORGANISING OF OD INTERVENTION ACTIVITIES

“Interventions” are principal learning processes in the “action” stage of organisation development. Interventions are structured activities used individually or in combination by the members of a client system to improve their social or task performance. They may be introduced by a change agent as part of an improvement program, or they may be used by the client following a program to check on the state of the organisation’s health, or to effect necessary changes in its own behaviour. “Structured activities” mean such diverse procedures as experiential exercises, questionnaires, attitude surveys, interviews, relevant group discussions, and even lunchtime meetings between the change agent and a member of the client organisation. Every action that influences an organisation’s improvement program in a change agent-client system relationship can be said to be an intervention.

Interventions range from those designed to improve the effectiveness of individuals through those designed to deal with teams and groups, intergroup relations, and the total organisation. There are interventions that focus on task issues (what people do), and those that focus on process issues (how people go about doing it). Finally, interventions may be roughly classified according to which change mechanism they tend to emphasise: for example, feedback, awareness of changing cultural norms, interaction and communication, conflict, and education through either new knowledge or skill practice.

Michel Beer suggest some guideline for choosing and sequencing intervention activities such as maximize diagnostic data, maximize effectiveness, maximize efficiency, maximize speed, maximize relevance and minimize psychological and organisational strain. There are some ways to structure activities to promote learning and change are better and some are worse. To structure activities in better ways some points help practitioner such as:

- Structure the activity to include the relevant people, affected by the problem or the opportunity.
- Structure the activity so that it is (a) problem oriented or opportunity oriented and (b) oriented to the problems and opportunities generated by the clients themselves.
- Structure the activity so that the goal is clear and the way to reach the goal is clear.
- Structure the activity to ensure a high probability of success.
- Structure the activity so that it contains both experience- based learning and conceptual learning,
- Structure the climate of the activity so those individuals are freed up rather than anxious or defensive.
- Structure the activity so that the participants learn both how to solve a particular problem and learn how to learn.
- Structure the activity so that individuals learn about task and process.
- Structure the activity so that individuals are engaged as whole persons, not segmented persons.

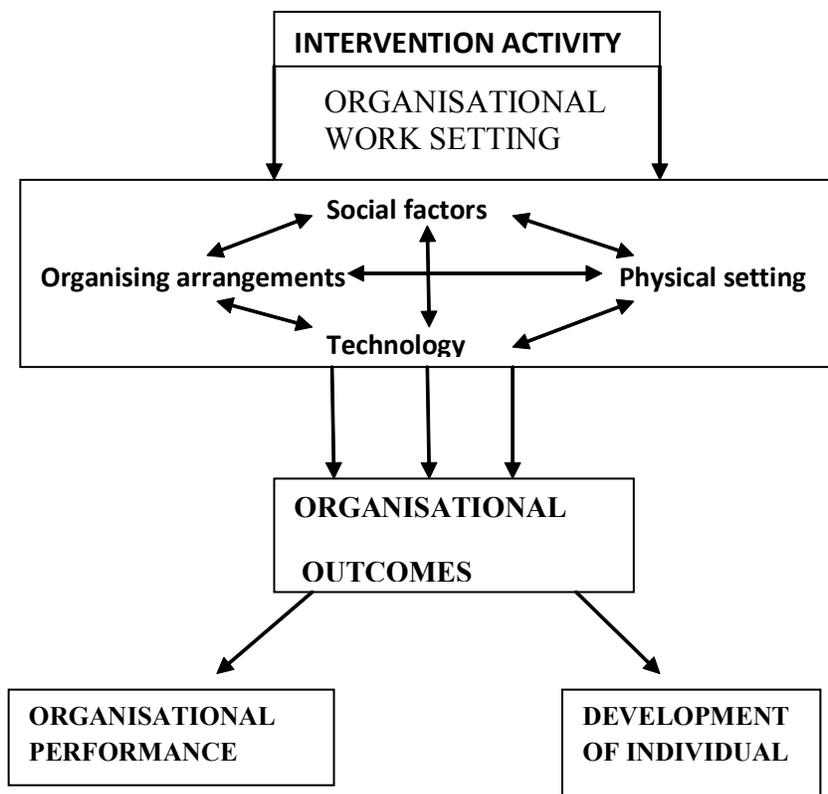


Fig. 1: Organisation and Implementation of Intervention for Organisational Development and Change

The figure above explains how the intervention activity will go through the organisational work setting and consider issues like social factors, physical setting, technology and

organising arrangements according to the requirements of the organisation to obtain organisational outcomes in the form of individual development and effective organisational performance.

Contingencies Related to the Change Situation: Researchers have identified a number of contingencies present in the change situation that can affect intervention success. These include individual differences among organisation members (for example, needs for autonomy), organisational factors (for example, management style and technical uncertainty), and dimensions of the change process itself (for example, degree of top-management support). Unless these factors are taken into account in designing an intervention, it will have little impact on organisational functioning or, worse, it may produce negative results. For example, to resolve motivational problems among blue-collar workers in an oil refinery it is important to know whether interventions intended to improve motivation (for example, job enrichment) will succeed with the kinds of people who work there. In many cases, knowledge of these contingencies results in modifying or adjusting the change program to fit the setting. In applying a reward-system intervention to an organisation, the changes might have to be modified depending on whether the firm wants to reinforce individual or team performance.

One of the most difficult tasks confronting the change agent is to help create in the client system a safe climate for learning and change. In a favourable climate, human learning builds on itself and continues indefinitely during man's lifetime. Out of new behaviour, new dilemmas and problems emerge as the spiral continues upward to new levels. In an unfavourable climate, in contrast, learning is far less certain, and in an atmosphere of psychological threat, it often stops altogether. Unfreezing old ways can be inhibited in organisations because the climate makes employees feel that it is inappropriate to reveal true feelings, even though such revelations could be constructive. In an inhibited atmosphere, therefore, necessary feedback is not available. Also, trying out new ways may be viewed as risky because it violates established norms. Such an organisation may also be constrained because of the law of systems: If one part changes, other parts will become involved. Hence, it is easier to maintain the status quo. Hierarchical authority, specialisation, span of control, and other characteristics of formal systems also discourage experimentation.

A few examples of interventions include team building, coaching, Large Group Interventions, mentoring, performance appraisal, downsizing, TQM, and leadership development.

The following are the different kinds of organisational development interventions:

- Sensitivity training
- Survey feedback
- Development discussion
- Goal setting and planning
- Team building and management objective.
- Managerial grid
- Job enrichment, participative management and quality circles.
- Process consultation intervention

- Inter-group Team-Building Interventions
- Third-Party Peacemaking Interventions
- Structural Interventions

These kinds of intervention can be used in various settings depending on the need of the organisation. Survey feedback intervention provides data and information to all the managers. Information related to the attitude, structure, working conditions will be included in the survey. Managers analyse the data pertaining to each and every employee and takes appropriate action. They try to analyse the problem, evaluate the result and correct the problem.

On the other hand, along the consultation process, the consultant meets all departments, work teams, and observes the interaction and skill levels of those working in those areas. Goal setting and planning goals are important for the overall strategic plans for the profitability of the organisation. Managerial grid identifies management behaviour on different ways. It looks into production-oriented factors as well as the employee-oriented factors and combines them to interact with each other. It also gives the structural view of the laboratory training. Managerial grid interventions also relate to the leadership skills.

Self Assessment Questions

- 1) To structure activities in better ways practitioner do the following—————
 - a) Structure activity for individuals to learn
 - b) Structure activity to ensure success
 - c) Structure day to day activities
 - d) Structure activity to include relevant people
- 2) Which of these is not an intervention activity?
 - a) Diagnostic process
 - b) Survey feedback
 - c) Development discussion
 - d) Sensitivity training
- 3) Survey feedback intervention provides data and information to all the managers about—————
 - a) attitude
 - b) structure
 - c) working conditions
 - d) all of these

2.5 LET US SUM UP

The growth of any organisation pulls its peoples to change their thinking toward organisational development interventions. People with planned and changed interventions can grow in organisations. An intervention forms the front view of any developed organisation. So it is important to follow and implement creative interventions. In implementing OD interventions, it is important to apply criteria to goals, experiment with alternative arrangements, establish inter unit task force, and identify key communicators and fire-able offenses.

An intervention forms the appropriate relationship between strategy and organisational development. So a development model is required to reflect the human resource management and structure to build the organisational development intervention. At

last an intervention makes a way for the effective business development with lots of competition.

2.6 UNIT END QUESTIONS

- 1) How can you ensure the success of the implementation of organisational development interventions in your organisation?
- 2) How will you know if you're using the right kind of intervention?
- 3) Why is the role of a manager critical to the success of the intervention?
- 4) Discuss the framework of OD intervention activities in context to the various related issues.
- 5) Describe the designing of OD intervention activities and the specific roles played at different levels by people in designing and implementing these activities.

2.7 SUGGESTED READINGS

Desimone, R.L., Werner, J.M. & Harris, D.M., *Human Resource Development*, Thomson: Singapore.

Dwivedi, R.S., *Human Relations And Organisational Behaviour: A Global Perspective*, Macmillan: ND

French, Wendell L & Bell, Cecill H Jr.: *Organisational Development: Behavioural Science Interventions For Organisational Improvement*, Pearson ND (LDA)