**Organizational Development Notes**

The nature and needs of organizations are changing dramatically. Correspondingly, the profession of organization development (OD) has been changing to meet the changing needs of organizations. Therefore, it may be most useful to consider several definitions of organization development. Here's a standard definition. The next section gives some contrasting definitions.

For many years, the following definition was perhaps the standard definition for OD. The following definition was developed in 1969 at a time when an organization was considered to be much like a stable machine comprised of interlocking parts.

*“Organization Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.”*

**- Beckhard**

Today's organizations operate in a rapidly changing environment. Consequently, one of the most important assets for an organization is the ability to manage change -- and for people to remain healthy and authentic. Consider the following definition of OD:

*“Organization Development is the attempt to influence the members of an organization to expand their candidness with each other about their views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organizational) goals. And that when this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding.”*

**- Neilsen**

**Some more definitions of OD:**

*"Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness."*

**- Cummings and Worle**

*"Organization Development is a body of knowledge and practice that enhances organizational performance and individual development, viewing the organization as a complex system of systems that exist within a larger system, each of which has its own attributes and degrees of alignment. OD interventions in these systems are inclusive methodologies and approaches to strategic planning, organization design, leadership development, change management, performance management, coaching, diversity, and work/life balance."*

**- Matt Minahan**

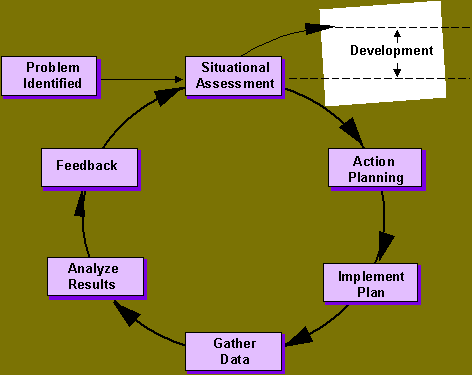
**OD Process:**

The process is carefully planned and implemented to benefit the organization, its employees and its stakeholders. The client organization may be an entire company, public agency, non-profit organization, volunteer group - or a smaller part of a larger organization. The organizational development process consists of three major steps: diagnosis, intervention and evaluation. These steps are similar with the planned change process, since organizational development is actually a specialized type of change effort. An organizational development process is most likely to be initiated when top management believes that there are deficiencies in the way the overall organization is functioning.  
  
**Diagnosis:** The first step involves diagnosis of the present situation. Change agents collect the required information through interviews, questionnaires, internal documents, records, and reports. Usually, a diagnostic strategy is developed using two or more methods of data collection after their respective strengths and weaknesses have been considered.

**Intervention:** After the situation is diagnosed, organizational development interventions or change strategies can be designed and implemented with the help of a change agent. Some of the organizational development intervention techniques are:

* **Process consultation:** This is concerned with interpersonal relations and functioning of work groups. The organizational development change agent observes the group and gives feedback regarding dysfunctions in areas of decision making, handling conflicts, and communication patterns.
* **Team building:** This technique is used to help work groups become effective in performing their tasks. The organizational development consultant helps in assessing group tasks, member roles, and strategies for accomplishing work tasks.
* **Third-party intervention:** Here, organizational development consultants help the parties concerned to resolve their differences through techniques like problem solving and conciliation.
* **Survey Feedback:** In survey feedback, data gathered through survey questionnaires and personal interviews are analyzed, tabulated into understandable form and shared with those who first supplied the information. Survey feedback lets people know where they stand in relation to others on important organizational issues thus helping them resolve conflicts in a constructive manner. Effective feedback should be relevant, understandable, descriptive, verifiable, and inspiring.
* **Techno structural activities:** This technique is used to improve work technology and organization structure. It is intended to help employees evaluate themselves and to make appropriate changes in task design, work methods, and organization structure.
* **Skill development:** This technique is used to help employees identify their shortcomings and overcome their deficiencies. It is used to improve performance in areas such as delegation, problem solving conflict resolution, and leading.

**Evaluation:** Since organizational development is directed towards long-term change, organizational development programs have to be monitored on a regular basis. An accurate evaluation of organizational development interventions is dependent on the accurate diagnosis of the current situation and the clear identification of the desired results.



**Process Cycle of OD based on steps**

**What is Organizational Diagnosis?**

Organizational Diagnosis is not the mere fact finding or the prescription system. Rather it is a process based upon behavioral science theory for publicly entering a human system, collecting valid data about human experiences with that system, collecting valid data about human experiences with that system, and feeding that information back to the system to promote increased understanding of the system by its members. Its purpose is to establish a widely shared understanding of a system and based upon that understanding to determine whether change is desirable.

Models of **Organizational Diagnosis:**

* Symptom specific model: Study the pattern of symptoms and prescribe. No importance given to reasons.
* System model: Consider organization as host. Symptoms of host are due to the changes in environment. So study the agent, host and environment and then prescribe.
* Statistical model: Identify possible antecedents through formal or informal communications, observations, and formulate hypotheses, test your hypotheses collecting data from specific sample using suitable statistical tools and present the data to the people in the organization. Let them understand the findings and think of the action plan.

**OVERVIEW OF OD INTERVENTIONS**

**What is an OD Intervention?**

The term Intervention refers to a set of sequenced, planned actions or events intended to help an organization to increase its effectiveness. Interventions purposely disrupt the status quo; they are deliberate attempts to change an organization or sub-unit toward a different and more effective state.

**Criteria for Effective Interventions**

In OD three major criteria define the effectiveness of an intervention:

**1. The Extent to which it (the Intervention) fits the needs of the organization.**

This criterion concerns the extent to which the intervention is relevant to the organization and its members. Effective interventions are based on valid information about the organization’s functioning; they provide organization members with opportunities to make free and informed choices; and they gain members’ internal commitment to those choices.

Valid information is the result of an accurate diagnosis of the organization’s functioning. It must reflect fairly what organization members perceive and feel about their primary concerns and issues. Free and informed choice suggests that members are actively involved in making decisions about changes that will affect them. It also means that interventions will not be imposed on them. Internal commitment means that organization members accept ownership of the intervention and take responsibility for implementing it. If interventions are to result in meaningful changes, management, staff, and other relevant members must be committed to carrying them out.

**2. The degree to which it is based on causal knowledge of intended outcomes**

Because interventions are intended to produce specific results, they must be based on valid knowledge that those outcomes actually can be produced. Otherwise, there is no scientific basis for designing an effective OD intervention. Unlike other exact sciences (like medicine or engineering) knowledge of the effect of OD interventions is in a rudimentary stage of development. Moreover, few attempts have been made to examine the comparative effects of different OD techniques. All of these factors make it difficult to know whether one method is more effective than another. Despite these difficulties, attempts are being made to evaluate different OD intervention methods, so that we can gain the ability to predict outcomes of various interventions and thus be able to use the most appropriate interventions for specific problems.

**3. The extent to which the OD intervention transfers change-management competence to organization members.**

OD interventions can be said to be effective, only if they make the organization members competent to initiate, implement and monitor change on their own. The values underlying OD suggest that organization members should be better able to carry out planned change activities on their own, following the intervention. They should gain knowledge and skill in managing change from active participation in designing and implementing the intervention. Competence in change management is essential in today’s environment, where technological, social, economic, and political changes are rapid and persistent.

**Factors That Impact the Success of OD Interventions**

**I. Factors relating to Change Situation**: These relate to the environment of the organization and include the physical and human environment.

**1. Readiness for Change**: Intervention success depends heavily on the organization being ready for planned change. Indicators for readiness for change include sensitivity to pressures for change (higher sensitivity means greater readiness to change); dissatisfaction with the status quo; availability of resources to support change; and, commitment of significant management time.

**2. Capability to Change:** Managing planned change requires particular knowledge and skills including the ability to motivate change, to lead change, to develop political support, to manage transition, and to sustain momentum. If organization members do not have these capabilities, then a preliminary training intervention may be needed to prepare the members for the major change.

**3. Cultural Context:** The national culture within which an organization is embedded can exert a powerful influence on members’ reactions to change, and so intervention design must account for the cultural values and assumptions held by organization members. This makes it important for OD interventions to be adapted to different cultures.

**4. Capabilities of the Change Agent (OD Consultant):** The success of OD interventions depend to a great extent on the expertise, experience and talents of the consultant. No consultant should undertake to implement interventions that are beyond their level of competence or their area of expertise. The ethical guidelines under which OD practitioners operate require full disclosure of the applicability of their knowledge and expertise to the client’s situation.

**II. Factors Related to the Target of Change:** These relate to the specific targets at which OD interventions are targeted. The targets of change can be different issues of the organization and at different levels.

**A. Organizational Issues**

**1. Strategic Issues:** Strategic issues refer to major decisions of organizations such as what products or services to offer, which markets to serve, mergers, acquisitions, expansions, etc. OD Interventions aimed at these strategic issues are called strategic interventions and are among the most recent OD interventions and include integrated strategic change, mergers and acquisitions, trans-organizational development, organizational learning, etc.

**2. Technology and Structure Issues:** These refer to issues relating to how organizations divide their work amongst departments and how they coordinate between departments. They also must make decisions about how to deliver products or services and how to link people to tasks. OD interventions aimed at these issues are called techno-structural interventions and include OD activities

relating to organizational design, employee involvement and work design.

**3. Human Resource Issues:** These issues are concerned with attracting competent people to the organization, setting goals for them, appraising and rewarding their performance, and ensuring that they develop their careers and manage stress. OD techniques aimed at these issues are called human resource management interventions.

**4. Human Process Issues:** These issues have to do with social processes occurring among organization members, such as communication, decision-making, leadership, and group dynamics. OD methods focusing on these kinds of issues are called human process interventions; included among them are some of the most common OD techniques, such as conflict resolution and team building.

**B. Organizational Levels**

OD interventions are aimed at different levels of the organization: individual, group, organization and trans-organization (for example different offices of the organization around the globe; or between organization and its suppliers, customers, etc.) OD interventions are usually aimed at specific levels, and must address cross-level effects and perhaps integrate interventions affecting different levels to achieve overall success.

**Human Process Interventions**

**A. The following interventions deal with interpersonal relationships and group dynamics.**

**1. T Groups**: This traditional change method provides members with experiential learning about group dynamics, leadership, and interpersonal relations. The basic T Group brings ten to fifteen strangers together with a professional trainer to examine the social dynamics that emerge from their interactions. Members gain feedback about the impact of their own behaviors on each other and learn about group dynamics.

**2. Process Consultation**: This intervention focuses on interpersonal relations and social dynamics occurring in work groups. Typically, a process consultant helps group members diagnose group functioning and devise appropriate solutions to process problems, such as dysfunctional conflict, poor communications, and ineffective norms. The aim is to help members gain the skills and understanding necessary to identify and solve problems themselves.

**3. Third Party Interventions**: This change method is a form of process consultation aimed at dysfunctional interpersonal relations in organizations. Interpersonal conflict may derive from substantive issues, such as disputes over work methods, or from interpersonal issues, such as miscommunication. The third party intervener helps people resolve conflicts through such methods as problem solving, bargaining, and conciliation.

**4. Team Building**: This intervention helps work groups become more effective in accomplishing tasks. Like process consultation, team building helps members diagnose group processes and devise solutions to problems. It goes beyond group processes, however, to include examination of the group’s task, member roles, and strategies for performing tasks. The consultant also may function as a resource person offering expertise related to the group’s tasks.

**B**. **The following Interventions deal with human processes that are more system wide than individualistic or small-group oriented.**

**1. Organization Confrontation Meeting**: This change method mobilizes organization members to identify problems, set action targets, and begin working on problems. It is usually applied when organizations are experiencing stress and when management needs to organize resources for immediate problem solving. The intervention generally includes various groupings of employees in identifying and solving problems.

**2. Intergroup Relations**: These interventions are designed to improve interactions among different groups or departments in organizations. The microcosm group intervention involves a small group of people whose backgrounds closely match the organizational problems being addressed. This group addresses the problem and develops means to solve it. The Intergroup conflict model typically involves a consultant helping two groups understand the causes of their conflict and choose appropriate solutions.

**3. Large-group Interventions**: These interventions involve getting abroad variety of stakeholders into a large meeting to clarify important values, to develop new ways of working, to articulate a new vision for the organization, or to solve pressing organizational problems. Such meetings are powerful tools for creating awareness of organizational problems and opportunities and for specifying valued

directions for future action.

**4. Grid Organization Development**: This normative intervention specifies a particular way to manage an organization. It is packaged OD program that includes standardized instruments for measuring organizational practices and specific procedures for helping organizations to achieve the prescribed approach.

**Techno-Structural Interventions**

These interventions deal with an organization’s technology (for examples its task methods and job design) and structure (for example, division of labor and hierarchy). These methods are becoming popular in OD because of the growing problems relating to productivity and organizational effectiveness. These interventions are rooted in the disciplines of engineering, sociology, and psychology and in the applied fields of socio-technical systems and organization design. Consultants place emphasis both on productivity and human fulfillment.

**1. Structural Design**: This change process concerns the organization’s division of labor – how to specialize task performances. Interventions aimed at structural design include moving from more traditional ways of dividing the organization’s overall work (such as functional, self-contained-unit, and matrix structures) to more integrative and flexible forms (such as process-based and network-based structures). Diagnostic guidelines exist to determine which structure is appropriate for particular organizational environments, technologies, and conditions.

**2. Downsizing**: This intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layoffs, organization redesign, and outsourcing. Each of these downsizing methods must be planned with a clear understanding of the organization’s strategy.

**3. Re-engineering**: This recent intervention radically redesigns the organization’s more work processes to create tighter linkage and coordination among the different tasks. This workflow integration results in faster, more responsive task performance. Reengineering is often accomplished with a new information technology that permits employees to control and coordinate work processes more effectively. Reengineering often fails if it ignores basic principles and processes of OD. The next three interventions: Parallel Structures, High-involvement organizations and Total Quality Management (TQM), fall under the broad category of interventions called Employee Involvement (EI) interventions. These interventions are aimed at improving employee well-being and organizational effectiveness.

**4. Parallel Structures**: This intervention involves members in resolving ill-defined, complex problems and builds adaptability into bureaucratic organizations. Also known as “collateral structures”, “Dualistic structures” or “shadow structures”, parallel structures operate in conjunction with the formal organization. They provide members with an alternative setting in which to address problems and to

propose innovative solutions free from the formal organization structure and culture. For example, members may attend periodic off-site meetings to explore ways to improve quality in their work area or they may be temporarily assigned to a special project of facility to devise new products or solutions to organizational problems. Parallel structures facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways. Consequently, norms and procedures for working in parallel structures are entirely different from those of the formal organization.

**5. High-involvement Organizations (HIO’s):** These interventions are aimed at creating organizations with high involvement of employees. They create organizational conditions that support high levels of employee participation. What makes HIO’s unique is the comprehensive nature of their design process. Unlike parallel structures that do not alter the formal organization, in HIOs almost all organization features are designed jointly by management and workers to promote high levels of involvement and performance, including structure, work design, information and control systems, physical layout, personnel policies, and reward systems. Some of the features of HIOs are:

a. Employees have considerable influence over decisions

b. Members receive extensive training in problem-solving techniques, plant operation, and organizational policies.

c. Information is shared widely within the organization and employees have easy access to operational and issue-oriented information.

d. Rewards are tied closely to unit performance.

**6. Total Quality Management**: TQM is the most recent and, along with high involvement organizations, the most comprehensive approach to employee involvement. Also known as “continuous process improvement” and “continuous quality”, TQM grew out of a manufacturing emphasis on quality control and represents a long-term effort to orient all of an organization’s activities around the concept of quality. Quality is achieved when organizational processes reliably produce products and services that meet or exceed customer expectations. Although it is possible to implement TQM without employee involvement, member participation in the change process increases the likelihood that it will become part of the organization’s culture. Today, continuous quality improvement is essential for global competitiveness.

**7. Work design**: This refers to OD interventions aimed at creating jobs, and work groups that generate high levels of employee fulfillment and productivity. This techno-structural intervention can be part of a larger employee involvement application, or it can be an independent change program. Work design has been researched and applied extensively in organizations. Recently, organizations have tended to combine work design with formal structure and supporting changes in goal setting, reward systems, work environment, and other performance management practices. There are three approaches to work design. The Engineering approach focuses on efficiency and simplification, and results in traditional job and work group designs. Telephone operators and data-entry positions are examples of this job design. A second approach is work enrichment and rests on motivational theories

and attempts to enrich the work experience. Job enrichment involves designing jobs with high levels of meaning, discretion, and knowledge of results. A well researched model focusing on job attributes has helped clear up methodological problems with this important intervention. The third approach is socio-technical approach and seeks to optimize both social and technical aspects of work systems. This method has led to a popular form of work design called “self managed teams” which are composed of multi-skilled members performing interrelated tasks. Members are given the knowledge, information, and power necessary to control their own task behaviors with relatively little external control.

**Human Resource Management Interventions**

**1. Goal Setting**: This change program involves setting clear and challenging goals. It attempts to improve organization effectiveness by establishing a better fit between personal and organizational objectives. Managers and subordinates periodically meet to plan work, review accomplishments, and solve problems in achieving goals.

**2. Performance Appraisal**: This intervention is a systematic process of jointly assessing work-related achievements, strengths and weaknesses; It is the primary human resources management intervention for providing performance feed-back to individuals and work groups. Performance appraisal represents an important link between goal setting and reward systems.

**3. Reward Systems**: This intervention involves the design of organizational rewards to improve employee satisfaction and performance. It includes innovative approaches to pay, promotions, and fringe benefits.

**4. Career Planning and development**: This intervention helps people choose organizations and career paths and attain career objectives. It generally focuses on managers and professional staff and is seen as a way of improving the quality of their work life.

**5. Managing workforce diversity**: This change program makes human resources practices more responsive to a variety of individual needs. Important trends, such as the increasing number of women, ethnic minorities, and physically and mentally challenged people in the workforce, require a more flexible set of policies and practices.

**6. Employee Wellness**: These interventions include employee assistance programs (EAPs) and stress management. EAPs are counseling programs that help employees deal with substance abuse and mental health, marital, and financial problems that often are associated with poor work performance. Stress management programs help workers cope with the negative consequences of stress at work. They help managers reduce specific sources of stress, such as role conflict and ambiguity, and provide methods for reducing such stress symptoms as hypertension and anxiety.

**Strategic Interventions**

These interventions link the internal functioning of the organization to the larger environment and transform the organization to keep pace with changing conditions. These interventions are amongst the newest additions to OD interventions. They are implemented organization-wide and bring about a fit between business strategy, structure, culture and the larger environment.

**1. Integrated Strategic Change**: This comprehensive OD intervention describes how planned change can make a value-added contribution to strategic management. It argues that business strategies and organizational systems must be changed together in response to external and internal disruptions. A strategic change plan helps members manage the transition between a current strategy and organization design and the desired future strategic orientation.

**2. Trans organization development**: This intervention helps organizations to enter into alliances, partnerships and joint ventures to perform tasks or solve problems that are too complex for single organizations to resolve. It helps organizations recognize the need for partnerships and develop appropriate structures for implementing them.

**3. Merger and Acquisition Integration**: This intervention describes how OD practitioners can assist two or more organizations to form a new entity. Addressing key strategic leadership and cultural issues prior to the legal and financial transaction helps to smooth operational integration.

**4. Culture Change**: This intervention helps organizations to develop cultures (behaviors, values, beliefs and norms) appropriate to their strategies and environments. It focuses on developing a strong organization culture to keep organization members pulling in the same direction.

**5. Self-designing organizations**: This change program helps organizations gain the capacity to alter themselves fundamentally. It is a highly participative process, involving multiple stakeholders in setting strategic directions and designing and implementing appropriate structures and processes. Organizations learn how to design and implement their own strategic changes.

**6. Organization learning and knowledge management**: This intervention describes two interrelated change processes: organization learning (OL), which seeks to enhance an organization’s capability to acquire and develop new knowledge; and knowledge management (KM), which focuses on how that knowledge can be organized and used to improve organization performance. These interventions move the organization beyond solving existing problems so as to become capable of continuous improvement.

The diagram in the following page summarizes the more popular OD interventions classified under different categories. The X mark indicates the target/s at which the interventions are aimed.



**Organizational Change**

**“The process by which organizations move from their present state to some desired future state to increase their effectiveness.”** Organizational change is a very common concept found among successful companies. It surely plays a significant role in making the business productive. However, some companies and businessmen have still not understood its grandness. It is inevitable for company employees to resist change, as they wouldn't be ready to accept anything that is unfamiliar and [stressful](http://www.buzzle.com/articles/job-stress/). Employees are comfortable in working in their present surroundings and work environment. They don't want their schedule to be disturbed by any kind of changes in the process or work techniques. But when fixed working patterns are exposed to managerial or organizational changes, employees try their level best to avoid changes at any expense.

**What Provokes "Organizational Change"?**

* Change should not be done for the sake of change -- it's a strategy to accomplish some overall goal.
* Usually organizational change is provoked by some major outside driving force.
* Organizations must undertake organization-wide change to evolve to a different level in their life cycle

**Targets of "Organizational Change"**

* Human Resource
* Functional Resources
* Technological Capabilities
* Organizational Capabilities

**Why is Organization-Wide Change Difficult to Accomplish?**

* There are strong resistances to change. People are afraid of the unknown.
* Often there are conflicting goals in the organization
* Organization-wide change often goes against the very values held dear by members in the organization.

**Forces for Change:**

* Competitive Forces
* Economic Forces
* Political Forces
* Global Forces
* Demographic Forces
* Social Forces
* Ethical Forces

**Resistance to Change:**

1. Organizational Level:

* Structure
* Culture
* Strategy

2. Functional Level:

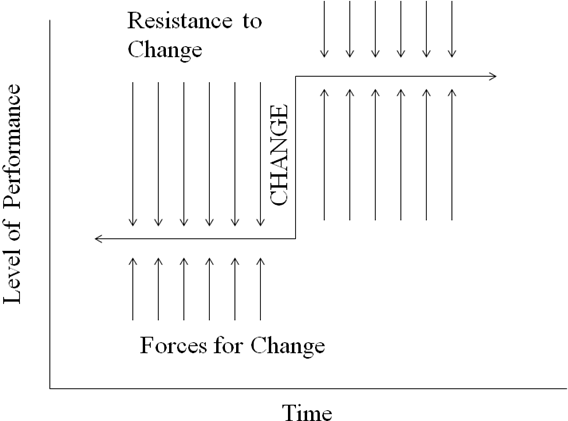
* Differences in Subunit orientation
* Power & Conflicts

3. Group Level:

* Norms
* Cohesiveness
* Groupthink

4. Individual Level:

* Cognitive Biases
* Uncertainty & insecurity
* Selective perception & retention
* Habits



**Kurt Lewin Model for Change**

This theory argues that two sets of opposing forces within an organization determine how changes will take place.

**Socio-technical System Theory:**

A theory that proposes the importance of changing roles and tasks or technical relationships.

**Dimensions & Components of Change Management:**

|  |  |
| --- | --- |
| **Dimensions** | **Components** |
| People | Leaders, Associates/Employees, Communication |
| Extended People/Organization Enabler | Org. strategies & Processes, Culture, IS/IT/ES, KM |
| Resources | Human resources, budgets etc |
| Time | Associated time and temporal scale |

**Overcoming Resistance to Organizational Change**

Many theories attempt to explain why employees resist change even when it is obvious that change is necessary for an organization's survival. Resistance to change can be averted via:

* *Commitment:* From the CEO to the janitor, every employee must be committed to the change plan. That commitment begins at the top; hence the organization's leadership must be especially attuned to successful implementation. One naysayer on the leadership team can ruin the entire process.
* *A change mandate:* Change cannot be a choice. With gentle respect it must be made clear that change is not an option, it is a requirement.
* *Input:* Anyone who will be affected by the impending changes must be given the opportunity to voice his or her opinion in a respectful and collegial setting.
* *Accountability:* Every person affected by the change program must be held responsible for implementing his or her individual change activity. Not meeting that responsibility must carry consequences.
* *Rewards and celebration:* Successful implementation should be acknowledged via compensation and/or recognition. The organization as a whole should commemorate the successful implementation of the change program as well.
* *Evaluation:* Examining the success of the implementation at planned intervals is a strategic decision designed to gauge success over time and make corrections for unanticipated consequences.

Overlooking any one of the items above reduces the chance of successfully implementing a change program.

When change occurs, the relationship ("personal compact") between employers and employees suffer. This "personal compact" has three prongs - formal, social, and psychological.

* *The formal compact:* Captures basic tasks and performance requirements as defined by company documents such as job descriptions, employment contracts, and performance agreements.
* *The psychological compact:* Incorporates feelings such as trust and dependence between employee and employer, which is the foundation of an employee's personal commitment to individual and company objectives.
* *The social compact:* Includes employees' perceptions about the culture of the organization and their chances for success.

Once the change program is announced, many employees will employ tactics to protect themselves, their turf, and ultimately their place in the organization.

* *Argumentative:* Some employees will aggressively challenge the necessity for change. This is a time waster, which prevents critical objectives from being met. Every person who facilitates the change process must work diligently to build consensus. The employee must be assured that every idea is worthy of consideration. Should an exchange devolve into broad proclamations such as, "I just don't like it", "This will never work", or "This is a waste of time" the speaker must be challenged. Simply ask the speaker to explain why he or she feels the way they do and ask for three or four suggestions for making the process work.
* *Avoidance:* Some managers and members of the leadership team will avoid change by subtlety refusing to commit to the process. Often these leaders will sabotage the change effort by being unavailable for meetings, denying resources, or withholding feedback. "The leadership" is a particularly difficult foe, because change efforts often require the use of resources managed by the leadership, such as time and money. Without these resources change efforts are likely to fail. Accountability with consequences is the primary means for assuring leadership participation.
* *Distraction:* Many employees and organizational leaders search for personal or professional diversions during the change process that will ultimately hinder the effort. A distracted individual can undermine the change effort by not being present physically or mentally when his or her critical input is needed. Not being mindful of change creates an unnecessarily difficult experience for every member of the team. Such carelessness calls to mind the wasted energy expended when one runs against the wind. Change efforts provide an opportunity for every one affected to secure a new place in the organization or make a decision to seek a better fit elsewhere.

**Role of Change Agent in Organizational Development & Change**

Change agents are the persons who initiate change and manage change in the organizations. They are specialized in theory and practice of managing changes. The change agent may be a member of organization or an outsider such as a consultant. An internal agent very well knows the organization and have ability, knowledge and experience of directing people for changes. But, internal agent is removed from regular duties to concentrate on the transition. However, external agents view the organization from the system point of view and are much affected by the organization norms. Top managers also prefer hiring specialized consultant change agents as they can offer more objective prospective than insiders. External experts are, however, not well aware of the desires and attributes of the employees, therefore, the changes suggested by them are generally resisted by the employees.

Change agents have five set of powers as support of managers is essential but not enough. Following are the powers,

1. High status given by the members of the client organization, based on their perception that the change agent is similar to them in behavior, language etc.
2. Trust based on his consistent handling of information and maintaining proper role in the organization.
3. Expertise in the practice of organizational change.
4. Credibility based on experience with previous clients.
5. Dissatisfied constitutions that see the change agents as the best opportunity to change the organization to meet their needs.

**There are four subject matters which a change agent can change.**

* **Structure:** Structure is defined as how the tasks are formally divided, grouped and co-ordinate. For instance, change in plant layout or new technique can only succeed when the structure is changed according to change in environment. He may also change responsibility, authority, functions, and performance according to the need of the change. He might also redesign jobs or work schedule.
* **Technology:** The introduction of new equipment and work process is technological change. Automation or computerization is the common technological change. Major technological changes involve introduction of new tools and equipment, automation, computerization.
* **People:** This involves changing attitudes and behavior of member’s through communication, decision making and problem solving. They help individuals to work more efficiently and effectively together. The changes may only be possible in case the members are positive. In case there is lack of agreement, stress and tension occurs with the employees.
* **Physical Setting:** It involves change in interior design, equipment placement, plant layout, tool placement. These changes are helpful in organizational development. Physical setting considers flow process, information flow and outcome. The smoothness of flow increases the effectiveness of changes.