

Effect of OD Interventions on Building High Performing Teams



P.Kaliappan, Fabiyola Kavitha

Abstract: *Od Interventions Have Become Mandatory In The Current Scenario Of Organizations. Effective Od Interventions Aims To Improve The Performance Of The Organizations. These Od Interventions Involve Employees Trust And Support, They Respect The Opinions Of People And Confronts The Issues. There Are Different Types Of Interventions To Be Followed For Different Issues In The Organisation. Od Professionals Have Defined Which Interventions To Be Followed Against Each Type Of Issues. Sometimes Mix And Match Of The Interventions Will Lay A Successful Role. This Paper Describes Few Types Of Interventions And Dependency Of The Team Building On Od Interventions.*

Keywords: *Effective Intervention, Team Building, Od Interventions, Types Of Interventions.*

I. INTRODUCTION

Every organisation would like to Design an effective intervention, which in turn requires a good understanding of the prerequisites and dynamic of the change situation followed by framing a change program. From the point at the current level of knowledge, there is only quite little information available regarding the methodology to design a perfect intervention and the type of result it could yield. However the potentiality to implement OD intervention purely depends upon the knowledge and skill of consultant. Human process interventions are concerned with interaction among the members of the organisation like communication, decision making, human resources, management process, Team functioning, Group Norms, Group composition, Task identification, Task Significance, leadership and group dynamics. Human process interventions aim to improve the interpersonal relations and group dynamics. It also relates to help members to self-assessment in terms of their behaviour and thereby bringing improvements that will enable them to work better in groups which in turn increases the performance of the group and the organisation. The term intervention is referred to as a set of planned actions which are designed by the consultant to help the organisation for improving its efficiency. Interventions are designed

Revised Manuscript Received on November 30, 2019.

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Organizational Level, Group Level and Individual Level to deliberate challenges of status-quo.

II. OBJECTIVES

- To examine the effectiveness of large scale, strategic, techno structural, Organizational level, group level and individual level human process interventions.
- Relating interventions to team building

III. OD INTERVENTIONS

This journal uses double-blind review process, which means that both the reviewer (s) and author (s) identities concealed from the reviewers, and vice versa, throughout the review process. All submitted manuscripts are reviewed by three reviewer one from India and rest two from overseas. There should be proper comments of the reviewers for the purpose of acceptance/ rejection. There should be minimum 01 to 02 week time window for it.

Improving organizational performance and well-being of employee's is the main aim of OD interventions. According to Robbins (1994), planned interventions integrates the humanistic and democratic values and will aim to improve the effectiveness of the organizations. OD interventions in general rely on the respect for people, support and trust of employees, confrontation and participation.

I. Large scale interventions:

Large scale interventions typically involve a full size group of stakeholders, working toward the definition of a future state. These interventions start from top levels of the organization, to analyses, plan, and define

Organization Level Intervention

- Inter group relations Interventions
- Confrontation meeting Interventions
- Large group Interventions

(i) Inter Group Relations Interventions: Aimed at diagnosing and addressing organizational process such as conflict or co-ordination of units.

- Microcosm Group
- Intergroup conflict resolution meeting

a. Microcosm Group : Consist of a small number of individuals who are chosen to reflect and represent the issue being addressed " Parallel Process".

b. Intergroup conflict resolution meeting: Aimed at helping two groups or departments resolve dysfunctional conflicts / relationships - Address Misperceptions.

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(ii) Organization Confrontation meeting

Interventions: Mobilizes the problem solving resources of a major subsystem (or whole org) by encouraging members to identify and confront processing issues.

Application:

- Anytime, but most useful when.
- 1. Organization under stress
- 2. Gap between the Top and Organization
- Successful across personal and cultures.

(iii) Large Group Intervention:

- Fastest growing area in O.D
- Address organizational problems or opportunities for accelerating change.
- Allows a variety of stakeholders to interact simultaneously.

Application:

- Articulate a new vision
- Develop a new strategy
- Solve cross functional problems
- Develop a change strategy
- Redesign work, structures or systems.

II. Team Level Intervention

1. Process Facilitation
2. Third Party Intervention
3. Team Building

1.Process Facilitation:

Helping group members understand, diagnose and improve human process or behaviours such as communication, interpersonal relations, decision making and task performance. Members are better able to use own resources to identify and solve interpersonal problems that pose barriers to problem solving. The self-reports of greater personal involvement, higher mutual influences, group effectiveness and other.

IV. THIRD PARTY INTERVENTION

Used when:

- Conflicts prevents people from working constructively together
- Underlying issue is interpersonal
- Both parties are willing to engage in direct confrontation

When a conflict arises due to interpersonal issues to help parties interact with each other directly, recognise the personal choices of the other, and facilitate diagnosis of the conflict and its resolution. Dysfunctional interpersonal conflicts arising between two or more people within the same organisation, due to difference in personality, perception, task orientation and competition for scarce resources. When the conflicts arises due to substantive issues such as work method, pay rates and condition of employment expertise in the area of law and labour relations are needed and does not come under OD practices.

III. INDIVIDUAL LEVEL INTERVENTION:

Resistance: Who wants change? Who wants to change?
With OD interventions being viewed primarily as

planned change factors that resist change can be taken as valid indicators for assessing resistance, in most cases. And just as change can happen at the individual, group and organization level, the resistance to it can be felt at these levels and must be dealt with.

Self-Interests: Interventions will affect the self-interest of the employees than the effect on the success of the business.

Low Tolerance of change: Security and stability will be keen interest of the people at work.

Different Assessments of the situation:

Disagreement on the reasons for the change and on the advantages and disadvantages of the change process. Employees can identify and analyses their behavior by implementing individual interventions which they are unable to identify themselves. A process consultant can help these individuals by giving them appropriate feedback after observing them for some time in different group events. Individual interventions are designed to help people effectively communicate with others. The interpersonal communication, truthfulness and honesty create trust and collaboration which is important in group dynamics.

V. TEAM BUILDING

Teams are an essential component of organisational structure. Team building is needed whenever a merger happens or organisation is restructured. When a new member or leader joins the team or if there is a conflict in the team then a team building is compulsory. In order to achieve high performance from the teams, organisations are depending on the interventions. All the interventions may not be suitable to all the teams or all the organisations. Team building is a continuous process and an organisation can follow any method to build and develop the teams.

VI. ANALYSIS

A questionnaire is circulated among 125 employees of an organisation. Responses of 110 members have responded for all the questions and the responses are tabulated in the table 1.below.

Table.1 Responses on the need for interventions for team building

Questions	Training Evaluation				
	SA	A	N	DA	SDA
Q1	41	51	9	7	2
Q2	44	52	4	6	4
Q3	39	46	12	5	8
Q4	32	48	11	13	6
Q5	52	49	1	5	3
Q6	44	50	5	4	7
Q7	33	61	4	5	7
Q8	44	53	7	2	4
Q9	4	3	5	55	43

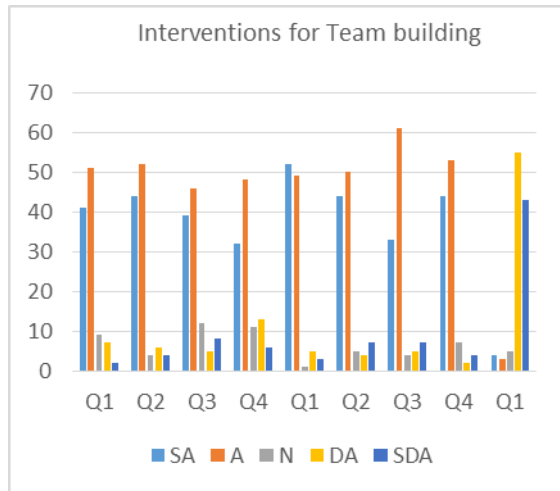


Fig.1 Bar graph for the responses on interventions



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VII. RESULT

From the responses and the bar chart shown above, it is observed that majority of the employees agreed to the fact that OD interventions are mandatory for building good performing teams. An organisation should find and design proper interventions and plant strategically to achieve the organisation goals.

VIII. CONCLUSION

In order to be a successful organization, strategical planning and following the organizational interventions is mandatory. Intervention is a component of action research, where actions plan acts to bring the changes in the organisation. Structured activities of OD interventions are implemented in organizations. From the survey it is concluded that OD interventions are very much useful to build the performing teams.

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