

# Organization Development and Change

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## Individual, Interpersonal, and Group Process Approaches

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# Learning Objectives for Chapter Twelve

- To understand the human process interventions aimed at individuals, interpersonal relations, and group dynamics
- To understand the application and effectiveness of various process interventions in producing change

# Process Interventions

- *A set of activities on the part of the consultant that helps individuals and group members understand, diagnose, and improve their behaviors.*
- *Interventions are aimed at helping individuals develop skills, and members of groups assess their interactions and devise more effective ways of working.*

# Individual, Interpersonal and Group Process Approaches

- Coaching
- Training and Development
- Process Consultation
- Third-Party Interventions
- Team Building

# Coaching

- Goals
  - Assist in execution of a transition
  - Address a performance problem
  - Develop new behavioral skills with leadership development
- Application Stages
  - Establish the principles of the relationship
  - Conduct an assessment
  - Coach and client debrief the results
  - Develop and Implement an action plan
  - Assess the results

# Training and Development

- Goals
  - Changing the skills and knowledge of organization members to improve effectiveness and build capabilities
- Application Stages
  - Perform needs assessment
  - Develop objectives and design training
  - Deliver training
  - Evaluate training

# Process Consultation

- Definitions
  - The creation of a relationship that permits the client to perceive, understand, and act on the process events...”
  - An approach that helps people and groups help themselves
- Group Process Issues Addressed by Process Consultation
  - Communications
  - The functional roles of group members
  - Group problem solving and decision making
  - Group norms
  - Leadership and authority

# Basic Process Interventions

- Individual Interventions
  - Aimed at helping people better communicate with others
  - Johari Window
- Group Interventions
  - Aimed at the process, content or structure of the group



# Johari Window

**Unknown to Others**

**Known to Others**

**Hidden  
Spot**

*Open  
Window*

**Known to  
Self**

*Unknown  
Window*

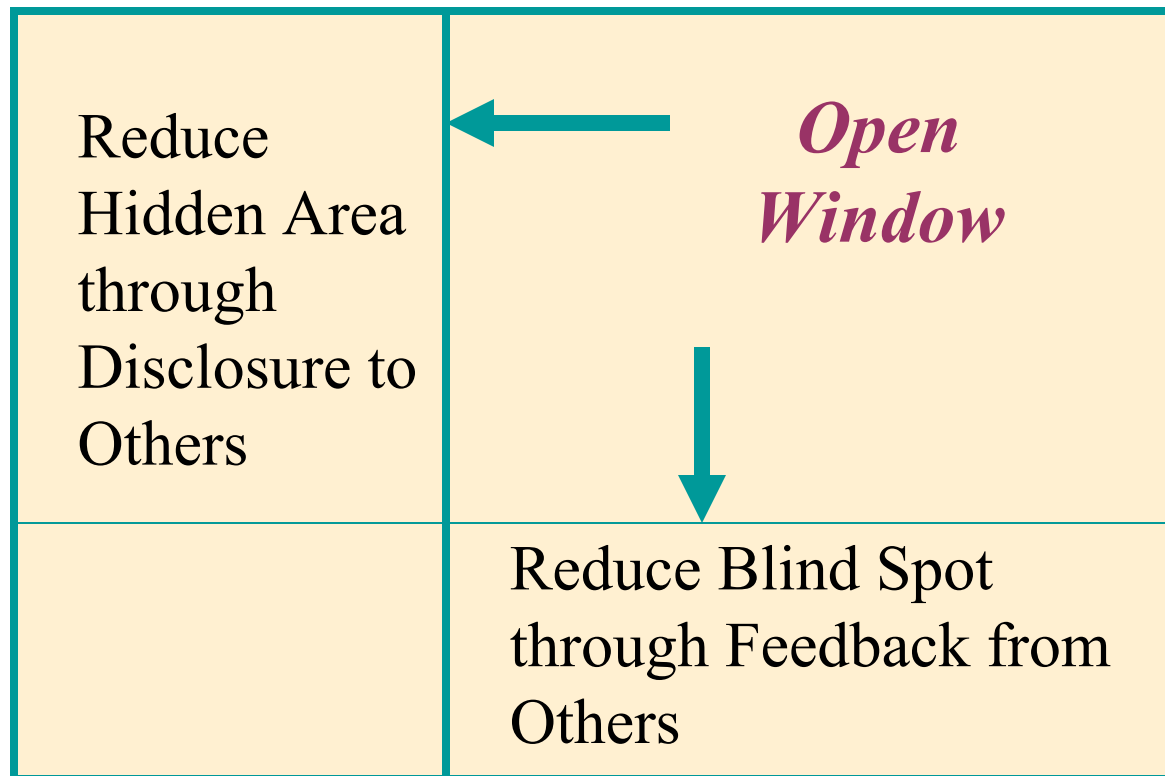
**Blind  
Spot**

**Unknown  
to Self**

# Improving Communications Using the Johari Window

**Unknown to Others**

**Known to Others**



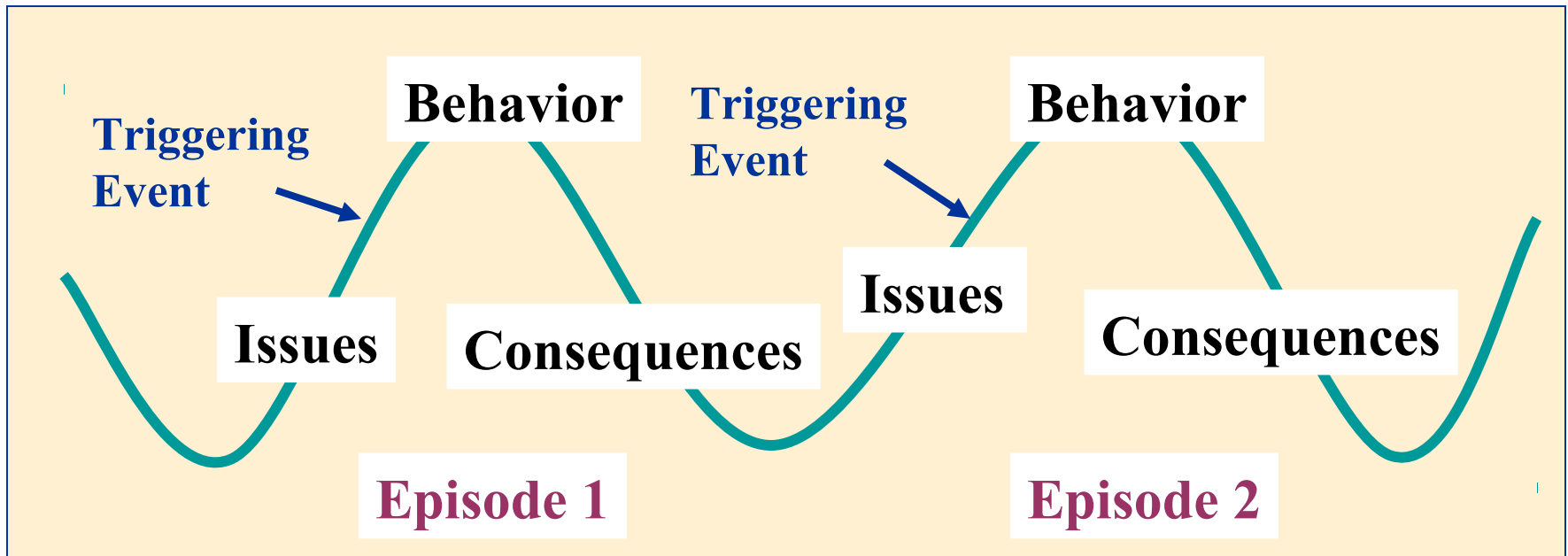
**Known to Self**

**Unknown to Self**

# Third Party Interventions

- Activities that focus on interpersonal conflicts within the organization
- Interventions help involved parties interact with each other directly, facilitating diagnosis of the conflict and its resolution

# A Cyclical Model of Conflict



# Strategies for Conflict Resolution

- Prevent the conflict through mandate or separation of the parties
- Set limits on the timing and extent of the conflict
- Help the parties to cope differently with the conflict
- Attempt to eliminate or resolve the basic issues in the conflict

# Team Building Activities

- Activities Related to One or More Individuals
- Activities Oriented to the Group's Operations and Behaviors
- Activities Affecting the Group's Relationship with the Rest of the Organization

# Types of Teams

- Groups reporting to the same manager
- Groups involving people with common goals
- Temporary groups formed to accomplish a specific, one-time task
- Groups consisting of people whose work roles are interdependent
- Groups with no formal links but whose collective purpose requires coordination

# Team-Building Activities

- Determine the Intervention Target
  - One or more individuals
  - A group's operation and behavior
  - A group's relationships with the rest of the organization
- Determine the Intervention Orientation
  - Diagnostic
  - Developmental



# Team Building Activities

- Group Operation and Behavior
  - An inward look by the team at its own performance, behavior and culture for the purpose of improving effectiveness
- Group Relationships with the Organization
  - Understand the group's role within the organization including interaction, support, and collaboration
- Manager's Role