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Unit-4	MANAGING CHANGE AND INNOVATION: Forces for Change, Process of Planned Change, Resistance to Change, Overcoming Resistance to Change, Role of Change Agent, Concept of Organizational Development (OD), Types of OD activities, Managing Creativity and Innovation
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Concept of change

Change in some way is the necessary aspects of human life. The dictionary meaning of change as a noun is-‘making or becoming different, difference from previous state, substitution of one for another, variation. The term change refers to an alteration in a system whether physical, biological or social. An organizational change is the alteration of work environment in the organisation. Organizational change may have following features:

1. When change occurs in any part of organization it disturb the old equilibrium of organization
2. Any change in organization can effect either whole organization or some part of organization directly or indirectly.
3. **Organizational change** is a continuous process

Forces of change

Changes affecting an organization are basically the result of its environment. Both, external as well as internal factors play a huge role here. Hence, managers need to understand all types of changes possible under these two classifications.

External factors

These factors always lie outside an organization. Neither the organization itself nor its members are responsible for them. However, they always feel the effect of these factors. The general environment has social, economic, legal and political and technological dimensions. Any of

these can introduce the need for change. In recent years, far-reaching forces for change have included developments in information technology, the globalization of competition, and demands that organizations take greater responsibility for their impact on the environment. Some of these factors include:

- 1. Technology:** When there is a change in technology in the organizational environment and other organizations adopt the new technology, the organizations under focus become less cost effective and its competitive position weakens. Therefore, it has to adopt new technology, its work structure is affected and a new equilibrium has to be established.
- 2. Marketing conditions:** Since every organization exports its outputs to the environment, an organization has to face competition in the market. There may be two types of forces which may affect the competitive position of an organization –other organizations supplying the same products and, buyers who are not buying the product. Any changes in these forces may require suitable change in the organization. These changes from the organizations to bring those products which meet buyer's requirement.
- 3. Social changes:** Social changes reflect in terms of people's aspirations, the needs, and their ways of working. Social changes have taken place because of the several forces like level of education, urbanization, feeling of autonomy, and international impact due to new information sources. These social changes affect the behavior of people in the organization. There, it is required to make adjustment in its working so that it matches with people.²
- 4. Political and legal changes:** Political and legal factors broadly define the activities which an organisation can undertake and the methods which will be followed by it in accomplishing those activities. Any changes in these political and legal factors may affect the organization operation

Internal factors

Sometimes changes can also occur internally. An organization and its own members are responsible for these changes. For example, the top management of a company might decide to diversify its business. This decision will lead to several changes in which the company functions.

1. **Changes in the managerial personnel:** Besides environmental changes there is a change in managerial personnel. Old managers are replaced by new managers, which necessitated because of retirement, promotion, transfer or dismissal. Each new manager brings his own ideas and way of working in the organization.
2. **Deficiency in existing organization:** Sometimes, changes are necessary because of deficiency in the present organizational arrangement and process. These deficiencies may be in the form of unmanageable span of management, large number of managerial levels, lack in co-ordination between various departments, obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between the line and staff, and so on.
3. **Nature of the work force:** The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid-thirties to forties are loyal to themselves only. The youngest generation of workers is loyal to their career. The profile of the workforce is also changing fast. The new generation of workers has better educational; they place greater emphasis on human values and question authority of managers. The employee turnover is also very high which again put strain on the management.
4. **To avoid developing inertia:** In many cases, organizational changes take place just to avoid developing inertia or inflexibility. Conscious manager take into account this view of organization that organization should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there is no unnecessary resistance when major change in the organization are brought about.
5. **Changes in Work Climate:** Changes in the work climate at an organization can also stimulate change. A workforce that seems lethargic, unmotivated, and dissatisfied is a symptom that must be addressed. This symptom is common in organizations that have experienced layoffs. Workers who have escaped a layoff may find it hard to continue to be productive. They may fear that they will be laid off as well and may feel insecure in their jobs.

Process of Planned Change,

There are two basic forms of change in organizations: Planned change and unplanned change.

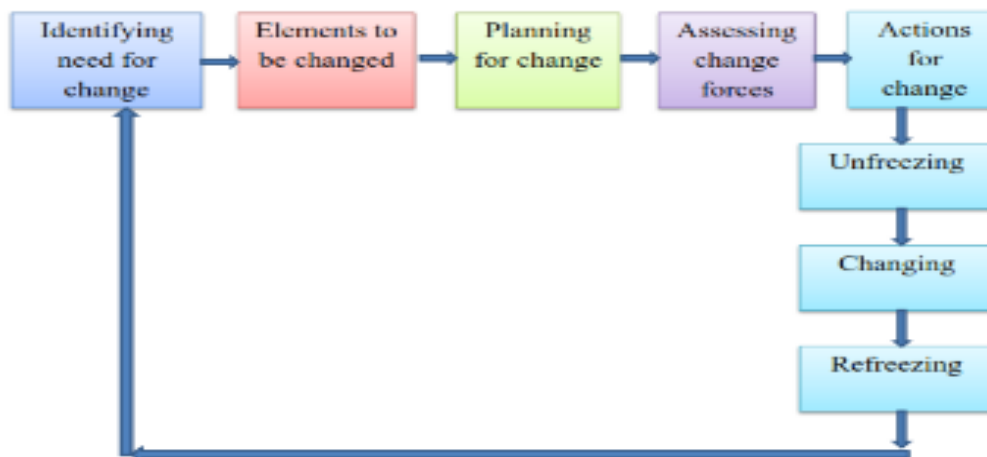
- a. **Unplanned Change:** Not all change is planned. Unplanned change is imposed on the organization and is often unforeseen. Responsiveness to unplanned change requires tremendous flexibility and adaptability on the part of organizations. Examples of unplanned changes are changes in government regulations and changes in the economy.

Planned Change: Planned change is a change resulting from a deliberate decision to alter the organization. It is an intentional, goal-oriented activity. The goals of planned change are: First it seeks to improve the ability of the organization to adapt to changes in its environment. Second, it seeks to change the behavior of its employees.

A planned change is a change planned by the organization; it does not happen by itself. Once managers and an organization commit to planned change, they need to create a logical step-by-step approach in order to accomplish the objectives.

The various steps involved in planned change are

1. Identifying need for change
2. Elements to be changed
3. Planning for change
4. Assessing changes forces
5. Action for change
6. Feedback.



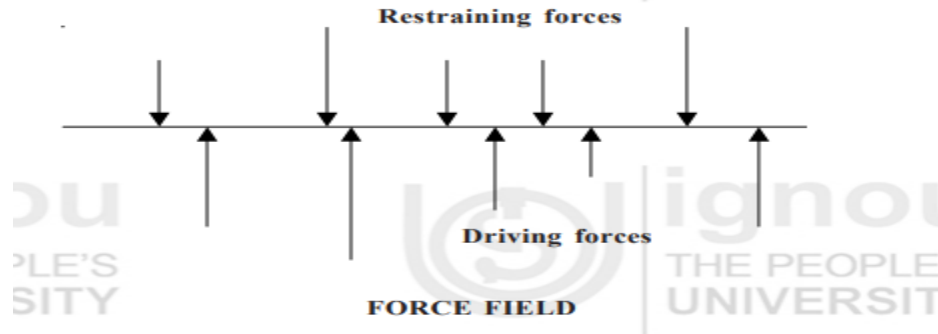
1. Identifying need for change: The first steps in planned change is to identify when change in the organization is required because change for sake of change may produce much stronger resistance while useful and necessary changes may get support from people . The planned change process begins when company leaders realize that the organization requires changes to achieve success. This can occur because of challenges within the organization or because of outside factors in the market or society. Identification of planned for change depends on Gap Analysis, that is the gap between desired state of affairs and actual state of affair.

2. Elements to be changed

What elements of the organization should be changed will be largely decided by need and objectives of change. This can be done by diagnosing the problems caused because of which the change is necessary. Change is required in three major elements of the organization: Organization structure, technology and people .The nature and extent of change in these elements will depends on the type of problem being face by the organization.

3. Planning for change. At this stage, manager should plan about how to change can be brought in the light of the above two process. Planning for change includes who will bring change, when to bring change, and how to bring change. Change may be introduced through change agent.

4. Assessing change Forces: The planned change is not automatic, rather there are many forces in individuals, groups and even in the organization which resist such changes. Unless the cooperation of people is not ensured, any change process will not proceed. For this purpose management has to create an environment in which change will be accepted by the people. In a group process, there are some forces favoring and some opposing change to maintain equilibrium. Two types of forces emerge and at the status quo, both are in balance a) Forces prompting the change — forces that direct the behavior away from the status quo — “Driving forces” b) Forces hindering the movement away from the status quo — Restraining forces.



Action for change: Action for changes comprises three stages- unfreezing, changing and refreezing

1) **Unfreezing:** Unfreezing means that old ideas and attitudes are set aside to give place to new ideas. It refers to making people aware that the present behavior is inappropriate, irrelevant, inadequate and hence unsuitable for changing demands of the present situation. According to EDGAR SCHIEN the following four elements are necessary during this unfreezing phase:-

1. The physical removal of the individuals, being changed from their accustomed routines, sources of information and social relationships.
2. The undermining and destruction of social support.
3. Demeaning and humiliating experience to help individuals, being changed, to see their old attitudes or behavior as unworthy and think to be motivated to change.
4. The consistent linking of reward with willingness to change and of punishment with willingness to change.

Unfreezing thus involves discarding the orthodox and conventional methods and introducing dynamic behavior, most appropriate to the situation. People are made to accept new alternatives.

2) **Changing:** Unlike unfreezing changing is not uprooting of the old ideas, rather the old ideas are gradually replaced by the new ideas and practices. In changing phase new learning occurs. The necessary requirement is that various alternatives of behavior must be made available in order to fill the vacuum created by unfreezing phase. During the phase of changing, individuals learn to behave in new ways, the individuals are provided with alternatives out of which choose the best one. KELMAN explains changing phase in terms of the following elements:-

- Compliance: it occurs when individuals are forced to change either by reward or by punishment.
- Internalization: it occurs when individuals are forced to encounter a situation and calls for new behavior.

- Identification: it occurs when individuals recognize one among various models provided in the environment that is most suitable to their personality.

3) Refreezing: Refreezing is on the job practice. The old ideas are totally discarded and new ideas are totally accepted. Refreezing reinforced attitudes, skills and knowledge. He practices and experiments with the new method of behavior and sees that it effectively blends with his other behavioral attitudes. FERSTER and SKINNER have in this connection introduced the main reinforcement schedules namely- Continuous and Intermittent reinforcements. Under continuous reinforcement individuals learn the new behavior within no time. And intermittent reinforcement on the other hand, consumes a long time but it has the greatest advantage of ensuring a long lasting change.

6. Feedback: Management of change requires feedback and follow-up actions to ensure that change programme is progressing in right direction without producing any dysfunctional effect. Problem created by change should be tackled immediately so that it gives better results in the organizations. Feedback received from the initial attempted of change programme may be used to modify the subsequent programme.

Resistance to Change

Resistance to change is the act of opposing change and creating obstacle in path of change. Resistance to change is caused due to disagreement. Employees strictly sticking into traditions, beliefs and different mentalities create the greatest resistance for change. Sources of resistance to change can be categorized into two sources: individual and organizational.

Individual Factors for Resistance to change

There are many factors responsible to resistance to change at the individual level. Degree of forces or resistance depends on how people feel about the change. Following are individual factor for resistance to change.

- 1. Problem of adjustment:** The most important factor for resistance is the problem of adjustment. Each individual tries to maintain a sort of equilibrium, both at formal level and informal level. When change takes place, it requires people to make adjustment so that they can cope with new situation. People do not want to disturb their equilibrium status due to fear of discomfort, difficulties and dissatisfaction.

2. Economic Reasons: People feel that change will affect them unfavorably. The economic reasons to fear change usually focus on one or more of the following:

- Fear of technological unemployment.
- Fear of reduced work hours and consequently less pay.
- Fear of demotion and thus reduced wages.
- Fear of speed-up and reduced incentive wages.

Changes in job tasks or established work routines can also arouse economic fears if people are concerned they won't be able to perform the new tasks or routines to their previous standards, especially when pay is closely tied to productivity.

3. Obsolescence of scale: change may result in obsolescence of skills especially when altogether a new method of working is adopted. With the adoption of new technology of working, old techniques become useless and consequently old skills become obsolete. People think that change in technology will create threats to their job. Their value and importance in the organization will reduce due to change.

4. Emotional factor: There are many emotional factors which also generate resistance to change. Many emotional factors like feeling, emotions, attitude etc. will become reasons for resistance to change.

- ***Fear of the Unknown:*** Change often bring with it substantial uncertainty. Employees facing a technological change, such as the introduction of a new computer system, may resist the change simply because it introduces ambiguity into what was once a comfortable situation for them. This is especially a problem when there has been a lack of communication about the change.
- ***Ego Defensiveness:*** Sometimes people resist change because it is ego deflating. **Ego defensive people always resist such a change.** Everyone has some ego which one tries to maintain. Ego is the state of a person's way of behaving, thinking, and feeling. Any attack on these, actual or perceived by the person, will be resisted.
- **Group Norms:** People also resist change because the group to which they belong resists it. Though each person interprets change individually, often he expresses it through the group. He follows the group norms. The degree and extent of group pressure on individual to resist the change will depend on two factors.

- First, how loyal an individual is towards the group. If he is loyal to the group, he will resist the change even though it may be beneficial to him:
- Second, how the group perceives it as a separate class than change agent: higher is the difference between two, higher will be the degree of resistance and its impact on individuals.
- For example, if managers and workers see them as distinct classes and perceive their interests differently, there will be more resistance to change by workers and individual workers will resist it vehemently.
- Social Displacement: Introduction of change often results in social displacement of people like breaking of informal groups and relationships. When the friendship with fellow-members is interrupted, there is a possibility for the employees to experience psychological let down. Therefore, they dislike new adjustment, breaking up of present social relationships, reduced social satisfaction, and feeling of outside interference in the form of change.
- Many emotional problems relating to change are difficult to overcome because these are based on non-logical considerations rather than the rational considerations. People's perception of the likely impact of change is affected considerably by their personal factors and group factors to which they belong rather than technical aspect of change. Thus, the degree of resistance to change will be determined by the effect of change on people's need satisfaction and the way the change agent brings the change.

Organizational Factors responsible for Resistance to Change

Beside individual factors, the organization also may resist change. Some of the organizations are so designed that they resist innovation and change. For example, organizations that perform a narrowly prescribed assortment of functions oppose change. They create strong defense against change. This is the reason why many organizations fail to change over a period of time, though this phenomenon may be disastrous to them.

Major organizational factors for resistance to change are as follows:

1. Threat to Power and Influence: A change is likely to be incorporated successfully if it has the blessing and support of top management. When people, at the top level, consider change as a potential threat to their position and influence, they resist it.

A change is likely to produce new power equilibrium with more emphasis on knowledge and new skills. This new equilibrium may reduce the amount of power and influence of people at the top which may not be liked by them. Therefore, they may resist any such change.

2. Organization Structure: Some forms of organization structure are more resistant to change, for example, bureaucratic structure. A bureaucratic structure where lines of communication are clearly spelled out, jobs are precisely defined, works against change. Since all these are prescribed rigidly, there is very little scope of making changes. Moreover, the flow of information from top to bottom level is stressed.

Therefore, there is every possibility that an information initiating or necessitating change may be screened out at the higher level itself because change does not suit the present organization structure. Unless the person at the top is highly dynamic, change will always be resisted.

3. Resource Constraints: Many organizations resist change because of resource constraints. It is to be noted that all organizations have limited resources because resources are limited by their basic nature.

However, some organizations may feel resource constraints more than others. In such a case, the organizations may not like to incorporate change because it involves some additional cost at least in the beginning.

4. Sunk Costs: Organizations may also resist change because they have invested in fixed assets and other resources. These costs cannot be recovered unless the assets and resources are put to productive use. When change is incorporated, many of these resources become useless. This may be true for assets as well as for persons also. For example, earlier it has been seen that change may result in obsolescence of skills.

However, an organization will have to bear the cost because it cannot dispense with these people. Similarly, assets cannot be replaced because of change in technology. Naturally, the organization will like to continue with the old system.

Overcome Resistance to change

Unless resistance to change is eliminated properly, the change may not be beneficial to the organization as intended. Change may be dysfunctional if it has been forcefully implemented without handling the problems. Management should adopt techniques and actions through which people accept changes willingly rather than forced to accept change. Overcome Resistance to change can be overcome through two levels:

1. Efforts at individual level
2. Efforts at group level

Efforts at the Individual Level The management can use the following strategies to overcome resistance by the people and to introduce changes successfully:

Education and Communication: Inadequate or inaccurate information can be a reason for the resistance to change. An appropriate communication programme can help in overcoming this resistance. Workers can be given necessary education about the change, its process and its working through training classes, meetings and conferences. The reasons about the change must be communicated very clearly and without ambiguity. Communication can help dissipate some fear of unknown elements. Management should also see that there is a two way communication between the management and the workers so that the former comes to know about the reactions of the latter directly without delay. All this will help persuade employees about the necessity of change and once persuaded they may actively want to have the change.

Participation and Involvement: Individuals will find it difficult to resist the changes in which they participated. Prior to making a change, all those persons who are going to be affected by the change, can be brought into the decision making process. Their doubts and objections should be removed to win their cooperation. Getting opinions out in the open, so that they are looked at and evaluated is an important trust building task. This involvement of the workers can overcome resistance, obtain personal commitment and 50 increase the quality of the change decisions. But this method may lead to a lot of time consumption as well as it may be a potential for poor solutions.

Commitment

Commitment is the further steps to participate and involvement. It is an agreement between change agent and change resisters to take active part in the actual mechanics of change. Commitment to take part in change programme helps to avoid misconception regarding change

among the people. Feeling of commitment bring confidence among the people and their feeling of team work increase. When people aren't consulted and change is forced upon them, there is likely to be more resistance. This is especially the case if people believe their jobs will be at risk.

Leadership: Leadership plays a very important role in overcoming resistance to change. A capable leader can reinforce a climate of physical support for change. The Greater the prestige and credibility of the person who is acting as a change agent, the greater will be the influence upon the employees who are involved in the change process. A strong and effective leader can exert emotional pressure on his subordinates to bring about the desired change. Most of the times, there is no resistance from the subordinates and if they resist, the leader tries to overcome resistance by leadership process

Efforts at the Group Level

A group is a cluster of persons related in some way by common interests over a period of time. Members of the group interact with each other and develop group cohesiveness among them. That is why although change can be obtained individually; it is more meaningful if it is done through group. Therefore, management should consider the group and not the individual as the basic unit of change. Group dynamics offer some basic help in this regard.

Darwin Cartwright has identified the following characteristics of group as a means of overcoming resistance to change:

1. If both the change agent and the people target for change belong to the same group, the role of group is more effective.
2. If the people have more cohesiveness and strong belonging to the group, change is easier to achieve.
3. The more attractive the group is to the members, the greater is the influence of the group to accept or resist a change.
4. Group can exert more pressure on those factors of the members which are responsible for the group being attractive to the members. Normally attitudes, values and behaviour are more common factors determining the group attractiveness.
5. The degree of prestige of a group, as interpreted by the members will determine the degree of influence the group has over its members.
6. If any attempt is made to change any individual or some individuals which deviates the group norms there is likelihood of the change attempt being resisted by the group.

Thus, the management should consider the group as the basic unit of change. Group interactions should be encouraged; it should be provided full information by the management. The management should also explain the rationale of change and try to convince that the interests of the group members would not be adversely affected. Group dynamics also help in providing various training programmes for accepting and implementing change.

Effort at Group level can be done in two ways:

1. **Group Contact:** For overcoming resistance to change, a group itself should be the point of contact. Group representative can be contacted and information regarding change programme can be talked with group leader or representative. Also their doubts must be solved by clearly information about the change programme. Group representative can talk to management on behalf their team members.

2. Group Dynamics Training for change

The social process by which people interact and behave in a group environment is called group dynamics. Group dynamics involves the influence of personality, power, and behaviour on the group process. Group Dynamics provides help for designing training to get acceptance for change and its implementation. Such training may be in the form of Role Playing, Sensitivity training or T-group training etc. Such training programmes help members to recognize the need for change in the present working, to develop tolerance for others including tension arising out of change, and how members can contribute in a better way.

Change Agents

Any planned change needs change agent. Change agent is the person who initiates change in the organisation to increase organizational effectiveness. Planned change may be change in people, structure or technology. Any resistance in introducing change is overcome by the change agent who motivates the employees to accept the change.

Change agents can, thus, be:

1. External Change Agents and

2. Internal Change Agents.

1. External change agents:

They are generally the behavioral scientists who specialize in human behaviour. They work as consultants for the company and devise its change strategy.

Role of External Change Agents:

1. They take total view of the organization as a system.
2. They are not much affected by norms of the organization.
3. They do not view change as an on-going process as they are appointed by the organization for specific tasks.
4. They use diagnostic skills to diagnose the problem and plan the overall strategy for change.
5. Their role is comprehensive in nature.
6. Their role is primarily that of process consultation that is, deciding the process of introducing change.
7. They help the organisation move towards self-renewal and growth

2. Internal change agents:

They are continuously involved in the change process. They belong to the organisation only and depending on the need where the change is required, they are selected from different levels and departments. Internal change agents are usually the managers who are trained by the consultants (external change agents) to implement change as an ongoing process.

They introduce change within the broad framework of change strategy devised by the external change agents.

They also lead the members to implement the change process. Internal change agents may also be change advisors appointed from specific departments for specific periods. After the change programme is completed, they go to their original departments.

They convince organizational members to accept and implement the change. What they learn from the consultants, they communicate to the managers and promote behavioral skills to smoothen the change process.

1. They accept the system as given
2. They apply change practices suitable to the needs of the organization within the organizational norms.
3. They view change as an on-going process with minor or major changes in the components of the organization
4. They use problem-solving skills to deal with problems related to change.

5. Their role is secondary to that of external agents.
6. Their role is primarily of implementing the change process. They work as trained by the consultants. Their role is primarily educational as they educate people about the need for accepting and implementing the change.
7. They sustain the organisation to maintain their competitive position.

Categories of internal change agent can be of two types

1. **Chief Executive:** The Chief executive sponsors the change programme and provides leadership and support for its success. Bringing in change on a large scale is a demanding task for any Chief executive. He needs to leverage the forces for change talent in the organization to ensure successful change. A Chief executive has to be clear about his role and his plan of action. His role as a change agent is of paramount importance especially during the initial phase of the change process. When the change process proceed smoothly, the role of the chief executive may gradually reduce and other members of the organization should act as change agents
2. **Change advisors.** In the organization, it is the change advisors who are primarily responsible for bring change. Depending upon the need, many change advisors can be appointed for specific periods. When the programme is completed, they goback totheir original work. They work in harmony with consultant. They are trained by consultant before actual implementation of the change. His role is primarily educational. He helps the managers to develop appropriate behaviour and skills required for the change. According to Walton change advisor should have following types of skill- Diagnostic, behavioral, attitude for acceptance and personal qualities to provide emotional support and reassurance.

Concept of Organizational Development (OD),

Organizational development can also be termed as the modern approach to management of change for human resources development. The development of an organisation thus is a key issue for the overall development of the human resource and to enhance the goal achievement and profitability of an organisation.

(OD) is a planned approach to respond effectively to changes in its external and internal environment. The goal of OD is to systematically move people toward change for better

results. OD attempts to develop the whole organization so that it can respond to change more uniformly and capably.

Definition: In the words of Burke 'Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research and theory.'

Organizational development can be described as a long range effort to improve organization's problem solving and renewal processes, particularly through more effective and collaborative management of organizational culture, often with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science.

From the above definitions it would be said that organization development is a strategy for organizational improvement. The term 'Organization development' (OD) may be defined as a technique for changing the entire organization.

Features of OD

1. **Planned Change:** Organizational development (OD) is an educational strategy for bringing about planned change.
2. **Encompasses the Whole Organisation:** This change covers the entire organisation. Organizational Development is the development of the whole organisation so that it can respond to change effectively. OD tends to ensure that all parts of the organisation are well coordinated in order to solve the problems and opportunities that are brought by change.
3. **Long Range Change:** OD is a long term process. It may take months or years to implement it. OD is never intended to be a stopgap arrangement or measure.
4. **Systems Orientation:** OD is concerned with the various groups in the organisation and their interactions with each other. It is concerned with formal as well as informal or social relationships. It is concerned with group structures, processes and attitudes. OD emphasizes on the relationships among the groups not on the groups themselves.
5. **Change Agent:** The services of outside experts are obtained, generally, to implement the OD process. Change agent may be internal or external.
6. **Problem Solving:** OD emphasizes on problem solving rather than just theoretical discussion of the problems. The focus on real, ongoing problems rather than the theoretical or artificial

ones is called actions research. Action research is a very important feature of OD. Sometimes, OD is called organizational improvement through action research.

7. **Experiential Learning:**In the traditional approaches, training was provided to the people by lecture and discussion method, in which people talk about only abstract ideas. But in OD, particularly learn by experiencing in the training environment the kind of human problems they face on the job.
8. **Collaborative Management:** In contrast to the traditional management structure where orders are issued at upper levels and simply carried out by low levels, OD stresses collaboration among levels. In OD, organisations are viewed in a systems perspective.
9. **Group Process:**In OD, an effort is made to improve interpersonal relations, open communication channels, build trust and encourage responsiveness to others. For this OD relies on group processes like group discussions, inter group conflicts, confrontations and procedures for co-operations.
10. **Organizational Culture:** OD assumes that the culture of every organisation is different from the culture of the other organisations. The assumption that a particular solution can be applied to the problems of all the organisations is generally not made in OD. Instead the culture of each organisation must be understood and relations consistent with culture be developed.
11. **Team Building:** The basic objective of OD is to build better team work throughout the organisation. OD tries to tie all the groups, small and large, working in the organisation, together to make one integrated and cooperative group.
- 12.

Types of OD Activities

Change agents have many techniques and intervention approaches available to them. OD interventions are the building blocks which are the planned activities designed to improve the organization's functioning through participation of the members of the organization, These activities are use according to target group or the objectives of the organization The techniques can be used to improve effectiveness of individual or group.

OD for the individual	OD for Two or Three People	OD for team or group	OD for team or group
<i>1. Sensitivity Training</i>	<i>2. Transactional Analysis</i>	<i>3. Process Consultation: 4. Team Building 5. The Confrontation Meeting</i>	<i>6. The survey Feedback</i>

OD for the individual

1. Sensitivity Training / Psycho Therapy or T Group Training: The general goal of sensitivity training is to develop awareness of and sensitivity to oneself and others. The training generally takes place under laboratory conditions. As small number of participants (12-15) sit together along with a trainer who (usually behavioral scientist) helps the participants in having an open and authentic communication with each other. The individual participant is made aware of his own behavior, how other perceives his behavior etc. Sensitivity training is a form of training which helps the people to understand themselves better and create better understanding about others. In other words, it is a form of training in which trainees are encouraged to become sensitive to their own and to group members attitudes and beliefs.

OD for Two or Three People

1. Transactional Analysis (TA): TA facilitates communication. Transactional analysis, a social psychology theory originally developed by Dr. Eric Berne in the 1950s, can be used to improve communication and understand your own way of behaving and communicating. The main idea is that our brains have three distinct ego states: the parent, child and adult. In the workplace, you can see examples of transactional analysis at all levels, such as between supervisors and employees, among co-workers and colleagues and between department heads of an organization. TA studies transactions amongst people and understands their interpersonal behaviour. When people transact and exchange ideas and information, they are either comfortable or uncomfortable communicating with each other. Transactional analysis is a technique which helps to understand the behaviour of other person so that communication becomes effective. Understanding human behaviour helps to motivate, guide and direct other persons.

OD for team or group

1. Process Consultation: Process consultation is a technique designed to help organizational members better perceive, understand and act on the process in a group / organization. In this technique, OD consultant makes an observation on group process or activities such as communication, decision-making etc. and provides feedback to the group. The aim of such feedback is to give the organization members some insight what is going around them in the group process.

2. Team Building: Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives. Team building creates stronger bonds among the members of a group. The individual members respect each other and their differences and share common goals and expectations. Team building activities enhance the interpersonal relations of the team members. It makes individuals comfortable and familiar with one another. Collaboration develops trust and understanding among the team members.

OD for Intergroup Relation

1. The Confrontation Meeting: It 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. This is one day meeting of all of an organization's member in which they discuss problems, analyses the underlying causes, and plan remedial actions. Confrontation meeting brings together all of the managers of an organization to meet to confront the issue of whether the organization is effectively meeting its goals. It is used after a major organizational change like Merger or the introduction of new technology

OD for the total organization

The survey Feedback: Survey feedback is a process in which organizational members complete questionnaires on various organizational issues, receive feedback on the results, and then take appropriate actions to address the critical needs and concerns. The basic objectives of survey feedback method are as follows:

- To assist the organization in diagnosing its problems and developing action plan for problem-solving.

- To assist the group members to improve the relationships through discussion of common problems.

Survey feedback method usually proceeds with sequential activities involving data collection, feedback of information, developing action plans based on feedback, and follow up.

Example The Boston Consulting Group **BCG Matrix** is a simple corporate planning tool, to assess a company's position in terms of its product range.

The purpose of the BCG Matrix (or **growth-share matrix**) is to enable companies to ensure long-term revenues by balancing products requiring investment with products that should be managed for remaining profits.

Managing Creativity and Innovation

In today's world it is more important than ever to be creative and innovation. That means thinking in new ways and being open to completely different ways of seeing the world.

Meaning of Innovation

Innovation, for its part, can refer to something new or to a change made to an existing product, idea, or field. One might say that the first telephone was an invention, the first cellular telephone either an invention or an innovation, and the first Smartphone an innovation.

Innovation is the process of creating new ideas and putting them into practice. It is the means by which creative ideas find their way into everyday practices, ideally practices that contribute to improved customer service or organizational productivity. Product innovation result in the introduction of new or improved goods or services to better meet customer needs. Process innovations result in the introduction of new and better work methods and operations

Creativity and successful innovation tools can help you work through even the toughest of issues. By changing the way that you think about problem-solving, you can reinvent your framework and generate more solutions. Schumpeter, who believed that an entrepreneur could earn economic profits by introducing successful innovations

Features of Innovative Organization:

- Highly innovative organizations have strategies and cultures that are build around a commitment to innovation.

- Tolerance to mistakes and respect for well – intentioned ideas.
- Highly innovative organizations have structures that support innovation.
- Emphasize creativity through team work and cross functional integration.
- Innovative organizations practice decentralization and empowerment.
- Plan and staff organization with clear commitment to innovation.
- Innovative organizations pay special attention to critical innovation roles of idea generators, information gatekeepers, product champions and project leaders.
- Innovative organizations benefit from top – management support.

Meaning of creativity

Creativity means thinking something different and expressing it. Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others.

Creativity in the workplace is regarded as the main cause for business and organizational success and a company's competitiveness. Aryabhata had an expertise hence he was creative in Mathematics. Dr. Bhaba's knowledge of Physics made him creative in nuclear sciences. The potential for creativity is enhanced when individuals have ability, knowledge and proficiencies.

Some of the best examples of creative thinking skills may include: lateral-thinking, visual reading, out-of-the-box thinking, copywriting, artistic creativity, problem-solving, analytical mind, and divergent thinking.

Types of creativity

Individual creativity: It is ideas or innovations by a single individual – an author writing a book or a process manager thinking of a new process, for example. Organizational creativity is ideas or innovations attributed to a group of people that all work for the same organization.

Organizational creativity: Organizational creativity is also called Collective Creativity. Collective Creativity means any such new thing or discovery or new output which is helpful in the smooth operation of the organization. In other words, when two or more persons collectively present new ideas it is as that is known as Organizational creativity. It has been defined as "the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system". As companies seek to be more innovative, they must first learn to foster creativity in every aspect of their organization—from their people to their workspaces.

Creativity and Innovation Process

“Creative thinking inspires ideas. Ideas inspire change” – Barbara Anuszkiewicz

Ideas are the key to innovation. The creative process in the organization involves three steps:



1. **Generation of Ideas** or ideation is the act of forming ideas. It is a creative process that encompasses the generation, development and communication of new thoughts and concepts, which become the basis of your innovation strategy. Idea generation is described as the process of creating, developing and communicating abstract, concrete or visual ideas.

From the perspective of individual, new ideas can help you to move forward if you feel stuck with a task or are unable to solve a certain problem. Who, What, Where, When, and Why are the five W's. *Answering these five W's helps us to achieve* a very holistic view of the topic under discussion. And it is an efficient way to come up with solutions and ideas. For example, suppose you want to create a new product or a service. You can do so by asking questions like, who would use the product, why would people buy it, what would it do, etc.

In Collaboration technique you collaborate with others to come up with ideas. If you collaborate with a diverse group of people your ideas will be more unique. This happens because every person brings a different perspective. For example, if you want to increase the sale of a particular product you might want to collaborate with industry experts, specialists, or people working in domains other than sales

2. Idea Development: A developer or creator is able to flesh out their ideas and come up with concepts that can be implemented in real world situations by understanding people's needs and problems. Idea development is simply about implementing different ways of exploring ideas and composing solutions that best solve the problem in the most effective manner. Idea Development depends on the organizational culture and process within the organization. MIS (Management Information system) DDS (Decision Support System) helps in idea development.

Implementation: Stop thinking and start working — this is the creation phase. At this stage the creator develops what they have already assessed, what you know the market/context is ready for, and what will be usable. Test your creation and allow others to test it as well to ensure that your developed experience has eliminated most weaknesses and/or has addressed all areas of constructive feedback. The implementation stage of the creative process in the organization consists of those steps that bring a solution or invention to the market place. For manufacturing goods, these steps include engineering, tooling, manufacturing, test marketing and promotion.

Conclusion

For innovation to be successful, a high degrees of integration is required among the various units of the organization Creativity and innovation is concurrent in nature and management should promote their employees in this aspect. No investment is large for this purpose as it pays rich dividends in the long run. Organization should always train their employees, adopt latest technology and processes, be alert and scan the environment carefully and be pro-active to implement the changes so that you are ahead of the rest and be competitive. Organization development is a continuous process and management support is prerequisite.
