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Organisation Change Facilitation Program Position Paper

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Part A: Introducing the Write Up

I.   Who is this write up for

A.   A Curious Situation

- 20 lakh NGOs in India. Can assume that at least 5% are involved in social change: that makes 1 lakh NGOs working for social change.
- Add to the above, Government programs and CSRs: so, a big no of change agents. Assuming 100 Government programs and 100 people per program: 10,000 people working on it. Add another 100 serious CSRs with 100 each: Still another 10,000 working on it.
- Despite the close to 1.25 lakh people working on social change, the situation worsening for the country: increasing poverty, exploitation of women, dalits and minorities, lack of justice, a rapidly worsening environment etc.

B.   Reasons for Failure

- Is it because the people working are no good; have no good ideas.
- Or is it simply that instead of 1+1=11, we are getting a situation where in a group of 11 people only 2 are able work?
- Hence key issue is development of organizations

C.   A possible interested reader

If we truly want social change, we need to do two things:

- We will have to select only those organizations that are truly interested in social change.
- We will have to improve the effectiveness of these organizations.

Hence, the reader of this writing is the member of such a potential organization, or one who wants to improve the functioning of such an organization.

D.   The Structure and Purpose of the Document

The document is divided into three parts: Part A, introduces this document, by situating in the context of required social change in the country. Part B, details the context of social change, and explains the rationale for a social change organization. Part C, introduces and elaborates the various concepts of OD and Organizational change as they apply to social

change organizations. The Purpose of this document is to give a short overview of OD to those working in the social sector, and those recently introduced to this field.

Part B: The Context of Social Change & Social Change Organizations

II.   Introduction

A.   The need for Social Change

- We want to change society to. We want that there shouldn't be injustice, exploitation and injustice. Women, Dalits, Tribals and Muslims should be able to leave a life of dignity. There shouldn't be rioting or violence on any basis whatsoever: religion, caste, language etc. Environment should be healthy, and our water, soil and air shouldn't be polluted. The difference between the rich and the poor should not be insurmountable. Need to have a society that is sensitive about the old, handicapped, orphaned etc. The ideal or Societal Utopia
- Requires organizations that will work for change; or work to stop the processes that is pushing us into a state of disaster
- OCFP role is to identify those organizations/movements that are doing such work, and to build their effectiveness.
- The people who should take part should be those who work to change these organizations in order to make them more effective

B.   Reasons for Social Decline

There are five inter-related reasons for social decline

- Corporate greed that is leading to
  - Lower employment
  - Greater pollution
  - People losing land
  - greed all over
- Govt. that is aligned with infrastructural development and economic growth.
- Govt. that is far less accepting of criticism. Whenever some NGO raises its voice against Govt. policies, then it finds itself blacklisted by the Govt.
- A growing set of people who are losing land and assets to the above process.

- An increasing frustration with lack of opportunities, and an unfair system. Frustration that is being channelized into caste, religion, region and linguistic conflicts.

C.   Who can prevent Social Decline

Can be prevented by many NGOs, social movements, some Govt. programs, and even some CSRs.

III.   What is an Organization and a Social Change Organization?

A.   Defining an organization and a Social Change organization

We can define an organization poetically by saying that it is a gust of wind, a scent, a mystery. It is something that cannot be caught within four walls. This, rather, is something that has been jointly imagined by a group of people.

The above is not an exaggeration. If I were to ask you to define an organization, you will not say that it is a building or an office. Nor that it is a paper in the society registration office. Rather, if we want to catch the essence of an organization, we need to understand two things. One, that an organization has objectives that are internalized by its top people. Secondly, that it is a construct of social relations that decides who will listen to whom, who takes what decisions, and the level and kind of resources that each individual can get to utilize.

That the organization is a social construct[1] might seem odd to some people. This is because many people compare organizations to a machine; and tend to forget that organizations are made up of people. However, the fact is that in an organization, each individual is caught in a web of mutual expectations.

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[1]   As a matter of fact, a machine and a social system (or a Culture) are only two of the possible metaphors that have been used to define and understand an organization. Thus, Morgan in his path breaking work (Images of Organizations) talks of six other metaphors that can be used to define an organization: Organisms, Brains, Political Systems, Psychic Prisons, Flux and Transformation and as Instruments of Domination. Bhogal and Vishwanath (2014), have in a recent paper, compared Social Change Organizations to Social Catalysts.

B. Social Change Organizations and their types

1. Defining Social Change

Social Change is a process through which a community is significantly better off than before. There are two broad aspects of being better off:

- Provision of Fundamental needs
  - Clean and adequate drinking water
  - Adequate food: food security
  - Adequate and appropriate education for children
  - Adequate and appropriate health care
  - Adequate and appropriate shelter
  - Adequate and appropriate clothing
- Provision of Fundamental Conditions
  - Availability of adequate and timely credit
  - Adequate and appropriate livelihood available for each adult
  - A protected physical and biological environment
  - Provision of adequate and timely justice
  - Absence of discrimination
  - Absence of conflict, bloodshed and bad behavior on the basis of caste, class, religion, gender etc.

2. Defining the quality of challenge inherent in social change

There are three dimensions to the quality of challenge that is inherent in social change:

- The physical, technological and technical challenge
- The Socio-economic and political challenge
- The Challenge of the Government system.

In order to focus on the physical and technological dimension, the organization needs to specifically have competencies to deal with those issues that have little to do with socio-economical and political challenges. In an educational program, this could include being competent to develop curriculums that are more child friendly. In a health program it could mean having the competency to understand the provision of medicine o better deal with epidemics. In a livelihood program, it could mean helping livelihood trainers better understand the price fluctuations of a market.

In order to deal with the physical and technological challenge, the organization requires to have people who not only have competency in that particular area, but are willing to ensure that their understanding gets grounded in real life situations.

The socio-economical and political dimensions are those that are slightly outside the limits of professional education. For instance, an organization looking at these dimensions of an educational program will not just stop at looking at whether the curriculum is child friendly, but would also look at whether the way of approaching the curriculum would have to be designed differently for the marginalized. An organization working on epidemics would look at how different socio-economic groups are being differently affected by it; and what needs to be done differently for different groups. An organization working on livelihood would explore how the lack of different fundamental needs itself affects livelihood.

Organizations working on the third dimension - the challenge of the Government system - would look at what kind of Governmental policies were affecting their work with the community, and what would be needed to influence these policies.

Each organization needs to deal with these three dimensions. The extent to which it deals (or does not deal) with these three dimensions defines the nature of the organization

C. What defines the work of a Social Change Organization

There are two kinds of things that define the work of a Social Change organization

- The Challenge it deals with
  - Socio economic, physical/technological, and the Govt. system.
- The particular kind of activity it engages with
  - Training, Research, Advocacy, Community Organization or Project Implementation.

IV. The need to change a Social Change Organization

It is a truism to say that Social change organizations need to change because the world is changing, and these organizations need to change because they need to survive. Changes are there in the environment: donors are different, the kind of people joining NGOs are different, the Govt. regulations have changed, and in all these each social change organization is faced with a complexity greater than before.

Having said the above, we are still faced with the question: why do such organizations need to change? Why do organizations, that are concerned with changing others, need to change themselves? The answers to the above question are as follows:

The Social Change organization needs to change in order to do the following effectively:

- Understand how the environment has changed. The donors have changed, the society has changed, the Govt. has changed, and unless the organization understands all of these effectively, it threatens its very survival.
- Re-define its objectives keeping both its values and the environmental change in its sights.
- However, before it re-defines its objectives, the organization needs to look internally, and assess itself on the following two aspects:
    - Its ability to meet challenges endemic to its work: socio-economic, physical/technological and the Govt. system.
    - Its ability to engage in the particular activity form that it usually engages in: Training, Research, Advocacy, Community Organization or Project Implementation.
- There is low motivation in the team. While there could be many reasons for this, an unstated reasons is a discrepancy between the stated and real values of the organization.

A.   The environment has changed.

The donors have changed, the society has changed, the Govt. has changed, and unless the organization understands all of these effectively, it threatens its very survival. Some of the broad changes are as follows:

- Donors want results, and they want the results as of yesterday. Donors are also much less aware of field realities compared to yester-years, and hence place unreasonable demands on the organizations. Finally, they have far more options available in terms of who to fund.
- The Govt. has become far more over-bearing than before, and is imposing far more legal demands on the NGOs than ever before. Further, even though Govt. continues to fund NGOs, the kind of work given to NGOs has become more limited.
- There are far more a conflict than before within society; and society is far more networked. All this means that the field level challenges that NGOs face are of a very different order now.
- Finally, though far more people are tending to come and work in the social sector, they are essentially coming because there it is a paid job, and not because they are keen to change society at large.

All of the above changes - the extent of change in the context of the specific organization needs to be recognized and the organizations need. The challenge for the NGO is not only to recognize this change but also to deal with this constructively.

B.   Its ability to meet achieve its objectives needs to be assessed

In order to assess its capabilities, it needs to look at two aspects: what is the component of society that it wants to change, and secondly, what is the nature of the organization's work.

As we have said earlier, an organization can potentially focus on any of the following aspects of social change: technical, socio-economic and political, or the Governmental system. There are challenges implicit in all the three focii:

- Where the focus is on technical issues, the organization has to see that the people working with it should be able to look at the practical issues linked to implementing programs related to health, education, livelihoods etc. The challenges here are that either the concerned individuals have a theoretical knowledge (that comes from formal college study), but do not know how to use this knowledge in practical situations; or it is the other way around. A connected challenge is how to make those with a formal educational background and those with a deep practical understanding of issues, to work together effectively.
- A connected issue is: can the organization train those with a field orientation, adequately on theoretical issues?
- Dealing with the socio-economic and political dimension requires two things. One, the organization needs to understand various social processes going on in a society. Secondly, it needs to know how to catalyze change in such societies. For instance, if an organization working on women's issues realizes that working exclusively with women prevents change, then it begins to work with men too.
- There are two challenges in working with the Government. First is that of knowing the structure and functioning of the Government. The second is to know where and how to intervene to bring about relevant change.

The second aspect of knowing how to assess one's capability is to look at what is the kind of activity the organization is engaged in. Some of the different activities that the organization can be engaged in might include: Training, Research, Advocacy, Community Organization or Project Implementation.

C. Objectives require re-defining

The environment in which organizations have worked has changed, and when these organizations look at themselves in the mirror, they realize that they don't have the requisite competencies. Unfortunately, competencies are not something that can be purchased at the neighborhood shop.

In this situation it is important that the organization re-define its objective, as well as re-define how it intends to reach this re-defined objective. All this means a re-working of the Mission, Vision, Strategy, etc.

D. Low Motivation and Value Mis-match

One of the USPs of an NGO is that it is doing work, which is essential for society. People join the organization in order to be able to do this work; there biggest reward is being able to work on something that they feel passionately about. However, if for some reason the

organization works in a way that leads to individuals feeling de-motivated, then the NGO is faced with a situation of large turnover, and/or poor work.

A core reason for de-motivation is that while the organization espouses the values of respect, transparency, accountability, gender sensitivity and democracy with the communities it works with, it does not adhere to these values internally. The greater the mis-match, greater is the discomfort individual working within the organization face, greater is the level of de-motivation.

Part C: Planned Organizational Change

V.   Purposefully changing a Social Change Organization: OD

A.   The Process of Change

Even though an organization may recognize that the external world seems to be changing, that it is finding it difficult to meet the technical or socio-economic or Govt system related challenges, that it is finding that it is not able to engage in its main activity as effectively as it would like to, that its objectives are not aligned to the emerging challenges, and that employees are suffering from low motivation; it is still possible that it may not do much to change itself. There could be many reasons for the changes being resisted:

- The leaders of the organization are used to working and thinking in a certain way, and are not sure whether the changes taking place outside are actually that serious. In other words, isn't it better to 'just weather the storm' and continue to work as before.
- The members of the organization have developed certain skills and ways of working, and they may not want to change that.
- The friends of the organization have certain expectations from the organization, and this may force the organization to not change its ways of functioning.

In short, if the organization is to be changed, it has to go through various steps:

- It has to recognize the need for change.
- It has to recognize the extent and form of the resistance to change.
- It has to figure out ways of how the resistance to change has to be tackled, and done in a way that is constructive for its members and for the organization.

The planned process and steps of ensuring all of the above are called Organization Development or OD.[2]

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[2]   The term Planned Change means different things to different people. In the early days of OD, Planned Change implied the use of phased models, in which organizations went through separate and distinct stages of changes. The basic assumption was that the environment was placid. However, "most organizations today are already in rapid, continuous change, chaos, and uncertainty". In short, "most change is too complex to be planned, and the environment is anything but placid!" (From "Practicing Organization Development", page 206)

B.   Defining OD

Organization development has been variously defined as:
- "An effort that is planned, organization wide, managed from the top to increase organizational effectiveness and health through planned interventions in the organization's processes using behavioral science knowledge." (from Beckhard, 1969)
- "Is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structure of organizations so that they can better adapt to changes in the environment" (adapted from Bennis, 1969)

C.   The Steps of OD

Different authors have suggested different steps of OD. An amalgamation of these steps is suggested here:

- Entry & Contracting
- Diagnosis
- Feedback
- Planning Change
- Intervention
- Evaluation & Closure

Entry & Contracting

This is the process by which a Consultant establishes both an initial contact and a working relationship with the clients.

Contracting involves establishing mutual expectations, reaching agreements on expenditures of time, money, resources and energy, and clarifying what each party will do for the other.

Diagnosis

It is the process of understanding how the organization is currently functioning, and it provides information necessary to design change interventions.

Feedback

In this the analyzed information is presented to the senior management. In this step the senior management looks closely at the quality of the data accessed, the accuracy and usefulness of analysis. This step usually segues into the next step.

Planning Change & Intervention

In this the client first decides on what steps it would like to take within the organization to effect change. Once this decision is taken, a detailed Intervention plan is made, in which a set of sequenced planned actions or events intended to help an organization increase its effectiveness and change its way of functioning or structure.

Evaluation & Closure

Evaluation implies assessing the effects of the program - its success or failure, the reasons for the same, etc. Closure is the formal ending of the contract of the consultant with the client.

VI.   The OD Cycle, or the Steps of OD

A.   Entering and Contracting with a Social Change Organization

What should the entry[3] achieve for the Consultant:

- Some understanding of the organization: its visions, values and needs. This includes understanding the world from the perspective of the client, as well as what is impacting the client. Also, why did the organization need an external consultant?
- Identification of initial clients and sponsors
- A preliminary assessment of helpful and hindering forces.
- Establishing the competency of the consultant
- The start of a relationships characterized by mutual openness, trust and influence[4].
- Agreement on work tasks and methods. (This step is also known as Contracting)

1.   Understanding the Client's perspective and world

This includes trying to understand the following[5]:

- What is happening in the environment: the donors, the partners, the community, the Government? What all is happening there that is impacting the organization?
- What are the organizational statements on its vision, mission, values, strategies etc.?
- What exactly is the Organization doing: training, research, advocacy, implementing programs, promoting networks, or something else? What are the core competencies of the organization; what does it do well?

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[3]   Some writers distinguish between Entry and Front End work (e.g. POD). In this document, however,
[4]   Summarized from "POD", page 207
[5]   List based on POD, page 210.

- What are the organization's fears, desires, frustrations; its present state?
- Internally in the organization the following needs to be asked:
    o Who is asking for this work, and who is supporting it?
    o Who all will this change influence?
    o How is the organization structured?
    o What does it do, and how?
    o What values and behavioral norms operate in the workplace?
    o Who are the key players, formally, and informally?
    o What are who is likely to hinder this work?

2.   Identifying Client and Sponsor

As per Schein (1997), there are six types of clients: (quoted in POD: page 208)

- Contact Clients: those who first come in contact with the consultant with a request or a question.
- Intermediate client: Those who get involved in various meetings with the clients as the project evolves.
- Primary Client: Those who ultimately 'own' the issue. Typically those who pay for the client.
- Unwitting client: Those who will be affected by the intervention because they are connected to the Primary client; but those who are not aware that they will be impacted.
- Indirect client: Those who know that they will be impacted by the consultant's intervention, but about whom the consultant does not know anything.
- Ultimate Client: The total organization or the community.

Of course, it is important to realize that the Consultant will not have a comprehensive understanding of the organization and the clients; and the gaps would get reduced over time, as the work proceeds. Nonetheless, the above framework would help the consultant to proceed about his/her work with a clear plan.

3.   Establishing the competency & trust-worthiness of the consultant

Clients are understandably nervous about trusting an outsider. Some of the following help in establishing the competency and trust-worthiness of the Consultant:

- Knowledge of Development Sector.
- Specific knowledge of the specific sector in which the organization is working.
- Experience of working with others in the sector, those whom the client knows and trusts.
- Ability to explain through various models some of the key concepts in HRD and OD.

4. Contracting

The consultant should start the intervention by agreeing with the client about the initial understanding of the situation, desired results or intended outcomes, measures of success, the value proposition for work, the options, methods, timings and accountabilities expected. This would also include establishing criteria for evaluating success. (Smither, Houston and McIntire, 1996, quoted in POD)

This contract is best established with the direct clients. Here, in addition, the client and the consultant also put down their expectation from each other, and how they plan to work with each other.

It is important to note that the Contract is a document-in-process, and is liable to get modified (particularly in terms of desired results), as the work proceeds.

B. Diagnosing a Social Change Organization

Diagnosis has been defined as "a cyclical process that involves data gathering, interpretations and identification of problem areas and possible ways of intervening". (based on "An experiential approach to OD, page 155). It is also the process of understanding how the organization is currently functioning, and it provides information necessary to design change interventions. It is also a collaborative process between organization members and the OD consultant to collect pertinent information, analyze it, and draw conclusions for intervention.

However, as indicated above, the process of diagnosing a Social Change Organization has already begun at the entry stage. Nonetheless, this diagnosis or assessment has to do all of the following:

- Decide on an Organizational Model to use.
- Select a representative team from within the organization (often called the Change Team) that will collect relevant data and use the given model.
- Help the representative team to use collect the relevant data.
- Help the team to use the model to analyze the data.
- Based on the analysis, get the team to suggest ways of intervening in the organization - an intervention that leads to a change in the way the organization works.

1.   Using a Metaphor to understand the Organization

There are multiple ways of understanding the 'what' and 'how' of an Organization. Though there is an overlap in many of these models, and it is always possible that a Consultant may use more than one model, still it is better that each of these models are understood

- Metaphors or Images:
- Gareth Morgan, in his path-breaking work, Images of Organization, uses eight metaphors to show how organizations may be understood by applying different lenses or metaphors. Each metaphor has a strength and a limitation, and may be used
- One or more metaphors may be used to understand how an organization works or looks, and to decide what kind of interventions are required in order to improve its functioning. The various metaphors used by Gareth Morgan are as follows: Machines, Organisms, Brains, Cultures, Political Systems, Psychic Prisons, Flux and Transformation, Instruments of Domination. Some of the specific images that can be fruitfully used to understand the functioning of the organization are as follows:
    - The Life Cycle model - as a component of the Organism metaphor:
    - In this model, the organization is likened to a living organism, one that is born, grows to adulthood, and then declines and dies. At each stage of its growth, rather like an individual, the organization faces typical challenges. Depending on the decision that it makes regarding these challenges, the organization succeeds or fails in its object of growing and surviving.
    - The Systems thinking approach - as a component of the Flux and Transformation metaphor:
    - The Systems Thinking approach
- A 9th Metaphor:
- This is based on the approach developed by Gareth Morgan, but is exclusively focused on understanding social change organizations. The key point made by the writers is that we need to understand social change organizations from their key purpose - of catalyzing social change. There are various ways of catalyzing change, and various ways the organization can build readiness for promoting such change.
- Six Box Model of Marvin Weisbord:
- This is a deceptively simple looking - and easy to use - model in which the organization is looked at from six dimensions: Purpose, Leadership, Rewards & Punishment, Structure, Relationship and Helpful Mechanisms.
- The six dimensions are represented in the form of six boxes, connected to each other in a circle. One of the way of diagnosing problems in an organization is to recognize the boxes in which the problems lie, and then to suggest interventions based on that.
- Organizational Structure Model of Henry Mintzberg:
- This model divides an organization, visually, into five basic parts: a Strategic Apex (the top management), the Middle line (the managers that connect the doers with the top management), techno-structure (those who provide technical support, such as Subject Matter specialists - e.g. Gender or Community Organization specialists),

Support Staff (The Accountants, the Administrative staff) and the Operating Core (the Community level workers, or the Program Officers who are directly responsible for the work that is being done by the organization.)

- The model also identifies the five ways in which the different parts of the organization coordinate with each other: Mutual Adjustment, Direct Supervision, Standardization of work processes, Standardization of Output and Standardization of Skills.
- Among other things, the model also identifies five different organizational structures: Simple Structure, Machine Bureaucracy, Professional Bureaucracy, Divisionalized Form and Adhocracy.
- This model is a very comprehensive one; the one possible criticism is that it may be too elaborate to be used in the context of small sized organizations.

Some other models that may be used include the following:

- The Diagnosing Organization Systems Model of Cummings and Worley.
- The Organization Dynamics Model of Kotter.
- The McKinsey 7 S model
- The five-balloon model.

2.   A 9th Metaphor

A key challenge faced by a large number of present day social change organizations is that they are not able to succeed in their primary task: of catalyzing social change. Social catalysis itself can happen at any or all of four levels:

- Building the technical capabilities of community members;
- Getting the community to change its behavior vis-à-vis each other, as well as its norm;
- Getting the State (State or Central Government) and other institutions such as corporations to change their policies and ways of working; and,
- Changing entire systems (government plus society).

The catalysis itself can be brought about by following one of the following (or a mix of the following) theories of change: modern, Gandhian or Frierian.

A key analysis to be done is the extent of preparedness the organization has in understanding the process and theory of catalysis, and in applying these principles in the real world. Among various elements that the Consultants would need to assess would be the extent the organization talks the walk with respect to its stated values.

3.   Selecting a Change Team

Building on Kotter (2005), who has argued that a Change team needs to have five characteristics in order to be effective, we suggest that a Change Team requires six characteristics:

- Power and Influence: The team needs to represent some of the significant and key people in the organization. In the absence of such people, it is possible that what the group suggests may not carry weight within the organization.
- Leadership: It needs individuals who can effectively anchor the change team in the context of the organizational work. It needs to be remembered that all the members of the change team are likely to have many concurrent responsibilities, and unless there is somebody insistent enough to get the team to take on and complete its responsibilities, nothing will get done.
- Diversity: It is important that there be a diversity of experience in the team, otherwise, it is possible that the team would ignore some important perspectives that it gets to hear about during the process of diagnosis.
- Expertise: The team needs to be able to collect data and to analyze it. It is possible that the team members have no previous experience of doing this. In this regard, it is expected that the External Consultant would train them to do this job. However, the team members need to have the basic skills to get trained in what the Consultant is expecting them to do. This also envisages that there would be time kept aside for the team getting trained adequately.
- Credibility and Trust: The prospective members may be senior but they may not be universally respected and trusted. Respect is usually linked to known performance in the organization; trust comes from the perception that the individual is not known to behave with mala-fide intentions. Such a person should not be perceived to be 'negatively political'
- Sensitivity to Organizational processes: A person may be credible and trust worthy, but still be naive about the underlying organizational political pulls and pushes: it is suggested that the team should not be full of such 'naive' individuals.

From the above, we can see that selecting members of the Change team members is a critical process. One way that this gets done is to get the senior management team - the one with whom the Consultant holds the meeting that leads to concluding the contract - to decide on the membership of the Change team, using the criteria listed above.

4.   Help Change Team to collect data

Though the Change team collects the data, the framework for collecting the data is developed jointly with the Consultant. While it is the job of the Change team to collect the data, it is frequently seen that the Change team members do not have the expertise to collect data. To this end it is not unusual for the Consultant to hold a 1-2 day training workshop to develop these skills.

Some of the skills that the Consultant may help the Change team to develop might include the following:

- How to hold interviews
- How to design and conduct a survey

5.   Helping Change Team to analyze data

The Change Team's job is not only to get data, but also to make sense of it. Thus, at the time of training the Change Team needs to be trained to understand the possible frameworks that are to be used to understand the data.

Again, though the analysis of the data is to be done by the Change team, it helps that this work is done jointly with the Consultant.

C.   Feedback

Once the Change Team has analyzed the data, it has to present the analyzed data to the Senior Management Team for consideration. A key aspect to be considered while giving this feedback is to be aware of how the feedback is likely to be received by the Senior Management. Is there likely to be resistance to accepting the points and observations from one or more people?

It is at this point that the value of having the Change Team rather than the Consultant getting the data, analyzing the same, and making a presentation to the Senior Management becomes obvious. There is much greater possibility of accepting the data and the analysis if it is being done by credible and trust-worthy insiders, rather than by external consultants who may just be looking for consultancy assignments!

Here the change team may either have thought about what is to be done in the future (it can give recommendations for change in the organization), or the senior management team may independently, or along with the Change Team, decide about what is to be done next. (In this way, this step may segue imperceptibly into the next step).

D.   Planning Change & Intervening to effect change:

As per Brown and Harvey (2011) intervention refers to a set of sequenced planned actions or events intended to help an organization increase its effectiveness. Interventions are planned based on what has got thrown up by analysis, and what

Interventions purposely disrupt status quo; they are deliberate attempts to change an organization or subunit towards an different and more effective

1.   Intervention Typologies and Techniques of OD

Every intervention can be analyzed from two planes: the level at which it is being made, and the focus of intervention.

The level of intervention could be any of the following:

- Individual –interpersonal
- Group –team
- Inter-group
- Large system

The Focus of intervention can be any of the following:

- Human dynamics or Behaviorial
- Internal systems
- Strategy/ vision/ goals
- Culture/ values
- Technology

Based on the above way of looking at OD interventions, we may present some of the various types of intervention in the following tables:

Types of Interventions

Category	Individual	Team	Intergroup	Total Organizational System
Behavioral	Laboratory learning Career planning Managerial Grid (Phase 1) Stress management Biofeedback Management by objectives	Team building Process consultation Quality control Role negotiation Role analysis Grid OD (Phase 2) Goal setting Third-party intervention	Intergroup development Third-party intervention Organization mirror Process consultation Grid OD (Phase 3) Total quality management	Goal setting Grid OD (Phases 4, 5, 6) Survey research and feedback Action research Likert's System 4 Total quality management High-performing systems Reengineering

Structural	Job enrichment
	Stress management
	Management
	   by objectives
		Job enrichment
		Team building
		Role negotiation
		Self-managed
		   work teams
		Role analysis
		Grid OD (Phase 2)
			Job enrichment
			Goal setting
			Total quality management
				Grid OD (Phases 4, 5, 6)
				Survey research and
				   feedback
				Action research
				Likert's System 4
				Total quality
				   management
				High-performing
				   systems
				Reengineering

Technological	Job design	Job design
		Quality control
		Grid OD (Phase 3)
			Job design
			Grid OD (Phase 3)
			Total quality management
				Grid OD (Phases 4, 5, 6)
				Survey research and
				   feedback
				Action research
				Likert's System 4
				Total quality
				   management
				High-performing
				   systems
				Reengineering

2. Do's and Don'ts of Planning Change

As per DD Warrick (Ch 10, Practicing Organization Development), the following need to be kept in mind while Planning for Change (or Action Planning):

- Involve key stakeholders: Ensure that those who are best placed to understand the utilize the assessment should be present at the planning stage.
- Evaluate and prioritize relevant data: This means developing a process for evaluating, prioritizing and making the assessment analysis useable.
- Develop a change strategy: This means identifying the key forces for and against the change, and then developing a strategy to manage these forces. Identifying these forces, however, is a sensitive process, and needs to be handled with care.
- Clarify roles and Follow up responsibilities: In the context of social change organizations as this is the part that is the most important. Intervention activities take a long time to implement, and people who are to be engaged in these activities need to be able to give time and resources to make this happen.

3. Do's and Don'ts of Intervention

As per DD Warrick (Ch 10, Practicing Organization Development), the following need to be kept in mind while intervening (implementing) the change program:

- Keep the big picture in mind: Keep in mind the overall mandate of the organization, and what this change process is really trying to accomplish.
- Choose the right interventions: As indicated above, there are a multiplicity of options open for the intervener: decisions have to be made regarding the level of intervention (individual, group or large system) as well as the focus of intervention (human dynamics, internal system, culture/values etc.) The decision of what intervention to be chosen would depend partly on the nature of the problem, partly

on the extent of resources available (a fund strapped organization may simply be unable to commit to a large system intervention), and partly on the skills available with the consultant.

- Use a Sound Change Model to Plan and manage the change process: The intervention plan can only be effective if it is based on an established model of change, and a well thought plan of change based on the same model.
- Make the incentive for change greater than the incentive to stay the same: One of the way to do so would be to initially target for small victories. It is also critical that those involved in the process are appreciated and supported. Finally, it is important that whatever progress takes place is quickly and continuously communicated to the rest of the organization.
- Identify and manage resistance to change: A key part of the change model is identifying and managing resistance to change - without in any way implying that those who are resisting the change are some kind of villains.
- Follow through and learn from the Process: It is important to learn quickly from any mistakes and apply the learning to subsequently improve it.

The ultimate test of the success of an intervention is that it generates:

- Valid, Useful, Information
- Free choice
- Internal commitment

VII.   Some Key concepts used in OD

A.   Change and Resistance to Change

The key challenge in OD is to understand the nature of resistance to change, and how to deal with it. Change initiatives fail regularly, and these can fail for a bewildering variety of reasons, some of them, (expanding on a list given by Harvey Robbins and Michael Finley) are as follows:

- People are not prepared or convinced: This is the single biggest block. This usually happens when enough time is not taken to understand the various perspectives of people, the reasons they may oppose an initiative, and what can be done creatively to deal with this opposition.
- It is the wrong idea: This usually happens when the senior manager think they know the problem (usually confusing the symptom for the problem) and decide to do something about it. For instance, they may think that the large turnover is because

the salary scale is inappropriate - after all, in the exit interview, all those who left said they left because the salary was better in the other organization!

- **It is the right idea but the wrong time:** This can happen if there are not enough key people in the organization who either agree with the diagnosis, or the suggested change intervention. The time can also be wrong if the organization is caught up in deadlines to finish critical projects, and is not able to give time for the intervention.
- **It is being done for the wrong reason:** There are times that organizations start an OD initiative because their donors want them to do so; there is no internal commitment from the organization to do it. Another wrong reason is to copy another organization that has done something similar.
- **The organization doesn't walk the talk:** The organization wants to promote democracy, but the key decisions continue to be taken by the bosses, with only a fig leaf of consultation with others.

There are various frameworks that help us to understand change and resistance. One of the most frequently used framework is the one provided by Kurt Lewin: the Force Field concept. The key concepts of this framework are as follows:

- **Force Field Analysis:**
- This is a method for listing, discussing, and evaluating the various forces for and against a proposed change. There are three concepts used in this analysis
- **Driving Forces:**
- These are forces affecting a situation that are pushing in a particular direction; they tend to initiate a change and keep it going.
- **Restraining Forces:**
- These are forces acting to restrain or decrease the driving forces.
- **Equilibrium:**
- The situation created by the balance between Driving and Restraining Forces.
- **The Basic Change Model:**
- Step 1: Unfreezing: There are three stages of unfreezing:
  – Disconfirmation,
  – Induction of survival anxiety,
  – Overcoming learning anxiety (or provision of psychological safety)
- Step 2: Changing: There are three types of changing:
  – Cognitive redefinition or re-framing
  – Identification with a role model &
  – Scanning.
- Step 3: Refreezing
-

B.   Team Building

Teams are the - or should be - the basic building block of almost all social change organizations. Teams are used, or are expected to be used at all of the following stages:

- As the end result of the organizations' work with the community. Most organizations promote community level groups such as SHGs, WUAs, and the like, and are thus quite familiar with the process of building and promoting teams)
- As a way of working within the organization. People work in teams, or at least consider themselves as working in teams. (though in many cases, the teams are only notional, as the individuals tend to report to a boss, rather than work along with other team members.)
- In the of a Senior Management Team

While considering Team building in the context of OD, Dyer and Dyer (Ch 15, Practicing Organization Development) suggest that four factors - 4 Cs, need to be considered when considering the performance of the team:

- The Context of the Team:
- Teams need to exist only where there is an actual need for inter-dependence. Though in reality, many social change organizations do not create situations of inter-dependency, it is suggested that the Change Team itself could act as a role model to help the organization adopt true team development practices.
- The Composition of the Team:
- The Team requires a range of technical (e.g., how to conduct a survey) and inter-personal skills (e.g. in conveying a positive picture about the change process, while listening emphatically to the concerns of others in the organization). Further, as has been indicated, the Team also requires to be a true cross cutting representative of the organization in order to be effective in an OD context.
- The Competencies of the Team regarding Team management:
- Some of the competencies of the team as a whole would include: an ability to make effective decisions, conduct effective meetings, build trust and commitment, resolve disputes and disagreements, create mutual respect, encourage risk taking and innovation, establish accountability etc.
- The Change Management Skills of the Team:
- In order to be able to promote effective change in the organization, the Team members need to have some of the specific skills related to OD: be able to 'sell' the process to the others, be able to pick up the true responses of organizational members to the process, and be able to promote a thinking that organizational issues and problems are not individual related, but rather linked to systemic performance.

C.   Participation and Empowerment

As French and Bell (1995) point out Participation is a powerful elixir - it is good for people, and it dramatically improves individual and organizational performance. Similarly, to empower is to give someone power. This is done by giving individuals the authority to participate, to make decisions, to contribute their ideas, to exert influence, and to be

responsible. Participation enhances empowerment, and empowerment in turn enhances performance and individual well being.

OD interventions are deliberately designed to increased involvement and participation among leaders and members. To that extent OD interventions are strongly in line with the stated beliefs and values of social change organizations.

D.   Organizational Culture

If there is one thing that any OD practitioner has to deal with, it is Culture. For, it would not be wrong to define that one of the likely key results of an OD change process is a change in culture (even if, ostensibly, the focus of change is not the culture!)

There are various ways of defining Culture:
- It consists of all those things that people have learnt to do, believe, value and enjoy in their history.
- Ideals, beliefs, skills, tools, customs and institutions into which each human being is born.
- Not external but within a person; unconscious level.

We can say that there are different levels of culture, ranging from the most visible (e.g. Artifacts such as Physical symbols, behaviors and Language), to less visible (Beliefs and Values), to the least visible (Assumptions).

As can be seen from the above, while the more visible artifacts can help us discover the less visible levels; it is the change at the less visible level that is the more important one.

As organizations grow and develop some of the underlying beliefs tend to strengthen, implying a stronger culture. Nonetheless, it is not that equally old organizations will have equally strong cultures. As per Edgar Schein (Ch 15, Practicing Organization Development), the strength of a culture depends on the following;

- The strength of the conviction of the original founders and subsequent leaders.
- The degree of stability of the membership and leadership over a period of time. (in other words, the greater the turnover, lesser is likely to be the strength of the culture).
- The number and intensity of learning crises that the group has survived.

The culture of social change organizations tend to share some underlying beliefs: a belief in empowerment and participation, of the important of team work, and more than anything else, a strong commitment to the overall Mission and Vision of the organization. Other beliefs depend on whether the organization is a development organization or an advocacy organization: the former value a quiet commitment to work and a practical orientation, the latter a willingness to engage in debate and conversations. Further nuances in beliefs and

culture come about based on whether the organization is a training organization, an implementing organization, a research organization, or a network promoting organization.

The culture of the organization is both an advantage and a dis-advantage from the point of view of OD. A strong culture will imply both a commitment to achieving the Mission and Vision, as well as a belief that things can be done only in a certain way. While the former helps the organization to engage strongly in an OD intervention (particularly in situations when the membership of the organization perceives that the organization is unable to work towards its Mission and Vision), the latter can prevent the membership to look at different ways of working.

A fruitful area of exploration for an OD consultant is to look at the differences between stated and actual practiced values.

E.   Systems Thinking

1.   Defining Systems:

- The term "system" means a set of inter-related elements that change over time. For example...
    - Fishery system: boats, fisher-people, fish, price of fish, weather, how many fish get caught every year, level of technology etc.
    - Organisational system: people, feeling of shared purpose, salary, rewards, stress level, commitment level, how much people work.
    - Human System: blood circulation, respiratory system, nervous system, muscular and skeletal system, excretory system etc

2.   Defining System Thinking

What System Thinking does is
- Systems Thinking looks at the state of health of systems:
    - Is the health of a particular system
        - Improving
        - Worsening
        - Staying the same
    - What is leading to the system improving, worsening or staying the same?
    - If it is worsening, how can we improve system.
    - If it the same (and we want to improve it) how can we improve it

3. Key Concepts of Systems Thinking

Some of the key concepts (some of them inter-connected) used in understanding Systems are as follows:

- Behavior over time
- Circularity & Loops
- Unintended Results
- We May Fixate on Part of the System, and Miss the Whole
- Invisibility of system to participants
- How to Facilitate Self Sustaining Change
- How to Anticipate Resistance
- Kinds of Loops
  - Balancing loops
  - Reinforcing loops
- Limiting Factors
- Transforming Balancing Loops to Reinforcing Loops and vice-versa.

VIII. The spine of OD: the Process Consultation approach

A. The three approaches to Consultation

As per Edgar Schein (1999), there are three possible approaches that an OD consultant can take vis-a-vis a client: an Expert approach, a Doctor approach, and a Process Consultant approach. The three approaches can be distinguished as follows:

The expert approach is distinguished by the following:

- Problem is clear to the client; is correctly communicated to the consultant; consultant has the competence to solve the problem
- Client wants a solution
- Consultant gives the solution
- Risk: Client resents being dis-empowered (even though he may not say anything to this effect)
- **Implies request to help taken at face value can terminate conversation and hidden issues may never emerge.**

The doctor approach is distinguished by the following:

- Problem is not clear
- Client wants consultant to diagnose and give a solution
- Limitations of model

- Assumption that Consultant can get information about the organization.
- Attempts to get information can have unexpected consequences.
- Risk: Even greater level of dis-empowerment
- **Like in the previous one: Implies request to help taken at face value can terminate conversation and hidden issues may never emerge.**

The process consultation approach is distinguished by the following:

- Problem and solution not clear
- Client and consultant work together to find a solution
- The solution is owned by the client
- The client develops the capability to solve the problem
- Risk: if the Client wants to remain dependent, may resent being asked to work by the Consultant.

As can be seen above, in order to ensure that the client system truly own the process, and genuinely work towards sustainable change within the organization, it is critical that the consultant should follow a Process Consultation approach.

Nonetheless, it is important to know that the Consultant doesn't always have to follow a Process Consultation approach. Thus, when it is time to design an intervention workshop, the Consultant needs to take on an Expert approach. Also, there are situations when the client is totally down and out, and requires hand-holding: this is where the doctor approach can be followed.

B.   The Three levels of enquiry

Process Consultation itself is done by having three levels of enquiry: a pure, diagnostic and confrontative.

The Pure level of enquiry can be described as follows:

- Focusing on the client's story
- The Process and Content is entirely the responsibility of client
- Consultant's role to encourage, ask clarificatory questions, **asking for examples –** helps, as it moves issue away from abstract statements.
- **Do not prompt with questions such as "What is the problem",**
- As listener try to visualize the scene, the characters, the setting, the action; create a picture of what is going on.
- **Rather, ask: Tell me, what is going on. Or, what brings you here? How can I help? So… Can you give me some examples of that.**
- Best start: silence.
- **Can also start with Client grilling Consultant in order for the Client to feel comfortable about Consultant; to begin to feel comfortable enough to talk**

The Diagnostic level of enquiry can be described as follows:

– Process controlled by Consultant, Content by Client
– Three kinds of explorations:
    – Emotional Responses: how did you feel about it; what was your reaction? How did others feel or react?
    – Reasons for Actions and Events: Why did you do that? Why do you think that happened? Why did the others do that?
    – Action: Past, Present and Future: What did you do about that? What are you going to do? What did the other do? What will the others do? What options do you have? What should you do
– Ideally, to be done together.

The Confrontative level of enquiry can be described as follows:

– Which brings in the Consultant's point of view: forces clients to think from a new perspective
– To be brought in only after Equalization of power has taken place.
– Process Ideas: Could you have done the following? Have you thought about doing? Why have you not done? Have you considered these other options
– Content Ideas: Have you considered the idea that you over reacted? Did that not make you feel angry?

C.   The key principles of the Process Consultation approach

Some of the key principles of the Process Consultation approach are as follows:

1. Always try to be helpful (applies to all models of Consultation)
2. Always stay in touch with current reality
    1. What is happening in the system
    2. What is happening to me
3. Access your ignorance
    1. Distinguish between what I know, what I assume I know and what I truly do not know.
    2. Have the wisdom to know what I don't know and to ask about it.
    3. However, requires extra-ordinary discipline not to rush in with expert advice, and instead to focus on what is actually going on (staying in touch with reality) and asking questions that reveal your ignorance.
4. Everything you do is an intervention
5. It is the client who owns the problem and the solution
6. Go with the flow
7. Timing is crucial

8. Be constructively opportunistic with confrontive interventions (however, do it only when you sense that power equalization has taken place; more importantly, where the client has said something striking and important)
    1. All client systems have areas of instability and openness where motivation to change exists. Must find and build on existing motivations and cultural strengths.
9. Everything is data: errors are inevitable – learn from them.
10. When in doubt, share the problem.

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