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Guidelines to Enhance Team Performance

- (1) Size of Team should not Exceed 12
- (2) Members of Team should have Three types of skills:
Technical skills, Problem Solving & Decision making
skills and Interpersonal skills
- (3) Have proper Leadership & Structure for Teams.
- (4) Establish Demanding performance standards &
provide direction
- (5) Ensure the Team members develop high Mutual
Trust
- (6) Set clear rules of Behaviour.

Elements for Effective Teams

- (1) Make the Team highly focussed
- (2) Handle Conflicts Directly
- (3) Actively participate, Encourage others to do the same
- (4) Communicate open & positively
- (5) Monitor what is going within the Team
- (6) Be Supportive of your Team members.

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Organisational Development

Def:

It is a planned process of change in organisation's culture through the utilisation of Behavioural Science, Technology, & Research.

Characteristics of OD:

- (1) It is a planned change
- (2) Comprehensive change - (Entire Orgn.)
- (3) Emphasis upon work group



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- (1) Long-Range change: (takes months to implement) (1)
 - (5) Participation of a change agent: (Service of a outside consultant is encouraged) (2)
 - (6) Emphasis on Intervention: (Active Intervention of change agent in ongoing activities of orgn) (3)
 - (7) Collaborative Management: (Collaboration among all levels) (4)
 - (8) Organisational culture: Accepted pattern of behaviours, norms, value system. (1)
 - (9) Action Research: Process of identifying orgn's specific problems, gathering and analysing orgn's data, take action to solve problems. (2)

Process of organisational Development (OD):

OD is basically a process of changing people and other related aspects of an orgn. so it has many sub processes/steps. But the steps and its sequence differ among theorists and practitioners. So uniformity of steps cannot be expected. (2)

Blank and Mountain - six steps.

Beckhard - Provided 5 steps namely - Diagnosis, strategy planning, Education, Consulting and Training & Evaluation.

French and Bell - Three components - Diagnosis, Action and process maintenance.

So in general the following are the steps associated with OD

- 2) (1) Problem Identification & Diagnosis
- (2) planning strategy for change
- (3) Intervening in the system
- (4) Evaluation

① Problem Identification & Diagnosis:-

OD primarily attempts to solve organisational problem. The problem may be a gap between Desired path of Action and Actual path of Action.

OD programme involves identification of problem in the organisation, Analyze the various symptoms (overt & covert) & Diagnose.

Diagnose the involves correctly identifying the problem, its causes, scope & future course of Action.

② Planning strategy for change:-

once the problem is Identified, Diagnosed the OD practitioner (Consultant) plans the various courses of Action in OD.

It is simple matter to identify the changes after they have occurred compared to when the change is under way. So planning for a change or and Implementation of change are Interdependent.

③ Intervening in the system: It refers to the planned programme Activities during the course of an OD programme. There are various methods by which Consultant can intervene in the system like Education, Job Training, process Consultation, team Development.

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Evaluation: It involves Evaluating the results of OD programme. There should be a careful monitoring for getting a precise feedback. Methods like use of Critique sessions, Systematic Appraisal of change effort, pre & post Training Behavioural pattern etc.

Organisational change (O.C)

Change is an "Alteration in a system" (Physical, Biological or social).

Def Organisational Change is Alteration of work Environment in Orgn; so that a New Equilibrium is obtained between various components of Orgn namely, Technology, Structural arrangement, Job Design and people.

Features of O.C:

- (1) It Disturbs the Old Equilibrium to a New necessary Equilibrium.
- (2) Change may affect part/whole, directly/indirectly in the Orgn
- (3) It is Continuous one.

Factors in Organisational change

It can be grouped into Two Categories

- (1) External Factors :- Technological changes, changes in Marketing Conditions, Social changes and political and Legal changes
- (2) Internal Factors : changes in Managerial personnel, Deficiency in Existing Orgn,