

OD intervention and Managerial grid

Module 5_Session 7

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Content Covered

- **Harrison's Model of Diagnosing**
- **Confrontation meeting**
- **Survey Feedback**
- **Managerial Grid**

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Harrison's Model of Diagnosing

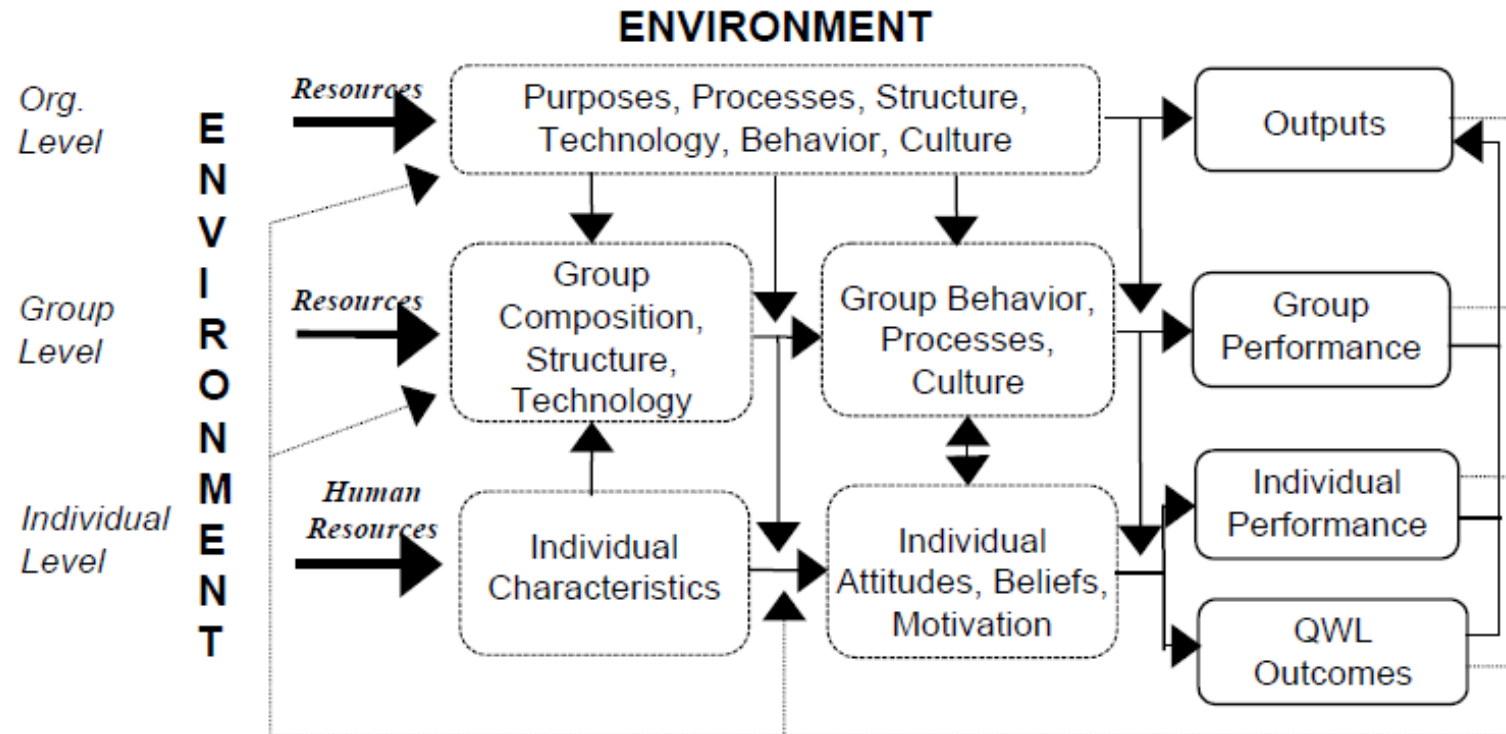
- Harrison (1987) devised a model for diagnosing individual and group behaviour within organizations.
- This model is unique in nature as it focuses on outputs, such as organizational performance and QWL.
- The model represents an open systems perspective with minimum boundaries between the organization and external environment.
- However, the external environment is not represented by anything other than resources and feedback loops.
- Variables accounted for in the model are conceptualized at the organizational, group and individual levels.
- The organizational level of performance represents abstract level of performance and is the function of individual performance, group performance and QWL outcomes.

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Harrison's Model for Diagnosing Individual and Group Behavior



Legend:

Main lines of influence ———

Feedback loops - - - - -

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Individual and Group Levels in Harrison's Model Key Factors Affecting Performance and Quality of Work Life (QWL)

Individual Level

Individual Characteristics

Physical and mental state, social background and traits, training and education, individual needs

Individual Attitudes, Beliefs, Motivation

Motivation, rewards experienced, job felt to be intrinsically rewarding, expectations, equity, trust, specific attitudes (e.g., satisfaction with current procedures, attitudes toward proposed changes)

Group Level

Group Composition, Structure, and Technology

Social and occupational composition, structure (e.g., nature and extent of rules and work procedures, flexibility, clarity of task assignments, responsibilities), technology (e.g., impact of work procedures and physical arrangements, types of workflow interdependencies)

Group Behavior, Processes, and Culture

Relationships among group members (e.g., cohesiveness, feelings of attachment to group, similarity of views), processes (e.g., communication, cooperation and conflict, decision making, problem solving), supervisory behaviour, culture

- The variables in the Harrison model are those that are important to performance and QWL, namely individual characteristics and individual attitudes, beliefs and motivation.
- According to Harrison, the model can exert influence directly or through feedback loops.
- However, often it may be difficult to determine the relationship among variables.

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Confrontation Meetings

- Originally developed by Beckhard, this OD intervention is used for identifying and prioritising problems in organizations and beginning the working on the solution of the problems by involving many people.
- The typically used steps have been indicated as given below:
 1. Convening a meeting of representatives of all departments in the organization.
 2. Assuring and motivating the participants to be open, free and frank in communication and giving a brief presentation on the need and importance of problem identification and working for solution in groups.
 3. Dividing participants in small groups (5-7) and asking them to identify problems which are inhibiting their own and organizational performance.
 4. Convening all groups together and make presentations of the identified problems.
 5. Distributing copies of problems to be given to each participant and using an appropriate method. Problems are classified into different groups such as Human, Economical, Structural, Technological, etc.
 6. Prioritising the problems involving the entire participants arranging and synthesizing the problems for more meaningful understanding.

7. Facilitating the participants to collectively select a few problems for solution.
8. Dividing participants into groups according to the classification and nature of problems and assigning them time to bring an approach for solution with an action plan.
9. Convening the groups and making presentations by each group. Incorporating modification wherever required.
10. Getting the approaches and solutions examined by the top management and getting their decision on future course of action. Making a follow up and implementation plan and formal communication in this regard.
11. Preparing follow up plan.

- This intervention is very simple and needs a good internal or external facilitator.
- The climate building is crucial for success because a conducive environment will encourage the participants to give their ideas without any fear.
- Confrontation meeting can be held for Department/Function level and/or organization problems identification and solution. Different techniques may be used for problem identification, generation of alternative solutions, prioritization of alternative solutions and choice of appropriate solution, etc.
- Generally such meetings are of 6-8 hours duration but depending upon the nature of problems, may be of longer durations having a few days gap between two meetings if one is not adequate.

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Survey Feedback

- This is the most widely used OD intervention involving data collection (through questionnaire), analysis and feedback of findings to the organizational members.
- Survey Feedback session motivates the listeners to come together and work for problem solving and improvement.
- Through Survey Feedback, the managers and employees are provided with analysis of data collected from them for better diagnosis, prioritization of issues and planning of further activities. The steps are described below:
 - a) Feeling the Need of the Survey
 - b) Deciding objectives (purpose of the survey) and scope of the Survey
 - c) Selection of Instrument (Questionnaire)
 - d) Methodology of Data Collection
 - e) Scoring and Summary of Findings
 - f) Presentation of Feedback
 - g) Action Planning
 - h) Follow Up

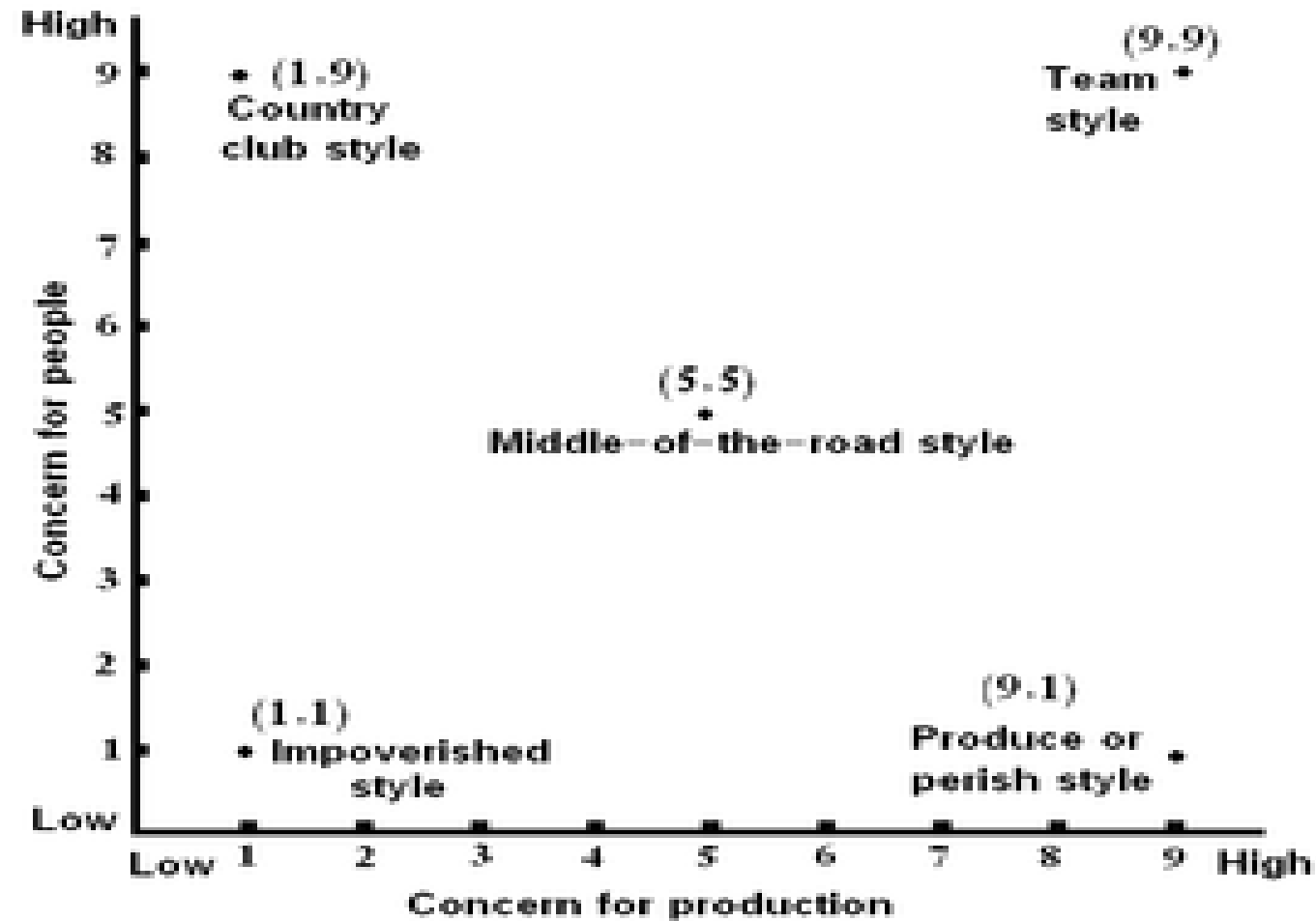
Grid OD Program

- One of the most structured and popular organization wise interventions programs in OD is Grid OD, developed by psychologist Robert Blake and Jane Mouton (1964,1969)This approach to OD emphasizes the importance of both helping managers become more effective and systematically creating and ideal strategic model to guide organizational planning and actions. This OD intervention uses a variety of specially designed diagnostic instruments that enable individuals and groups to study their own behaviour and identify areas that need improvement.
- **Grid and management Styles**
- Grid OD proposes those two fundamental dimensions of leader behaviour are essential for understanding managerial effectiveness.
 - a. Concern for people - Concern for people refers to the consideration of social and interpersonal concern of others
 - b. Concern for results - Concern for results involves issues of quality, quantity and overall effectiveness of work outputs

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- **The Leadership Grid above identifies five basic managerial styles**
- ❑ **1.1 Impoverished Management:** managers falling under this category are just going through their jobs without any real contributions. They are primarily concerned with keeping their jobs and are of little or no value in OD.
- ❑ **9.1 Authority Compliance task Management :** Emphasis is on results and hence creativity and initiative of the subordinates is likely to be stifled.
 - Low concern for interpersonal relationships is also likely to result in low cohesion amongst the group members.
- ❑ **1.9 Country Club Management:** the focus of the 1,9 managers is on creating work environments with pleasant social environment positive interpersonal relationships.
 - They are primarily concerned with people and their feelings, attitudes and needs rather than results.
- ❑ **5.5 Middle of the Road Management :** these managers have a moderate concern for people and results.
 - They use this managerial style to balance employee morale with acceptable levels of work outputs. They try to resolve conflicts through accommodation and compromise.

- **9.9 Team Management** : The 9,9 manager demonstrate high concern for people and results and views these two dimensions of leadership as complementary rather than antagonistic.
- There is an attempt to integrate personal goals of the employees with the organizational goals through participative decision making.
 - By developing work teams that utilize team members' contributions in an interdependent way, 9,9 managers simultaneously promote high morale and productivity.
- One of the most important assumptions of Grid OD is that 9,9 management style is the most effective approach for all managers in all the organization.
- From an OD perspective, helping managers move to a 9,9 managerial style represent critical component of organizational change process. However, for this to happen , it must be preceded by a change in organization's culture

References

- https://en.wikipedia.org/wiki/Managerial_grid_model
- Cummings, T. G., & Worley, C. G. (2014). *Organization development and change*. Cengage learning.

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