

Organization Development and Change

Designing Interventions

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Learning Objectives for Chapter Nine

- To discuss criteria for effective interventions
- To discuss issues, considerations, constraints, ingredients, and processes associated with intervention design
- To give an overview of the various interventions used in the book

Definition of Interventions

An intervention is a set of sequenced and planned actions or events intended to help the organization increase its effectiveness.

Interventions purposely disrupt the status quo.

Characteristics of Effective Interventions

- Is it relevant to the needs of the organization?
 - Valid information
 - Free and Informed Choice
 - Internal Commitment
- Is it based on causal knowledge of intended outcomes?
- Does it transfer competence to manage change to organization members?

The Design of Effective Interventions

- Contingencies Related to the Change Situation
 - Readiness for Change
 - Capability to Change
 - Cultural Context
 - Capabilities of the Change Agent

The Design of Effective Interventions

- Contingencies Related to the Target of Change
 - Strategic Issues
 - Technology and structure issues
 - Human resources issues
 - Human process issues

Intervention Overview

- Human Process Interventions
- Technostructural Interventions
- Human Resources Management Interventions
- Strategic Interventions

Human Process Interventions

- Coaching
- Training and Development
- Process Consultation and Team Building
- Third-party Interventions (Conflict Resolution)
- Organization Confrontation Meeting
- Intergroup Relationships
- Large-group Interventions

Technostructural Interventions

- Structural Design
- Downsizing
- Reengineering
- Employee Involvement
- Work Design

Human Resources Management Interventions

- Goal Setting
- Performance Appraisal
- Reward Systems
- Career Planning and Development
- Managing Work Force Diversity
- Employee Stress and Wellness

Strategic Interventions

- Integrated Strategic Change
- Mergers and Acquisitions
- Alliances and Networks
- Culture Change
- Self-designing Organizations
- Organization Learning and Knowledge Management