Working Paper

ORGANIZATION DEVELOPMENT INTERVENTIONS IN
INDIAN ORGANIZATIONS

By

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IN INDIAN ORGANIZATIONS

ABSTRACT

The growth of an organization pulls people to change.
Those who plan and initiate change grow. Those who do
not, remain frozen in their roles and location
Organization Development and Design is a process decision
which an organization makes to actively give shape and
direction to the organization. This paper focuses on the
leaders and top management making a choice for an OD
intervention. This choice then leads to 1. Consultant's
brief and scope of the intervention, 2. Methodology of
the intervention, diagnostic study, presentation of the
study, proposed action interventions and implementations
and review and follow up. The paper then explores the
significant dimensions of an OD exercise which consists
of looking at History of growth and its impact on the
current organization culture, impact of leadership
profile, redesigning of organization structure and people
interface, people profile, emergement organizational and
managerial issues and strengths and limitations of the
organization. Further exploration is done on the choices
an organization can make for future directions. These
choices are at the level of institutional,
organizational, leadership, corporate, managerial roles,
workers and organizational renewal and learning.

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1. Introduction

Organization Development (OD) and Design (ODD) are three key words which suggest an action and a process decision taken by the leadership to review the organization for new choices and directions. This is with a view to take the organization forward to a qualitatively different level of maturity.

The decision for an Organization Development and Design Intervention is made when the organization is confronted by growth and the growth or non-growth of people. An organization grows in terms of size and turnover. It may have acquired new technology. The people in the organization also grow with the growth of the organization. However, after a point of time the organization continues to grow by the pull of the opportunities in the environment but the people in the organization get frozen in their roles. The quality of their performance becomes repetitive and they get rooted in their job specialization, techniques and skills. ome remain function bound and do not acquire an organizational or systemc perspective. Their understanding of the organizations interface with the external environment also remains unrealistic or limited. Not all, but some organizations become aware of this frozenness of maps and definitions of people in the organization and accept that there is something which needs to get done or initiated to bring back the dynamicity into the people and the organization as a whole. Very often, there is nothing seriously wrong in the organization or with the people but there is a nagging belief in the key people that there is something missing. There is no way to identify and pin point what is missing or this is what is wrong. There is an overall awareness of loss, a lull, a restlessness which generates anxiety, apprehension and a need for action.

Organization's Decision for an OD Intervention

The organizations' first response is to do an internal assessment. The HRD comes up with internal training programmes which are specific problem
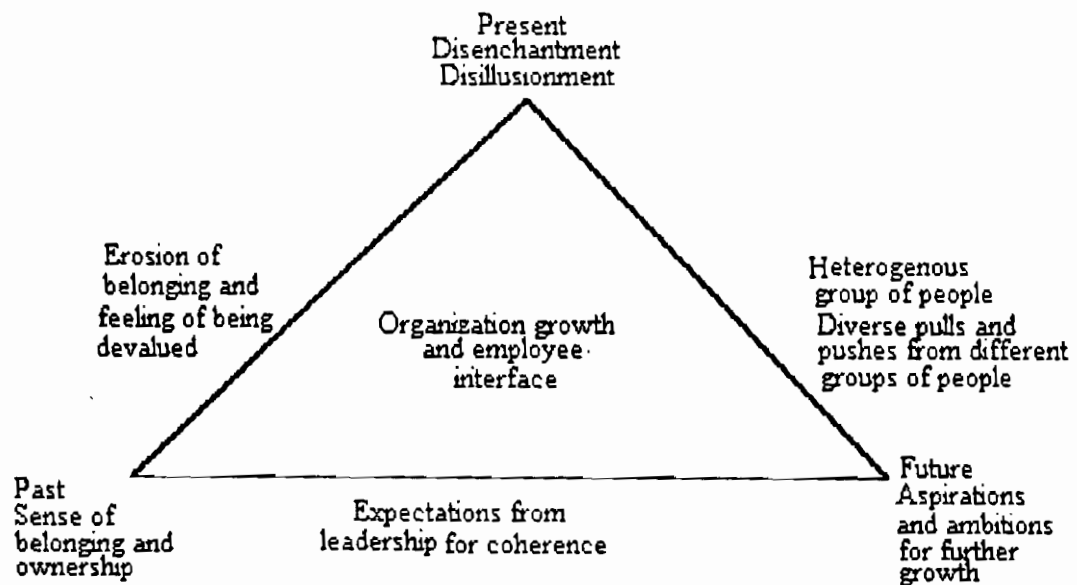
centred or lack centered. They identify some very manifest problem areas such as lack of training, lack of management knowledge, attitudes and skills, motivation, communication, leadership training for manager and similar people related issues. However, these problem centered training programmes do not address the general malaise which is affecting the organization. The second response is to send people to training programmes outside of the organization. This contributes to few people who come back feeling enthusiastic and energetic but very quickly settle down to the existing overwhelming culture of the organization. Some organizations do undertake an extnesive exercise of restructuring which releases both positive and negative energy and residual feelings of discriminations, deprivations and denials. The organization initially reverberates with hopes and despair, aspirations and futility, enrichment and discontentment and gets pushed and pulled between apathy, lethargy and task orientation. However, all this does not add up to a dynamic, performing and successful organization. It is at this point of time the leadership or the key HRD person suggests an Organization Development and Intervention.

At other times organizations and specifically the leaders or the key role holders decide for an OD Intervention when the organization has grown from either a small enterprise to a medium organization, or from medium to a large organization or from a large organization to a mammoth and global organization. From one product it would have grown to multi-product and multi-unit organization and from a small handful of trusted homogenous group of people to a large diverse and heterogenous group of people. At the same time the competition and complexity from the environment demands that the existing people acquire a new managerial and organization orientation to respond to both the internal and external challenges and opportunities of growth.

The unprecedented growth generates anxiety in people as to what it does to their belonging in the organization. The changes outside initiates changes inside the organization and the culture slowly but perceptibly begins to get transformed. The existing people start to feel that it is no more the organization they knew. The organization has changed. Figure 1 depicts the phases of growth and emerging processes and residues in people.

Figure 1

Growth - Employee Interface

Present
Disenchantment
Disillusionment

Erosion of
belonging and
feeling of being
devalued

Organization growth
and employee
interface

Heterogenous
group of people
Diverse pulls and
pushes from different
groups of people

Past
Sense of
belonging and
ownership

Expectations from
leadership for coherence

Future
Aspirations
and ambitions
for further
growth

The past of the organization is filled with belonging. Movement to present is filled with erosion of belonging resulting in disenchantment and disslusionment. New groups of people push and pull the organization. The leaders are expected to bring about a coherance.

Parikh, Indira J. Adapted from an unpublished consultancy report, 1992.

Organizations go through many phases of growth. Some may go through one phase of growth through many decades and then suddenly encounter and experience a cataclysmic event or an unanticipated event which pushes the organization to a different phase of growth. Some organizations go through two, three or four phases of distinctive growth, choice of direction and or paths. Each phase has distinct characteristics and constituents.

For example, one organization has encountered three phases of growth. Phase one of growth was characterised by slow and stable growth, it was ownership driven with a personalised relationship with employees. Phase two of growth

came around when a small group of professional and experienced people joined the organization. This brought about a fast paced growth and a task and market orientation. Then about five years later a whole new group of people who were young and educated were recruited. Their entry made different kinds of demands from the organization like expectation of task, targets, results, responsibility, authority and accountability orientation and fast track career growth. This process is presented below in figure 2.

Figure 2
Phases of Growth in an Organization
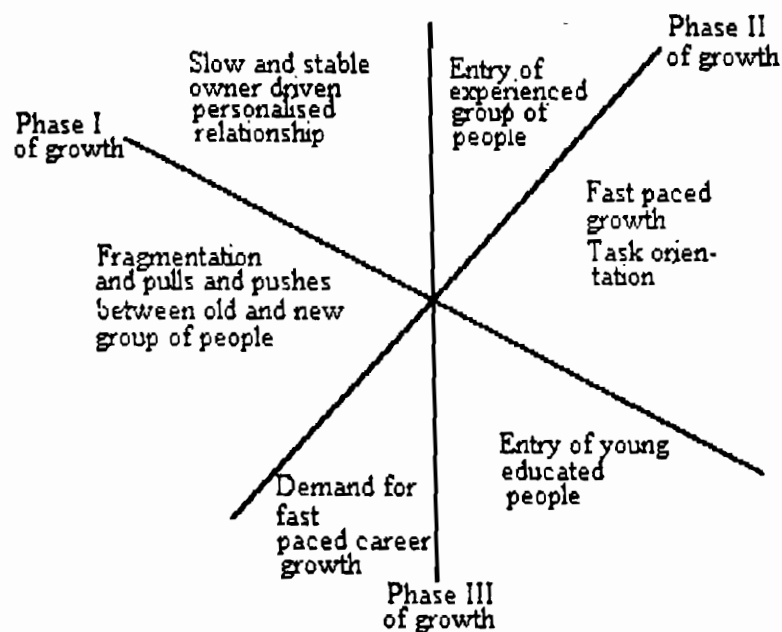
Ths organizaton has undergone three phases of growth contributing to changes from a slow and stable growth in phase one. There is fact paced accelerated growth in phase two. The environmental and entry of new people brings the organization to the phase three and pulls and pushes from multiple direction.

Parikh, Indira J., Adapted from an unpublished consultancy report, 1994.

In the initial phases of growth the organization selected its personnel from a homogenous socio-cultural group. This fostered an organization culture of belonging and hard work. It contributed to an organismic quality in the culture

of the organization. This quality of organization culture facilitated growth and coherance amongst different sub-systems of the organization. Growth also meant induction of new people and redesigning of the existing structure. This contributed to dislocations and disorientations. The organization got polarised in different groups that of old and new, old and young and experienced and professionals.

It is at this third phase of the organization growth when OD was sought. At this point the organization reflected the following key characteristics:

1. Unprecedented and unplanned growth

2. Emergent changes in the organization strucuture due to growth or redesigned structure

3. Demands for professionalization of management practices from to interface with the newly recruited professionals external environment.

4. Introduction of some systems and systemic processes

5. Change in leadership through succession or retirement.

6. Induction of people both young and experenced professionals who do not belong to past homogenous groups.

All these demand a significant change in definitions and meanings of role and performance in people as well as leadership. This demands realignment and recaliberation of organization values. An OD intervention at this phase of organization's growth meant that the organization needed to evolve a different perspective for giving a direction and shape to the organization culture and reorient its people in their roles for performance.

The organization in this phase of flux and transition needed to ensure that people in the organization experience coherance and convergence amidst the various pulls and pushes rather than become victims of forces of divergence that such an environment invariably sets in motion. An OD Intervention is

sought to facilitate convergence of these diversity and for it to make its own value interpretations to make it congruent with the role orientations, criterion of decision making, modes of leadership, degree of task differentation and finally make available mechanisms of coorodination to its membership.

Organization Development and Design is a process intervention which addresses the people issues and the processes with which people within the organiziation relate with each other, tasks and the system. The focus is on performance or non-performance and achievement and stagnation at one level; and relationships across levels and organization culture at another level. As part of the OD Intervention a diagnostic study of the organization is carried out so that a holistic understanding of the organization is acquired and new processes can be initiated in the organization to build a new work culture which is dynamic and excellence oriented.

Scope of the Paper

This paper focuses on the Organization Development and Design Interventions carried out in several Organizations. It highlights the following steps.

1.   Consultants brief and scope of the Intervention

2.   Methodology of the Intervention

3.   The actual diagnostic study

4.   Presentation of the study

5.   Proposed Action Interventions and Implementations

6.   Revierw and follow up

1. Consultants Brief and Scope of the Intervention

The key personnel of the organization CMD, MD, VP HRD, VP Personnel, GM HRD or Personnel or Corporate HRD personnel whoever initiates the preliminary discussion and dialogue has already identified a vague feeling that something needs to be done or has clear cut identification of the various problems or concerns in the organization. He also has identified solutions towards the problems of the organization. Underlying this identification is also an awareness that something more needs to be done other than addressing the problem - solution intervention.

It is at the time of dialogue between the key person of the organization and the coonsultant that the focus shifts from problem - solution mode to an ODD mode. The ODD takes away the limited focus on the problem and enlarges the canvas to include the totality of the organization. The operative assumption is:

1.   that the existing organization culture is more than the sum total of all behaviour from every one in the organization. Whether by active participation and direction from the leadership and or silent acceptance and conformity by the rest every one actively or passively by default contributes to the evolution of the organization culture;

2.   that the maps and definitions as held by every employee of the organization, its structure, task, technology, performance and people determines the emergent processes of culture, structure, task, role and performance of the organization;

3.   that the history of the organization and how history is held and given meanings by people influences the working of people. People carry residues of feelings from the past experiences and as such people shapes the role and performance of people in the organization;

4.   that the leadership's charisma, role, style and ways of relating influences the organization. Whether it is one leader or succession of leaders shapes the people's relatedness with the organization and sense of belonging; that each leader is experienced and held diifferently by

different people in the organization. Each individual or group internalises both the health and pathology of the leader as well as the organization and as such contribute to health and pathology in the organization.

5. that each organization evovles a work ethos and a work culture influenced by socio-cultural context and the external environment which is rbough in by people.

6. that the growth of the organization is experienced and held selectively by individuals and different group of people depending upon their entry and the phase of growth the organization was at that point of time;

7. that the people profile be it of senior managers, middle managers, junior level of managers and supervisors/executives/officers/or workers reflect distinctiveness of each group. How each group operationalises the maps, definitions and meanings of the organization, others and their roles is anchored in their own dreams and expectations from themselves as well as the organization. The clarity of these assumptions emerge through the dialogue between the consultant and the key role holder that an acceptance of OD intervention is crystallized and accepted.

2. Methodology of the Intervention

A proper OD intervention to assess the current status of the organization implies the following steps:

1. A diagnostic study. The diagnostic study entails meetings with all the key people beginning with the leadership, top and senior managers group and key functional heads and a cross-section of representatives from different levels of people in the organization. All these people are met individually for a period of one hour to two and a half hours. The junior managers, supervisors, officers, executives and workers are met for a period of half hour to one hour in groups ranging from five to fifteen.

The meetings are open ended, meaning that the individuals are invited to share their experiences of the organization and people, structures and systems tasks and performance and ther overall concerns. They are asked to identify alternatives choices, actions and directions and what they would like to see happen in the organization. These meetings are recorded in writing and or on tape with clear understanding of confidentiality about the specific data and identity of the person.

2. Writing a comprehensive report.

3. Presenation of the report of the findings and analyssis to the top and senior management group.

4. Recommendation and implementation.

5. Review of the interventions and their value after six months.

3. Diagnostic Study An ODD Intervention

Once the assignement is agreed upon and the objectives and scope are clarified between the organization and the consultant. The meetings with the key role holders and the groups are scheduled.

Over the last fifteen years my ODD Interventions can be categorized in two groups of organizations:

1. Family owned organizations who are concerned with professionalising their organization and themselves.

2. Other public, private, joint sector and multi-national organizations attempting to redesign their structure, culture and managerial orientations.

The focus of interventions in both these kinds of organizations is quite distinctive.

For the family owned/managed organizations very often the objectives reflect the following:

1. Review the family saga, family history, family structure, familial relationship dynamics and residues among family members. The members of the family who also are part of the organization bring the family history of relationship and residues in the organization.

2. Review the growth and history of the organization

3. Review the role of leader, progenitor, inheritor, successor and their role philosophy of life, organization vision and values that impact the organization.

4. Review the designed and or evolved organization structure as well as the emergent and operative structure.

5. Review the work culture

6. Review the people profile across levels of the organization specially the managerial profile.

7. Identify strengths and limitations of the organization including the manufacturing units.

8. Design organization, structural, managerial roles and task processes to transform the organization to be anchored in performance, excellence and professionalism.

One of the most sensitive aspects in family owned organization is the relationship amongst family members. Most often the work relations get affected by the social relations in the family setting. The split in family owned organizations is the result of split in the family relations. The clues are visible long before the actual split takes place. If the family members in the organization accept the differences and are willing to work at the family level the chances of postponing the split are possible. However, more often the OD

intervention can only facilitate a dignified and less traumatic and dramatic split.

In other organizations besides the focus on organization history, growth, leadership, people and culture the focus is on the:

1. Role of the Corporate Office

2. Role played by corporate managers as individuals and as a group

3. Interface between Corporate Office and the branches

4. Review managerial capabilities and competancies

5. Identify institution building processes

In other organizations the focus of an ODD intervention is to:

1. Review where the organization is today

2. How it has arrived where it is today (history).

3. What is the impact of structure and culture on performance

4. What are the managerial capabilities and competancies across the levels of the organization.

5. How does the organization create synergy in team work and managerial leadership.

6. How the organization is managing transformation and change.

7. How the organization can create new traditions relevant for the times and its people.

Once the objectives of the ODD intervention is negotiated and agreement is arrived the schedule of meetings are fixed.

The meetings to collect data itself becomes an intervention. For example, the participating members have an opportunity to share, reflect and state some of their experiences and residues of feeling they are carrying vis-a-vis the past chocies and decisions of the organization, their interface with people across levels of the organization, the structure and culture of the organization and the persons own location, role, behaviour and performance. The interview meetings also tend to explore areas of the individual in his/her life space, the dilemmas and choices an individual is grappling at that phase of life and his/her overall role orientation. This focus makes the canvas of the organization and study much larger. The individual begins to explore and question his/her role in the system in a much wider context.

Another unintended consequences of the ODD intervention is that these meetings also raise many expectations from the organization as the people start to beleive that once they have shared the problems with the consultant whom the organization has invited, the organization is ready to address and respond to all the concerns they have with the solutions that they have identified. Any intervention raises a lot of hopes in the people for dramatic transformations to occur. If the organization does not address some of the issues the potential for further frustration is quite high. If the organization has invited several consultants over the years without any action the people take this as one more report to be shelved and gather dust.

Once the interviews individually and jointly are carried out it is time to put all the findings into a presentable report. Below I am highlighting some of the key themes and findings which then call for an intervention.

A diagnostic study highlights the current business and people status of the organization. As the interviews are largely open ended a wide range of data is available. The data is categorized into key issues of the organization which requires attention from key role holders at different levels of management. Below are listed some of the key areas that have emerged from the data of

several organizations for which recommendations, interventions and actions are made.

1. History of growth and its impact on the present culture of the organization. History and growth of various plants, corporate office and administrative office and branches.

2. People profile of corporate role holders, senior managers, middle managers, junior level executives, officers and workers.

3. Leadership profiile

4. Key Organization issues

5. Organization Structure and people interface

6. Managerial issues

7. Strengths and limitations of the organization

Sometimes the organization is confronted with issues around business growth, policy issues, strategic business choices, transfer of pricing across business units, market share, competitive advantage and similar issues. These are identified as key issues to be addressed by the organization and its leadership.

Once the data is categorized and interpreted the findings and conclusions are highlighted and recommendations for action choices are identified. The recommendations are at each level of the organization. Broadly speaking the recommendations can be classified at the following levels:

1. Institutional level

2. Organizational level

3. Leadership level

4. Corporate level

5. Senior and middle managers level

6. Workers level, and

7. Overall organizational learning

Once the presentation is made and an overall acceptance and agreement is reached about the diagnosis and key issues then specific inputs are designed at various levels. A choice is then made as to at what level the consultant will provide the input for implementation and whether other consultants need to be invited for interventions down the line. There are certain inputs which the consultant has diagnosed but cannot provide and it becomes necessary for inviting the right person to provide those inputs.

In the following pages an example of each of the issues identified, findings and conclusions and recommendations are presented.

History of Growth of the Organization

Organization 1

This organization reflects a classical pattern of an entrepreneural organization. This Organization started small and has grown to a medium level organization. The growth has been in size, people, sales, number of products and territory from national to international. The Organization has acquired significance and status in the industry. However, the belief of the people in the organization is that the organization has achieved growth and success as the opportunities have come to its doorstep, some good breaks from the environment and hard work of dedicated and loayal people.

The Organization has a very personalised culture of working. There are lot of expectations from the owner cum entrepreneur which are anchored in social mode of family relationships emphasising duty, obligation, sacrifice, loyalty and conformity. This organization reflects values and relationship of a large

joint family. People are committed, sincere and hardworking. Because of the personalized, social and family oriented relationships formalization of organizaton structure has not evolved. Formal functional linkages across tasks and roles have also not emerged. Very quickly there are miscommunications and misunderstandings across tasks which generate personal touchiness and hurt feelings. Organization does not contribute to dynamic professional orientation to performance. When the focus on tasks and functional roles is empahsised people start to feel distanced and loss of personal contact with the entrepreneur. The organization gets pulled and pushed between familial relationship and task culture and gets fragmented.

In this dilemma the Organization has not designed formal strategies nor moved from sales to acquire a market orientation, nor actively designed a national or global thrust. The organization has not designed formal structure, systems and policies appropriate to its growth.

This Organization at this point of time and this phase of growth is grappling with the following issues of history:

1.   This organizaton is carrying the baggage of history in terms of past modes of making choices when the organization was small.

2.   Employees carry nostalgic memories of the personalised relationships amongst people and specially with the owner entrepreneur and find it difficult to redefine relationships focussing on tasks.

3.   The opportunities from the environment and enthusiasm of people facilitated organization growth. Formalisation of structure, systems and policies become difficult to implement.

4.   The organization fostered a family culture.

The transition and flux in the national and global environment and the growth of the organization makes it inevitable that change is required in the organization. From a personalised and relatonal orientation an additional dimension of task orientation anchored in professionalism and excellence

needs to be added. The organization and specially the entrepreneur leader needs to make choices for articulating a vision, a new direction, facilitate momentum for growth and design competitive strategies. He needs to respond to challenges and opportunities in the environment and for that equip people with management knowledge, attitudes, skills, management tools and techniques and a managerial role orientation to contribute to the organzation.

Organization - 2

This organization began with two partners. One took the role of Chairman while the other's role was that of the Managing Director. The Chairman's focus was on quality, excellence and meticulousness. He was production, task and business oriented. Over a period of time the Chairman continued to engage with the day-to-day routine and operational matters. He came through more as a functional head even after the organization had grown manifold. The second leader was known for his enthusiasm, inspirational qualities and accessibility to his people. He took total charge and control which made his people feel controlled. Decisions were centralized and very little space was left for managers to be creative. They felt helpless and transferred the responsibility and accountability to the Managing Director. The managers remained merely performers and implementatrs. Most managers ended up working one to two levels below their designation, competancies and capabilities. This leadership role was more functional than either corporate, organizational or institutional.

Both the leaders were overengaged with day to day routine operations. Each had a vision which was not shared with each other nor with the corporate group or senior managers. Some of the key role holders had acquired more responsibilities but not necessarily a broader vision or an organizational perspective.

At this phase of growth of the organization it was important that the leaders individually and jointly arrived at and artculated the values, vision and direction for growth. Their orientation needed to shift from trade and small or medium business orientation to a large organizational industrial orientation. The leaders role required to add a macro organizatonal perspective, long term planning, acquiring a competitive edge, reshaping organization culture and facilitating transformation of the total organization.

Figure 3 presents the leadership role and the transition required to facilitate growth and new directions.

Figure 3
Transition in Leadership Roles

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                        ┌──────────────┐
                        │  Traditional │
                        └──────┬───────┘
                               │
   Personalised                │           Structural and
   Relational                  │           people related
                               │
┌───────────┐          ┌───────┴──────┐          ┌──────────────┐
│ Entrepre- │──────────│  Leadership  │──────────│ Professional │
│ neurial   │          └───────┬──────┘          └──────────────┘
└───────────┘                  │
                               │
   Institutional               │           Task, processes and
                               │           growth oriented
                               │
                        ┌──────┴───────┐
                        │ Organizational│
                        └──────────────┘
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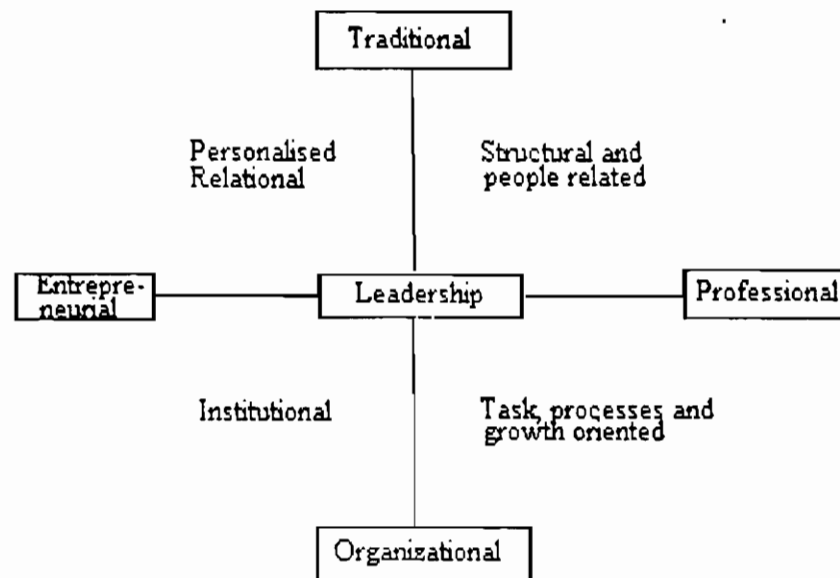
*   Transition from entrepreneural to overall organizational leadership

*   Shift from traditional to professional

*   Shift from personalized relationship to task focused

*   Focus on performance anchored in quality and excellence

*   Institutional roles to create a sense of well-being

Adapted from Parikh, Indira J., An unpublished consultancy report, 1995.

Leadership Profile

Organization Study of Leadership Profile in Organization 1

The leadership in this organization is squarely anchored in the founder of the organization. His leadership quality lay in anticipating the transformations occurring in the country and globally and being prepared for it. The growth and achievement of the organization was through selecting right people for the key

positions, providing support for their potentials to unfold and creating challenges and opportunities for their capabilities and competances. Organizationally, the leadership provided space for autonomy, decision making, responsibility, authority and accountability. The people chosen reflected similar values, life style, ambitions and dreams which could be fostered for the organization's growth. The leadership's success lay in the fact that the people he chose rose to the challenges, accepted the responsibility and accountability and contributed to the growth of the organization.

The leadership of this organization had a far reaching vision. He saw far beyond the present, saw the organiization as a pioneer, walk into the unknown and chart out a new path to create many landmarks. The Organization's growth lies in the solid foundation of values laid by the leader. These reflect a blending of the institutional value of belonging with excellence in task performance and trust and systemic discipline with a community spirit. It was this juxtaposition of the traditional with the professional anchored in growth, creativity, innovativeness and excellence that had brought the organization so far.

As the organization encountered and experienced unprecedented fast paced growth the leader acquired visibility and significance in the industry and the external environment. Individuals who joined at the inception phase and have contributed to the growth began to experience loss. Some got dwarfed by the leader who acquired larger than life image. The other key role holders began to feel inadequate, insufficient and often marginalised. It was at this statge that a realistic assessment of the organization, performance and contribution of people and the qualty of interface between key role holder and the leader became essential. The issues were around who valued whom, whose contribution to growth could be measured and rewarded and the qualities of interface required for the present status and future growth of the organization.

Leaders Level

Based on the findings from the leadership profile several recommendations are made for the leaders to explore. Below are listed a selection of such recommendations from different assignments:

1. The role of leadership is to provide direction and create challenges and opportunities of growth for its people.

2. Leaders to crystalize a vision and mission statement and translate it into policy and strategies for implementation.

3. The leader to initiate transformation from family owned and driven organization to a professionally driven organization.

4. The management viz. the owner manager must visit people to get a personal sensing of how people feel being in the organization and what their concerns are.

5. Some forums of participation need to be designed where open discussion can take place with the CEO/Chairman and across levels of management.

Action Choices for Leaders

1. To state the vision, values and philosophy and convey it to the employees around which they can cohere.

2. Leadership to provide role model of individual and collective leadership with shared power and authority anchored in values, integrity, respect, valuing people and their dignity.

3. The CEO's role is the most significant as he is the family representative. Prior to his joining the management by proxy. As such, the expectations from him are high. The workers would like to have access to him.

4. The CEO removes himself from day-today-day operations and hold the divisional and senior managers responsible and accountable for the functioning of the plant.

5. This organization has moved from trading orientation to manufacturing and production, and now global collaboration. The leadership roles and style need to change to facilitate transformation. A succession plan and preparing second line of managers to take charge is essential.

A conceptual model describing action at various levels of key role holders and in the organizationis presented below:

Table 1
Institution-Organization Leader Role Action Choices

Units of Analysis	Level of Analysis	Chairman and or Chairman Managing Director	Corporate Manager or Corporate Team	Senior Managers or Senior Managers Team or Group	Branch or Functional Divisional or Director or Heads of Depart-ment
Instiutu-tion		Institutional events Focus on work ethos, new horizons and landmarks	Shared vision, mission, values anchored in exce-llence and well being	Creating coherence and conver-gence in the diver-sity and heteroge-neity of people	Work culture and enhancing quality of life
Organiza-tion		Culture building and inspiring the organization community	Policy formula-tion and strategy implemen-tation for business organiza-tion and people growth	Evolving a team spirit and collabora-tion	Self and systemic discipline, commit-ment and involve-ment for perform-ance
Region or Division		Focus on investing in systems and people	Strength-ening and acquiring competitiv e edge	Providing managerial leadership	Fulfilling objectives, goals, targets and results - healthy interface with hierarchy and or the corporate office
Function or Branch		Faster commitment and belonging	Providing direction and creation of new paths and choices	Fostering interdepen -dencies and inter-linkages	Creating new context of work and work relation-ships

People Profile

People in the organization are the ones who require a different orientation to work in the organization. Each employee individually and collectively needs to be invested for growth, capabilities, competancies and skills. Today's organizations are complex systems with diversity of people and competitiveness in the organization. It is the people as a group who contribute to easy transformation or contributing to either chaos or disorder in the organization. As such, understanding the various groups of people become the key constituent for any consultant.

Organization C has several groups of people who pull and push the organization in many directions. Each group of people who have joined this organization come with different dreams and hopes for themselves and expectations, ambitions and aspirations from the organizations. Some left large organizatons to join this new upcoming growing organization to take up challenges to prove themselves that they still have the spark and can make a difference. Some came from small organizations having reached a professional plateau and wanting to have a second lease on their managerial role. Other slightly younger ones were attracted to this specific industry and were looking for new career paths for themselves. Figure 4 portrays the entry of employees in an organization.

Figure 4
People Profile in an Organization

Relationship based

Seeking proximity to signify entrepreneurs/owners

Seeking personalised transaction

Smaller Organization — People in Organization — Larger Organization

Seeking new role in the organization

Comparison with previous organization

System-structure Task based
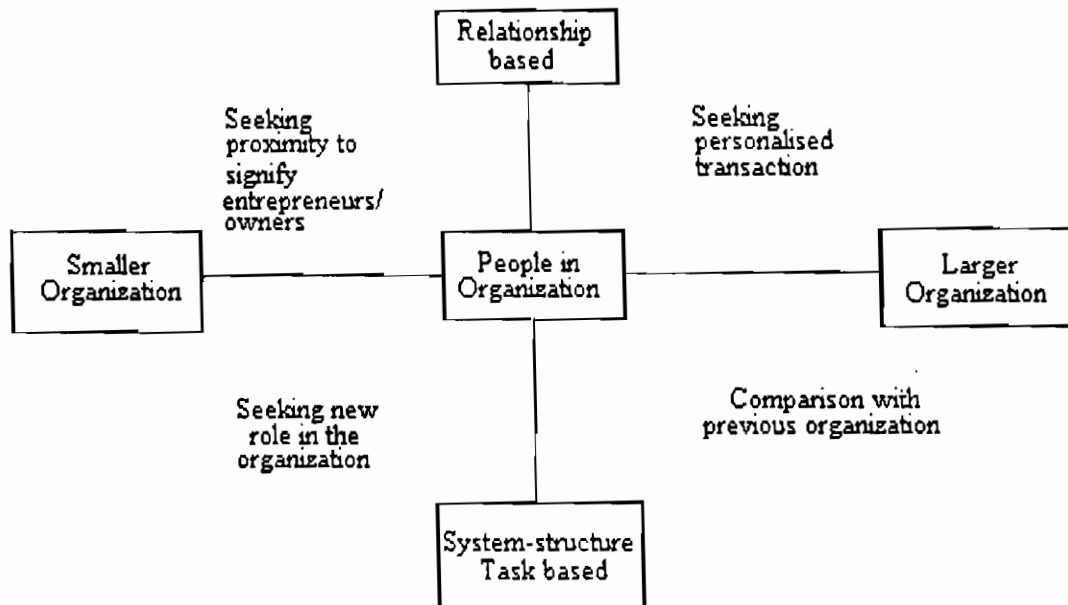
* People from smaller organization seeking proximity to ownership.

* People from large orgnizations are socialized in a heirarchy but oriented to systems-structure and task orientation.

* Transition from either organization requires shifts in their role definition role change.

Adapted from Parikh Indira J., An unpublished consultancy report, 1995.

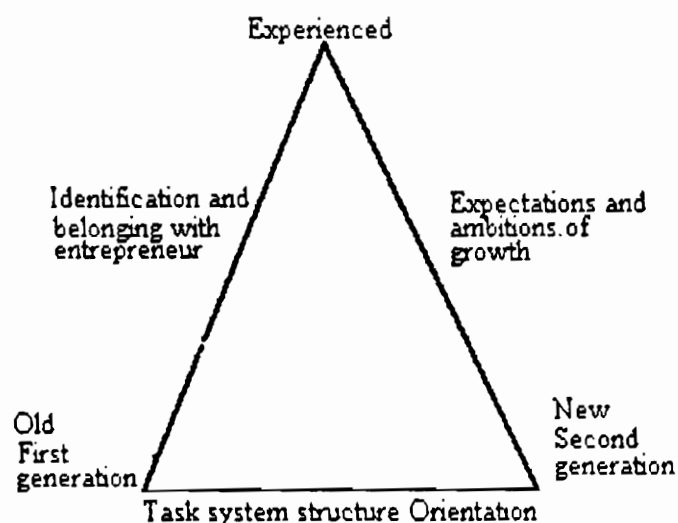In any organization each group of people who enter has a unique focus. Based on data from several organizations, three patterns can be identified.

1. Experienced people who joined when the organization started. To this group the organization is the entrepreneur and the entrepreneur is the organization. This group carries nostalgic memories of the past and remember the spirit of togetherness and closeness with the

entrepreneur. This group experiences loss and confusion at the changes occurring in the organization due to growth. In the older people with long association it generates anxieites and apprehensions. Their struggle now is to cope wth new challenges of growth, the changes demanded from them and expectations from the new people that they become the representatives of the system.

2.   Professionally trained people: As the organization grows new people are recruited and the profile of people changed in the organization. These people were ambitious and career oriented people. They brought maps and definitions of larger organizations with well defined structures and systems. Their expectations from the leadership was to take the organization to a fast paced growth. Entry into this organization for this group is a level jump from middle management to senior managerial positions. However, without inputs and investments this group cannot play senior managers' roles and as such often leaves their functions leaderless and directionless.

Figure 5

Experienced

Identification and
belonging with
entrepreneur

Expectations and
ambitions.of
growth

Old
First
generation

New
Second
generation

Task system structure Orientation

The first generation of entrants identify with the entrepreneur, owner manager. The second generation are growth and task driven. While the third generation is ambitious and career driven, the interface across heirarchy becomes difficult.

Parikh Indira J., Adapted from an unpublished consultancy report, 1994.

The Young Professionals

The third group of people are the fresh recruits. They are young and educated and fired by a need to prove themselves. They want results, they want achievements and success. They are willing to put in hard work. This group brings to the organization maps and definitions of family and educational institutions.

Figure 6
Dynamic Interpolicy between Experienced and Professionals
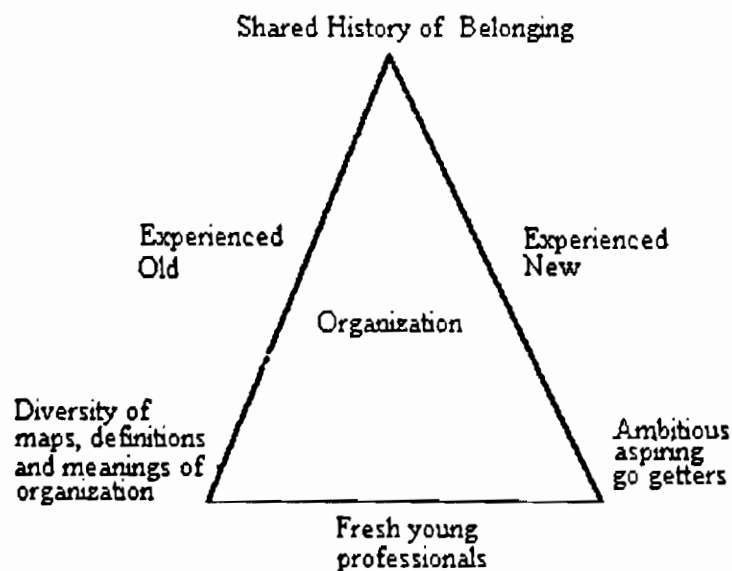
The people in phase one hold traditional maps and definitions of organizations. While the new entrants being diversity of maps, definitions and meanings of themselves, others and the organization.

Adapted from Parikh Indira J. An unpublished consultancy report, 1994.

Essentially, all the groups whether at different phases of the organizations are quite unique in their maps, definitions and meanings of structure, relationships and the organization. The first group believes they are the owners of the organization. The second group believes they are the owners of tomorrow's organization with different future and direction.

Figure 7
Pulls and Pushes in People and Organization

```
                        ┌──────────────┐
                        │     Old      │
                        └──────────────┘
                               │
                               │
Loyal steady                                      Competition
growth history                                    
┌──────────┐          ┌──────────────┐          ┌──────────────┐
│Experien- │──────────│ Organization │──────────│Fresh recruits│
│ced       │          └──────────────┘          └──────────────┘
Professional                                     Ambitions
                               │                 Impatient
                               │                 Challenges
                               │
                        ┌──────────────┐
                        │     New      │
                        └──────────────┘
```
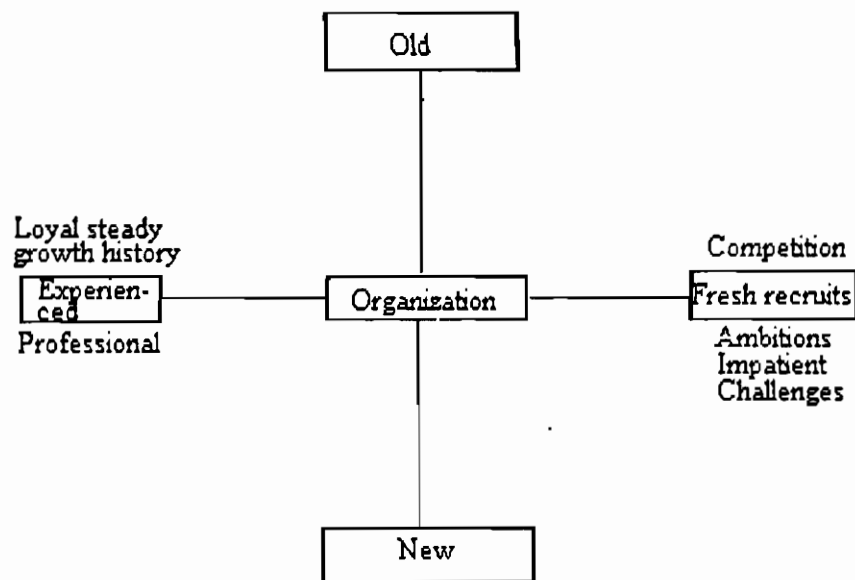
The three generation of people create pulls and pushes in the organization. It is the leaders role to bring all these groups to cohere and work together.

Adapted from Parikh Indira J. An unpublished consultancy report, 1993.

Figure 8
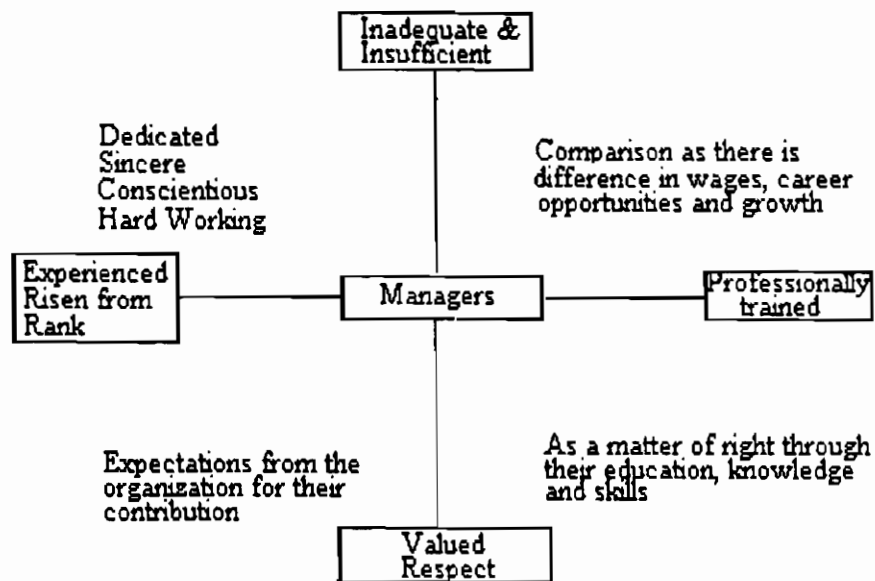## Phases of Growth and People Interface
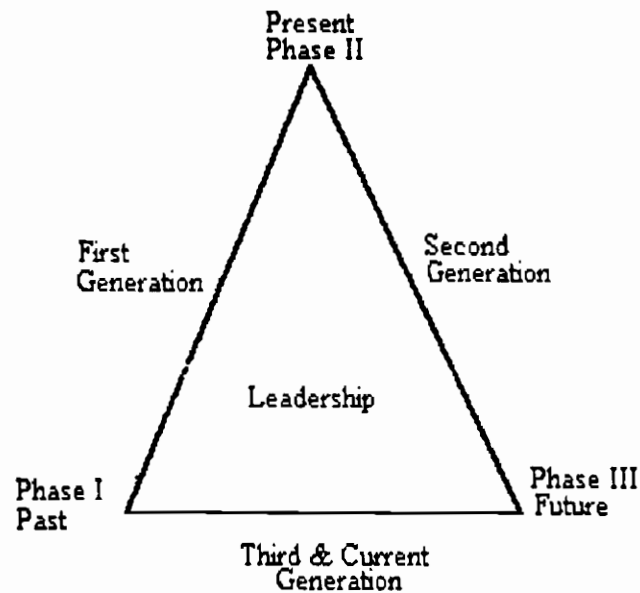
The phases of growth coincide with the different groups of entrants creating history and experience of the organization and as such task interface across the organization.

Adapted from Parikh Indira J. An unpublished consultancy report, 199

The interface between individuals and groups of people across different phases of organization growth and generations of people (old and new, experienced and professionals) often have silent evaluations and judgements about each other's competancies. They carry a tentativeness about relating with each other across tasks, roles and functions. Although the organization may have designed structural linkages and coordinative roles, the processes by which the coordinations are to occur are often not designed. As such coherance and integration across generations and diverse set of people becomes difficult. All these contribute to organizational issues around policies and transparencies of policies, performance appraisals, promotions, wage packages and rewards and punishments. This also contributes to feelings of discriminations, deprivations, being valued or devalued, appreciated or not appreciated and taken for granted or some people given undue importance and significance.

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Figure 9
People Profile

```
                          ┌──────────────┐
                          │ Inadequate & │
                          │ Insufficient │
                          └──────┬───────┘
                                 │
  Dedicated                      │        Comparison as there is
  Sincere                        │        difference in wages, career
  Conscientious                  │        opportunities and growth
  Hard Working                   │
┌──────────┐          ┌──────────┴────┐          ┌─────────────┐
│Experienced│         │               │          │Professionally│
│Risen from │─────────│   Managers    │──────────│   trained   │
│Rank      │          │               │          │             │
└──────────┘          └──────┬────────┘          └─────────────┘
                             │
                             │            As a matter of right through
  Expectations from the      │            their education, knowledge
  organization for their     │            and skills
  contribution               │
                          ┌──┴──────┐
                          │ Valued  │
                          │ Respect │
                          └─────────┘
```
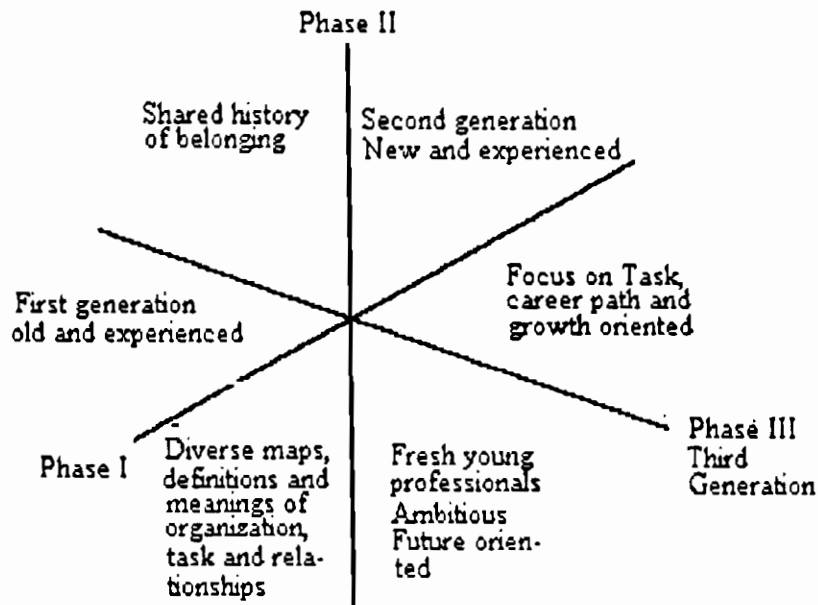
*   People risen from the ranks - hard working, sincere and conscientious

*   They feel inadequate and insufficient

*   They seek respect and value fro their contribution

*   Professionally trained are looking for career growth and opportunities

*   They are ambitious and demanding but they also perform

*   An integrating process to assimilate knowledge and experience

Adapted from Parikh, Indira J., An unpublished consultancy report, 1994.

Comprehensively, the various people interfaces can be presented with groups of people entering at different phases of the organization's growth. Several generations work together and create boundaries against the other groups. Each has unique set of values which require convergence and coherence from leaders and seniors so that a collage emerges.

Figure 10

Generational Interface at Different Phases of Growth of the Organization

Phase II

Shared history
of belonging

Second generation
New and experienced

Focus on Task,
career path and
growth oriented

First generation
old and experienced

Phase I

Diverse maps,
definitions and
meanings of
organization,
task and rela-
tionships

Fresh young
professionals
Ambitious
Future orien-
ted

Phase III
Third
Generation

- Old loyal people experienced disowning

- Professionals demand recognition and are loyal to themselves and their growth

- New spaces and interfaces to be designed so that a shared understanding emerges

The people issues interfacing with history and growth, organization culture and structure and leadership contribute to organizational and managerial issues. Overall, in this organization the calibre of managers is mediocre to poor. Managers do not experience or accept the concept of formal organization structure, task definition of their roles, interdependencies of tasks, team work and superior, subordinate and collegiate relationship anchored in professionalism. The role holders are either technocrats or administrators but do not have an organizational managerial perspective. The role holders azre dependent on direction, guidance and instructions from the superiors. They find it difficult to take initiative and or accountability. The role holders are working one to three levels below their designations.

Managerial Issues

Arising out of history, organization culture, leadership profile and people profile there are managerial issues which are confronted by the organization. These managerial issues are listed below.

1. Rigid inter-functional and inter-role boundaries

2. Vertical hierarchy and rigid boundaries between levels of management

3. Adhoc decisions or frequent changes in decisions

4. Individuals are either heroes or villians

5. Overengagements means work in the organization

6. Issues around delegation and integration of responsibility, authority and accountability

7. Managers are not exposed to the outside world through participation in seminars, workshops and training programmes

8. Overlaps across roles, tasks and functions

9. Formal tasks require personal social linkages

10. Systemic and infrastructural support for jobs, tasks and role performance not fully available to managers

11. Managers have become rooted in the routine and have become frozen in their techniques of success. They work with fail-safe systems and are afraid to be innovative or experiment

    -   Organization Issues

    -   Strengths and Limitations of the Organization

- Recommendations

    Institutional level
    Leaders level
    Organizational level
    Managerial level

- Implementation

- Follow up and Review

- Conclusions

Strengths of the Organization

Having identified the managerial issues it is important to state the strengths and limitations of the organization. Based on diagnostic studies of several organizations some of the key statements of strengths and limitations are stated below :

1.   This organization has the risk taking ability to walk into the unknown and uncharted terrain.

2.   This organization has state of the art technology.

3.   This is a young organization with young and enthusiastic group of people who do not have a very long history with each other or with the organization. This makes it easier to inculcate a work culture.

4.   There is space and encouragement for experimentation, innovations and creativity.

5.   Distribution network is good.

6.   A committed work force with no trade union.

7.   This organization provides supportive infrastructures.

8.   Interface across role holders are functional and directed toward excellence in performance.

9.   There is transparency of policies and processes which contributes to openness in the organization.

10.   This is a professionally managed and run organization.

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Limitations of the Organization

1. Security of individuals come from their professionalism and as such the turnover of some key people.

2. There are many controls and specific directions for growth given by the parent institution puts constraints on responses by the organization.

3. This organization is constantly on the path breaking frontiers and as such key role holders carry lot of stress and burn outs.

4. This organization was not prepared for such unprecedented growth and as such has not planned for its growth.

5. Inefficiencies are not monitored which contributes to invisible waste in organization processes, interface between materials and production and output.

6. This organization has not inculcated either personal or systemic discipline.

7. Over ambitious plans and unrealistic and unmanageable targets.

8. Lack of delegation and no accountability at different levels of management. The only accountable person/role is of the chief executives.

9. The divisionalized structures in a small organization creates duplication of resources internally and confusion in the market place.

10. Lower levels of management have limited opportunities for growth and as such there is attrition in younger group of people.

11. This group of managers are so preoccupied internally, that some of them have lost touch with the external environment.

12. Managerial capabilities and competencies are underutilized as there is greater emphasis on technology.

13. Although there are lot of consultations across levels the underlying belief is that the decision has already been taken.

Recommendations

Recommendations for interventions and actions are made at different levels. For example depending upon the history, growth, size and maturity of the organization the action choices are simple or complex.

1. Institutional level

    Institutional choices are at several levels.

    Societal level - Here the organization contributes to the society through creating an educational or health facility. At other times the institutional events are for the organization and its people.

    To design an annual event of celebration where employees come together to participate and celebrate with their families. This is to enhance belonging in the organization. Many of these celebrations can coincide with the socio-cultural festivals. Ocasionally, the institutional events can be designed which are around the organization. Similarly, the leader as well as they key role holders have to play institutional roles as differentiated from organizational and managerial roles. Similarly, institutional processes can be designated to address the issues of relaltionships and interfaces from within the organization and the community in the life space.

OD Interventions

Based on the diagnoses, identification of issues at various levels and recommendations, interventions are suggested at various levels. Based on the assignments these interventions are classified in the following categories:

1. Institution Building Workshop: This workshop is participated by the CMD, MD, Directors and Vice Presidents to identify those institutional events, processes and roles which can facilitate the organization to grow into an institution.

2. Corporate Team Building Workshop. This workshop focuses on corporate structure, corporate roles and processes. Collectively the corporate group evolves a shared corporate vision, business growth and strategies, relevant organization structure and building work culture anchored in excellence and professionalism.

3. Organizational Learning and Renewal Workshop wherein the key role holders initiate a dialogue to explore the interfaces across levels and to evolve new interfaces which contribute to shapring a work culture anchored in performance, tasks, targets and results. This is to foster involvement of people, generate enthusiasm and participation and to evoke belonging in the organization. In essence to shape an organization where people would want to come to work and experience well being.

There are other interventions like:

4. Team Building

5. Managerial Effectiness

7. Structure, System Organization Culture Interface

8. Professional Renewal

9. Corporate Leadership

10. Strengthening Managerial Capabilities and Competancies at various levels, and

11. Structural Recaliberation and Redesigning of Organization Structure

These interventions are suggested and initiated depending upon how much work the organization is open and willing to initiate. Often the organization is open to experiment with one or two workshops, then review and then go for a series of workshops at different levels of organization and managerial levels.

Follow up and Review

Subsequent to initiating some of the OD interventions a follow up study has been done often a year or year and a half later. Some of the transformations which have occurred are reflected in the following statements:

Organizational Level

1. The senior managers as a group do not have a shared organizational perspective. There are functional chimneys and islands. The senior managers to acquire a shared organizational perspective anchored in professionalism and excellence through participative discussions.

2. Long term strategies to be formulated to acquire a competitive edge.

3. Envisaging the future scenario and preparing the organization for new challenges.

4. Strengthening management capabilities and competencies through inputs of management knowledge, tools and techniques.

5. Organization to consider strategic choices for expansion and diversification.

6. Documentation is poor and learning does not get transferred.

7. Long term strategies to be formulated to acquire a competitive edge.

8. Remuneration package to be rationalized and made par with the industry to attract better talents.

9. Performance appraisal to be designed which is linked to responsibility, authority and accountability.

10. Uniform, clear and transparent policy statements on performance appraisal and promotion criteria, perks and benefits.

11. Senior managers as a group to review the organization structure, role and functions to professionalise management.

12. Organization to sensitize itself to the changing complexity and globalization of business environment. This can be done through participation in workshops, seminars, etc.

Institutional Level

1. The organization has initiated three major institutional events which are to be a yearly event. One is at the level of all employees and includes the people from the neighbouring environment. This organization initiated a `mela' which provided participation from the family members with the organization providing fun facilities for the children of the employees of the organization.

2. An institution to be built for educational purpose.

Organizational Level

1. New systems are designed, existing are strengthened and implemented.

2. Internal audit is strengthened.

3.   Induction orientation is designed for better integration of new people.

4.   Policies are implemented uniformly and are transparent.

5.   Production is up by 40% with the same manpower and infrastructure.

6.   Long service recognition and awards have been initiated. The people who have received this awards feel they are valued by the organization. However, some are skeptical about this recognition.

7.   The organization has initiated organization job, role and responsibility profiles.

Managerial Level

1.   The group of senior managers have taken charge of the functions, work with systemic authority and delegate downwards.

2.   The managers are open and appreciate other functional roles' strengths and constraints and link with other roles, functions and tasks.

3.   The senior managers hold regular meetings and over a period of time articulate their expectations as well as extend their facilitation for tasks.

4.   Are open to task assertiveness across levels of management.

5.   Have a more clear organizational perspective.

6.   Tend to be task oriented, professional and work as a team.

7.   Inter-functional linkages are open and as such team spirit has evolved.

8.   The employees own up their membership as well as representative role in the organization.

9. Sense of ownership of the organization and its growth has increased.

10. There is clarity of own vision and values as well as the role of leadership.

11. There is increase in systemic responsibioity and systemic discipline.

Task Level

1. Functional heads are taking initiation to hold meetings to address emergent task related issues as well as for planning ahead.

2. Inter-functional meetings are more frequent and fruitful. This has reduced rigid boundaries and isolation.

3. There is increased cooperation amongst units. The role holders are open, share information and accommodate each other for tasks.

4. The interface with branches have increased. This has given a boost to the morale in the branches.

5. QC has been strengthened through quality circles and group meetings through participation of workers.

Conclusions

The OD interventions contribute to evolving a shared understanding and action choices to facilitate the organization to become dynamic and identify thosse processes which contribute to stagnation, decay and disintegration of the organization as a whole or in parts of the organization like its functions, departments, divisions and or groups of people at different levels of management.

OD interventions also facilitate initiation of those organization processes like dialogue, negotiation and consultation across levels of management for shared understanding of vision, mission, values, organization structure, policies and strategies so that employees and the organization can be revitalised, renewed and re-energized. OD interventions facilitate the organization to initiate action choices to grow into an institution.

OD interventions facilitate the employees significantly the top and senior management to acknowledge the concept of life space of an individual and the phases of life cycle of an organization and the institution to create those rhythmic interface so that fulfillment, achievement and success are experienced by each individual, others and the system simultaneously. OD interventions are to facilitate building new traditions, new legacy and heritage where the institution, organizatioin and the individual can unfold to discover new horizons. It is to facilitate fulfilment of individual as well as organizational dreams, hopes, aspirations and ambitions of growth so that the work lives are meaningful.

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