

Organization Development and Change

Organization Process Approaches

Thomas G. Cummings
Christopher G. Worley

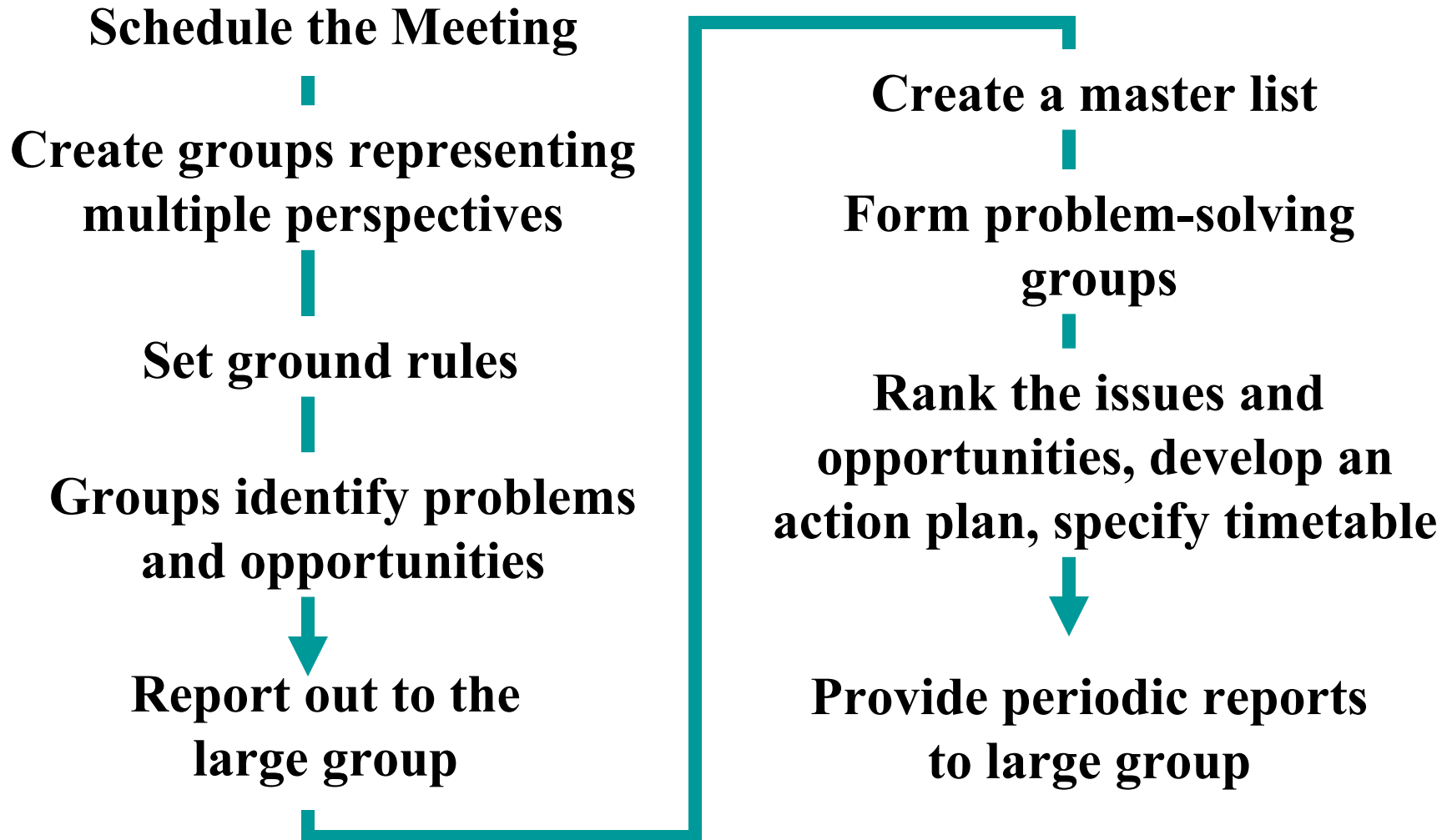
Learning Objectives for Chapter Thirteen

- To understand three types of system-wide, human process interventions: the organization confrontation meeting, intergroup relations interventions, and large-group interventions
- To review and understand the effectiveness of these interventions in producing change

Organization Confrontation Meeting

- The confrontation meeting is an intervention designed to mobilize the resources of the entire organization to identify problems, set priorities and action targets and begin working on identified problems.

Confrontation Meeting Process



Intergroup Relations Interventions

- The quality of group relationships in an organization can affect how well the organization performs
- Two major interventions
 - Microcosm Groups
 - Resolving Intergroup Conflict

Microcosm Groups

- Small groups that solve problems in the larger system
- Small group member characteristics must reflect the issue being addressed (e.g., if addressing diversity, group must be diverse)
- Primary mechanism for change is “parallel processes”

Microcosm Group Process

- Identify an issue
- Convene the microcosm group
- Provide group training
- Address the issue in the group
- Dissolve the group

Resolving Intergroup Conflict

- Groups and consultant convene to address issues
- Groups are asked to address three questions
 - What qualities/attributes best describe our group?
 - What qualities/attributes best describe their group?
 - How do we think the other group will describe us?
- Groups exchange and clarify answers
- Groups analyze the discrepancies and work to understand their contribution to the perceptions
- Groups discuss discrepancies and contributions
- Groups work to develop action plans on key areas

Large Group Interventions

- Focus on issues affecting the whole organization or large segments of it, such as developing new products or services, responding to environmental change or introducing new technology
- Various Change Programs
 - Future Search Conference (Weisbord)
 - Open-Space Meeting (Owen)
 - Open System Planning (Beckhard)

Large-Group Meeting Assumptions

- Organization members' perceptions play a major role in environmental relations.
- Organization members must share a common view of the environment to permit coordinated action toward it.
- Organization members' perceptions must accurately reflect the condition of the environment if organizational responses are to be effective.
- Organizations cannot only adapt to their environment but also proactively create it.

Large-Group Method

Application Stages

- Preparing for the large-group meeting
 - Identify a compelling meeting theme
 - Select appropriate stakeholders to participate
 - Develop relevant tasks to address meeting theme
- Conducting the meeting
 - Open Systems Methods
 - Open Space Methods
- Following up on the meeting outcomes

Open-Systems Methods

- Map the current environment facing the organization.
- Assess the organization's responses to the environmental expectations.
- Identify the core mission of the organization.
- Create a realistic future scenario of environmental expectations and organization responses.
- Create an ideal future scenario of environmental expectations and organization responses.
- Compare the present with the ideal future and prepare an action plan for reducing the discrepancy.

Open-Space Methods

- Set the conditions for self-organizing
 - Announce the theme of the session
 - Establish norms for the meetings
 - The “Law of Two Feet.”
 - The “Four Principles.”
 - “Whoever comes is the right people.”
 - “Whatever happens is the only thing that could have.”
 - “Whenever it starts is the right time.”
 - “When it is over, it is over.”
- Participants create the agenda
- Coordinate activity through information postings