A List of OD Interventions

Rothwell, W. J., R. Sullivan, G.N. McLean. (1995). *Practicing Organization Development.* **Jossey-Bass/Pfeiffer Publishers, San Francisco**

Individual

- Counseling/coaching - designed to formalize/increase helping relationships in which individuals may relate their problems to sympathetic listeners or be advised how to deal with work or interpersonal problems.
- Training - designed to provide individuals with knowledge, skills, or attitudes that may be applied immediately on the job.
- Individual goal setting - intended to increase planning for performance improvement between employees and their immediate supervisors
- Performance-Appraisal systems - intended to change or improve methods for measuring employee performance and providing feedback to employees about their performance
- Statistical process control (SPC) - technique used to track production/performance and its variations
- Job descriptions - intended to analyze duties performed by job incumbents and to describe what results they are to achieve. Changes in job descriptions may affect individual behaviors and accomplishments
- Values clarification - designed to help assess or determine individual or group values
- Life and career planning - designed to help individuals plan for their lives or careers
- People-policy development - designed to establish broad guidelines for action to be followed by employees when they encounter common problems in the course of their work.
- Procedure manuals - designed to establish or formalize methods of handling common problems encountered by people in an organization. The procedures stem from the organization's policies.
- Process improvement - designed to change the way in which processes are performed to make them more effective or efficient.

Team or unit

- Team building - designed to increase cohesiveness/cooperation of people who work together
- Job enrichment - designed to change job duties and expected results, providing job incumbents with greater responsibilities
- Quality of work life - designed to improve working conditions and to increase employee participation in decisions that affect them and their organizations
- Quality circles - designed to use small groups, often work groups, to identify methods of improving production or to solve work problems.
- Unit goal setting - designed to help members of a work group to establish goals (often involving production output) for their work group.
- Conflict management - designed to reduce destructive conflict between members of a work unit
- Open-system mapping - designed to identify relevant inputs, outputs, and transformation processes of an organization
- Process consultation - designed to focus attention on how individuals or groups interact

Intergroup

- Work-flow planning - designed to plan the flow of work between two or more components of an organization
- Scheduling review - designed to assess how work is scheduled

- Interorganizational development - intervention in which two groups or organizations work together to establish and/or maintain more effective relationships
- Intergroup-Conflict management - designed to deal with destructive conflict between two or more work units
- Third-party intervention - designed to improve relationships that have been marred by previous conflict
- Cross-functional training - designed to provide individuals or groups with the knowledge they need to function with another unit or organization

Total Organization

- Strategic planning - designed to improve establishment of long-term organizational goals, objectives, and direction
- Confrontation meetings - intervention designed to bring together two or more groups to resolve destructive conflict
- Culture transformation - designed to change assumptions about the "right" and "wrong" ways of doing things.
- Reengineering - intervention also known as process innovation and core process redesign - a radical redesign of business process to achieve breakthrough results
- Work redesign - intervention in which the work itself is changed.
- Quality and productivity systems - designed to improve quality and productivity continually across an organization
- Survey feedback - designed to collect information from members of an organization, report the results, and use the results as the starting point for action planning for improvement
- Structural change - designed to alter reporting relationships and the purposes/objectives of component parts of an organization.
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- Customer-service development - designed to increase the sensitivity of employees to the importance of efficient, courteous customer service and to give employees the means by which to carry out effective customer service
- Sociotechnical systems - designed to improve the link between employees and the work technology used in the organization
- Large-scale technology / Future Search conferences - designed to bring together 300 to 2300 employees from all levels of an organization to create an ideal future for the organization

Societal/Planetary

- Transcultural planning process - designed to improve planning across national or cultural groups.
- Transnational community building and problem solving - designed to improve trust and collaboration across national or cultural groups.

Internal-design-component interventions

- Sociotechnical-systems-design - includes technology and performance-management elements
  - Based on the premise that an organization or a work unit is a combination of social and technical parts and that it is open to its environment. The goal is that the social and technical parts are designed together, rather than the people being forced to fit the design.
  - Guidelines for designing work:

- Work should be organized in a way that is compatible with the organization's objectives. This often leads to a participative process that promotes employee involvement in work design.
        - Only those features needed to implement the work design should be specified. The remaining features should vary according to the technical and social needs of the situations. This helps employees control technical variances quickly and close to their sources.
    - Design components affected:
        - Technology
        - Performance management
- Structural design - involves structure and technology
    - A consultant divides the organization's tasks into specific groups or units and then coordinates them to achieve overall effectiveness
    - Four basic organizational structures:
        - Functional
        - Self-contained units
        - Matrix
        - Networked
    - When selecting a structure for the organization, the consultant needs to consider the following factors:
        - Environment
        - Size
        - Technology
        - Goals
    - Design components affected:
        - Structure
        - Technology
- Reward-system - includes performance management and feedback systems
    - Focus on rewarding desired behaviors and work outcomes. Because people generally do those things for which they are rewarded, rewards can powerfully shape work behavior
    - Skill-based and performance-based pay fit in with this
    - Design components affected:
        - Performance management
        - Feedback systems
- High-involvement - involves changes in an organization's culture and, consequently, affects most design components
    - Incorporates aspects of several interventions
    - Key emphasis of this change effort is a shift from a control-oriented organization to one based on commitment.
    - Seeks to diffuse power, knowledge, information, and rewards throughout the organization.
    - Based on the fundamental belief that people are an organization's most important asset and, consequently, they need to be more involved in work-related decisions
    - Design elements include: self-managing teams, dispersed information systems, flexible structures, social and technical training, egalitarian practices, skill-based pay, pay for performance, and participative goal setting.
    - Design components affected:
        - Culture
        - All design components

Person-focused interventions

- Typology
    - By the person or group that initiates the intervention
    - By intervention mode - self-study, reflection, feedback, coaching, or mentoring
    - By theoretical basis
    - By the person or group that takes the active role
- Participant-active interventions
    - Laboratory-Training groups
    - Instrumentation
    - Reflection
- 3. OD Consultant-Active Interventions
    - Training
    - Feedback
    - Coaching and mentoring