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2

Estudos organizacionais e sociedade

Elói Martins Senhoras
(Organizador)

Atena
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Ano 2021

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APRESENTAÇÃO

A construção do campo de estudos em Administração tem passado por uma crescente produção incremental de pesquisas em diferentes partes do mundo em razão das rápidas transformações da realidade social, razão pela qual o presente livro surge para ampliar os debates temáticos com um enfoque pluralístico e fundamentado na riqueza empírica da realidade de um conjunto de estudos de caso.

Esta obra, intitulada “Administração: Estudos organizacionais e sociedade 2”, apresenta uma rica agenda de análises que valorizam a riqueza empírica da realidade administrativa em sua concretude, valorizando no trabalho de campo a construção de reflexões e novos conhecimentos que podem eventualmente corroborar para o avanço das fronteiras científicas, sem um necessário comprometimento com paradigmas ou teorias de *mainstream*.

O objetivo da presente obra é analisar a realidade empírica das organizações e do desenvolvimento organizacional por meio de uma triangulação metodológica de levantamentos bibliográficos com estudos de casos que é funcional para despertar a replicação de uma reflexão crítica sobre a construção do conhecimento científico em Administração com base na análise da realidade.

Caracterizado por uma natureza exploratória, descritiva e explicativa quanto aos fins e uma abordagem quali-quantitativa, este livro foi estruturado pela conjugação de uma lógica convergente no uso do método dedutivo a fim de possibilitar divergentes abordagens teórico-conceituais para abordar a realidade empírica dos relatos de experiência e dos estudos de caso, assim resultando em uma pluralidade de debates.

Os 18 capítulos apresentados neste livro são oriundos de uma reflexão empírica construída por um conjunto de profissionais oriundos de distintas Instituições de Ensino Superior do Brasil e do exterior, corroborando assim para a expansão das fronteiras do conhecimento com base em um trabalho construído coletivamente com várias mãos e buscando difundir a pluralidade de pensamento.

Em nome de todos os pesquisadoras e pesquisadores envolvidos neste livro, comprometidos com o desenvolvimento científico dos estudos administrativos, convidamos você leitor(a) para explorar conosco, neste rico campo epistemológico, toda a riqueza empírica da nossa realidade organizacional contemporânea, pois urge a necessidade de avançarmos com análises mais abertas ao debate e à pluralidade teórico-metodológica.

Excelente leitura!

Elói Martins Senhoras

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CAPÍTULO 1

ORGANISATIONAL DEVELOPMENT. A GENERAL OVERVIEW

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Tulio Barrios
Universidad Nacional Andrés Bello

ABSTRACT: This work provides a general overview of the content of Organisational Development (O.D.) including contrasted definitions, relevant information about its origins, and the most important stages of an O.D. development process. The objective of this monograph is to provide the general reader with meaningful insight into one of the key elements of organisational success. One that seeks to optimise structures, procedures, and people working together to respond to the ever-changing needs of modern society.

KEYWORDS: Organisational development, definition, origin, stages.

RESUMO: Este trabalho fornece uma visão geral do conteúdo de Desenvolvimento Organizacional (D.O.), incluindo definições contrastadas, informações relevantes sobre suas origens e os estágios mais importantes de um D.O. processo de desenvolvimento. O objetivo desta monografia é fornecer ao leitor em geral uma visão significativa sobre um dos elementos-chave do sucesso organizacional. Aquele que busca otimizar estruturas, procedimentos e pessoas trabalhando juntas para responder às necessidades em constante mudança da sociedade moderna.

PALAVRAS-CHAVE: Desenvolvimento organizacional, definição, origem, etapas.

INTRODUCTION

We have seen how change has a strong impact on organisations. Their goals are part of a constant process of change and so are the aims of the individuals who form it. This never-ending organisational dynamism is influenced by technological improvements, especially in the area of communications and by a transformation of values regarded as important by society in its quest for better living standards. As a result, many organisations guided by their managers and leaders have tried to develop systems and strategies to adequate their institutions to external alterations and ever-changing needs. Moreover, they have realized that organisations will always have to face internal or external pressures, some of them so strong that they will even influence the decision-making process.

Organisational development (O.D.) has been the answer to this challenge. This strategy, as we will see, tends to coordinate every attempt to plan the changes the Organisation requires, tries to establish an internal balance and seeks to create a harmonious relationship between the institution and its environment.

Organisational development is an area of management that is rapidly expanding as new knowledge is generated. In general terms, and although several definitions or ways to understand O.D. may be found, it can be considered as a long term attempt to improve an organisational attitude towards changes outside its system and to perfect its capacity to solve internal problems. An important goal of O.D. is to improve organisational efficacy. To achieve it reflexive and conscious efforts should be carried out to help people grow and develop within the organisation.

To analyse and compare some definitions of O.D., to review its origins, its development through time and to describe its objectives, stages and steps is the purpose of the current paper.

REVIEWING SOME DEFINITIONS OF ORGANISATIONAL DEVELOPMENT

Defining O.D. is not an easy task. As we will see, it is not a single or unique concept. In this section, we will go through some important authors' definitions. It is not our purpose to put an end to this topic or to provide "the correct" definition but to gain a better knowledge and understanding of this concept. We have also ordered them chronologically to facilitate the understanding of the evolution of the current concept.

A traditional definition of OD is provided by Beckhard (1969) who states "Organisation Development is an effort planned, Organisation-wide, and managed from the top, to increase Organisation effectiveness and health through planned interventions in the Organisation's 'processes,' using behavioural-science knowledge." (p. 9) As one can realise, in this definition, the O.D. process is conducted from the top management, having a broad scope that intends to take well-planned actions to enhance results efficiently.

The next author we will revise is Ostoic (1987). For him, O.D. is not a fixed concept. It changes as new knowledge is generated. He considers it as a field of administration. Ostoic defines O.D. as "... a long term attempt destined to improve the Organisational attitude both to face external changes and to improve its capacity to solve internal problems." (1987: 94) In his opinion, O.D. should try to integrate organisational needs and objectives with individual necessities, in matters such as participation, growth and work development.

Hampton (1989) does not consider O.D. a concept. To support his point of view he quotes Kahn who states: "Organisational Development is not a concept, at least not in the scientific sense of the term: it is not defined with precision, it cannot be reduced to concrete, uniform and observable behaviours, it does not occupy an established and confirmable place in a web of logically related concepts, it is not a theory." (1989: 586) Hampton regards O.D. as a technique, "... a present attempt to make use of the increasing knowledge of the behavioural science to help groups to operate in a better way, both within the same group and in the relations with other groups." (1989: 586) The key element in this definition is the good use that can be made out of new knowledge in the human and social field. However, in our personal opinion, Hampton's definition does not convey the idea of a systematic planned process, being so a rather reduced definition.

French and Bell (1996) define it as

> top-management supported, long-term effort to improve an Organisation's vision, authority delegation, learning and the problem-solving processes, through a constant administration and the collaboration of the Organisational culture –with special emphasis in the culture of natural work teams and other team configuration- with the assistance of a consultant-facilitator and the use of the theory and technology of the applied behavioural science including action research. (p. 29)

As one can notice, French and Bell's (1996) definition is highly precise and thorough. They are aware that it is not the only one that exists and they do not pretend to have provided the only right one; however, they have included the elements they consider to be the most significant ones. We think it may be rewarding to devote some time to review them.

Long term effort. Changes and development are not acquired from one day to another. You have to follow every single step.

Top-management supported. Without the high executives' support and commitment, positive changes and growth will not occur. They have to be willing to guide the process, face and overcome the difficulties that will surely arise.

Vision processes mean creating an integrated and well-balanced view about the future of the Organisation to work together to achieve it afterwards.

Authority delegation processes understood as leadership practices to allow individuals to develop all their skills and abilities to get them to work and grow, both as individuals and members of the Organisation. If their objectives are also the Organisational aims, obtaining them will mean achieving the Organisational goals at the same time.

Learning processes. Members should learn to listen to themselves, to interact as a way to facilitate individual learning and thus team and Organisational learning, too.

Problem-solving processes. New and creative ways to solve problems are needed. They should include manners situations are diagnosed and solved, decision-taking systems and actions to be implemented.

Constant administration and the Organisational culture collaboration. According to the authors' opinion, the two most important aspects to manage are culture and collaboration. By culture they mean: "the prevailing patterns of values, attitudes, beliefs, hypothesis, expectations, activities, interactions, regulations, feelings and devices." (1996:31) Managing collaboration refers, in simple words, to getting everyone to be interested and committed to making the Organisation work properly.

Natural teamwork and other team configuration. By including this element in their definition, French and Bell acknowledge significant importance to teamwork. Teams are considered basic work units within an Organisation. As a result, if teams work effectively, the individuals and the whole Organisation will also work well.

The assistance of a consultant facilitator. This is a key element, especially, in the first stages of an O.D. initiative. An expert consultant offers several advantages. He is not part of the Organisational culture; consequently, he will not share prejudices (at least not the same ones). As a third party, he will tend to be objective and neutral. Lastly, the management and the whole Organisation should profit from a consultant's expert knowledge and experience.

Another crucial element included in French and Bell's (1996) long and complete definition is the use of *the theory and technology of applied behavioural sciences*. According to the writers, O.D. applies both practical knowledge and theory. Moreover, O.D. also receives a contribution from applied disciplines such as adult education, psychotherapy and social work, to name a few. Consequently, we can state that O.D. is a sort of practical application of several disciplines, models, strategies and techniques.

Action research is the final element considered in the definition we have been analysing. According to French and Bell's (1996) opinion, action research should be included as it is a model that fixes very well in O.D. Aspects such as collaborative diagnosis, action taken under the guidance of leaders, all members involvement, teamwork to define and solve problems are the distinguishing components of action research that are highly applicable to O.D. processes.

Koontz and Weihrich (1996) also have their definition for O.D. They regard it as "... a systematic approach, integrated and planned to improve the efficiency of groups of people, the whole Organisation or an important part of it." (1996: 420) This definition shares several elements with Robbins'. Both of them include the idea of planned interventions that seek improvement. There is an important difference, though. While Robbins considers improvements both at individual and Organisational levels, Koontz and Weihrich only focus their attention on the Organisation as a whole and on groups of people, not on individuals.

Segundo (1998) points out that there is almost a definition for every author who has studied the theme of O.D. He uses some common elements he has found in them to provide his definition.

> Organisational Development is formed by a group of theories that are in favour of systematic planning of change within an Organisation through time; to do so, they use adequate tools and techniques to establish feedback in the change process between the people's interests and the Organisational aims. All this, operating within a conceptual structure that conceives development in an Organisation as a process that allows personal development of the individual who forms it. (p. 3)

Segundo's definition is so long that it does not seem to be practical; however, it has the merit of including some key elements shared by several authors. These are (i) the perception of an Organisation as a complete and complex system where individual and group interests coexist; (ii) a process of change that can be planned, applied, followed and corrected; (iii) a series of theories, models and techniques applicable to any Organisation and (iv) an ethical context where individual and Organisational interests are integrated.

> Neilsen (1984) provides an extensive and detailed definition, worth revising.

> Organisation Development is the attempt to influence the members of an Organisation to expand their candidness with each other about their views of the Organisation and their experience in it and to take greater responsibility for their actions as Organisation members. (p. 2)

This definition assumes that when members of an organisation search to achieve personal and institutional objectives simultaneously, they may discover new ways of collaboration and cooperative work, thus increasing their efficiency.

> Burke (2008) provides an extensive definition of O.D.
>
> Based on (1) a set of values, largely humanistic; (2) application of the behavioural sciences; and (3) open systems theory, organisation development is a system-wide process of planned change aimed toward improving overall organization effectiveness by way of enhanced congruence of such key organizational dimensions as external environment, mission, strategy, leadership, culture, structure, information and reward systems, and work policies and procedures. (p. 12)

This definition comprises a series of constituent elements regarding how O.D. is formed, and it focuses on activities that lead to organisational effectiveness. It also acknowledges the applicability of knowledge obtained from the social and behavioural fields.

Robbins (1999) defines O.D. as "... a term used to transmit a collection of planned change interventions built on humanistic- democratic values that seek to improve Organisational effectiveness and employees' well-being." (1999: 642) According to this definition the goal of O.D. is human and organisational growth. The reference to a set of intended changes also conveys the idea of a process where people involved take an active part.

Another reference made to O.D. is presented by Chiavenato (1999). He agrees with Ostoic (1987) in the sense that O.D. is not a static concept. In his own words, O.D. is

> ... a highly complex educational effort destined to change the attitudes, values, behaviours and the structure of an Organisation so that it can adapt in a better way to the environmental needs characterized by new technologies, new markets, new problems and challenges. O.D. is a methodology that indicates and guides the manner how an Organisation adapts itself to the needs of a process that changes very fast. (pp. 650-651)

Analysing Chiavenato's (1999) definition, we can conclude that O.D. focuses on the Organisation as a whole. Both people and structure need to be harmoniously integrated and coordinated to achieve efficient Organisational functioning. Sensitivity to identify early trends and new demands are the key to sound O.D. If the Organisation can react and adapt itself to new situations, it will tend to last in time and to perform its tasks properly.

Another author who has contributed to the theme of O.D. is Jiménez (1999). She refers to O.D. as

> an educational tool adopted to achieve a long term planned change in the Organisation. It concentrates on values, attitudes, relations and the

> Organizational climate; people are considered as the starting point and it is oriented to the goals, structure or techniques of the Organization. (p. 2)

If you go through Chiavenato's (1999) definition again, you will realize that it is very similar to Jiménez'. They share the educational tool or attempt concept; the attitudes, values and behaviours to be changed and they both focus on people and the Organisation. Nevertheless, the latter includes an idea Chiavenato did not consider: the long term concept. Segundo also shares this element with Jiménez as they both think that O.D. should last in time, not only to follow a given change but also to design and initiate never-ending change chains. These changes mean, in Jiménez' opinion (1999), giving new definitions to beliefs, attitudes, values, strategies and practices that permit an organisation a better adaptation to environmental changes.

In this section, we have tried to review some of the main definitions that exist about O.D. as a way to enlarge our knowledge on this topic by comparing and analysing them. One may agree that many of them have become have guided the performance of consultants and practitioners.

There are several ways to understand O.D. and those authors agree only on some aspects of this field. In our next section, we will review the origins of O.D. and then we will probably get a better understanding of why there is not a single interpretation for this concept.

THE ORIGINS OF ORGANISATIONAL DEVELOPMENT

There is no precise date when Organisational development was born. Different authors have diverse views about its origins. Here we will review some of them.

Chiavenato (1999) traces its origins back to 1962. In his opinion, O.D. is not the result of a single man's work but a complex set of ideas regarding man, the Organisation and its environment. It aims to promote personal growth and development. He does not consider O.D. as an administrative theory but as a movement that seeks to apply the behavioural sciences to management.

Chiavenato (1999) considers a series of eight factors that can be attributed to the origins of O.D. The first one is "the relative difficulty found when trying to make the concepts of the diverse theories about Organisation operative, each of them handled an approach that, on many occasions, entered in conflict with the others ..." (1999: 628) For example, the classical theory focused on formal organisations and rational work procedures. The human relations theory centred its attention on man and the psychological work environment. The bureaucratic theory intended to set an ideal model to be applied to any kind of enterprise. The structural theory conceived Organisations as a synthesis of formal and informal factors where Organisational objectives conflicted with the ones belonging to the individuals. The behavioural theory presents a sociological and motivational approach.

Considering the distinctive features of these theories, Chiavenato's (1999) point of view –when referring to the difficulties at the moment of handling the concept- becomes easily understandable.

A second factor he considers is the new and deep studies about human motivation and its impact on Organisations. He explains: "The theories about motivation showed the need to find a new approachable to interpret the new conception of modern man and the present Organisation based on the motivational dynamics." (1999:630) Doubtlessly, these theories created a necessity to find new approaches in management, especially, as they showed that individual objectives are not always in the same line with the Organisational ones.

Another factor that Chiavenato (1999) regards as important in the origins of O.D. is the creation of the National Training Laboratory in Bethel in 1947 and the first researches in the field of group behaviour. These investigations aimed to improve personal relations through re-educating human behaviour.

The publishing of the book *T-Group Theory and Laboratory Methods* in 1964 is the fourth factor. In brief, this book informed about the results got by training groups (T-Groups) after having undergone sensibility training. It also included some possible applications to Organisations.

In Chiavenato's (1999) opinion, another factor to include is the variety of changes that have happened in the world. Some of the most influential ones are: (i) rapid and unexpected transformations in the Organisational environment, (ii) an increase in the size of Organisations, (iii) growing diversification and gradual complexity of modern technology, (iv) variations in the administrative behaviour, (v) a new concept of man based on a larger knowledge his complex and ever-changing needs, (vi) a new concept of power focused on collaboration and reasoning and (vii) a new concept of Organisational values supported by humanistic and democratic ideals.

A sixth factor Chiavenato (1999) describes is the fusion of two tendencies used to study Organisations: the study of the structure and the study of human behaviour. This fusion was possible thanks to the systemic approach. Chiavenato states: "The theory of systems joined the structural and behavioural aspects, allowing the arising of the Organisational development." (1999: 631)

Another factor to include is the movement that O.D. made from small groups to the public administration and then to all kinds of human Organisations. From being a technique to solve interpersonal conflicts, it became a powerful model to diagnose and establish action courses at all levels.

An eighth and last factor Chiavenato (1999) evaluates as important in the O.D. genesis is the attention it pays to four basic variables. They are the environment, the Organisation, the social group and the individual. At this stage, it is important to point out that these four variables are considered and analysed by several O.D. models. The aim is to study their interrelation, diagnose the situation and work on structural or behavioural variables to produce a change that may lead to achieving personal and Organisational goals.

The eighth factor Chiavenato (1999) distinguishes when trying to trace the origins of O.D. are worth considering as they are clear, logical and well-supported; however, other authors also contribute to this topic.

Segundo (1998) dates the first attempts to define O.D. back to the forties. He establishes four major turning points in the origins of O.D.

The first one is the establishment of sensitization laboratories where T-Groups were formed. The purpose was to make workers aware of their position and importance regarding the Organisation. In Segundo's (1998) opinion Kurt Lewin, Chris Argyris and Douglas McGregor played an important part in this research. As you may remember, this stage is also included in Chiavenato's (1999) list of factors that led to the development of O.D.

A second fact is the creation of a survey and feedback methodology. These instruments were perfected at the University of Michigan by Rensis Likert and Floyd Mann.

Next Segundo (1998) considers the development of the basis of the action research in the fifties and sixties as another influential factor. This became an alternative methodology that was used to validate some practices that later on became part of O.D. It consisted of a set of techniques used to encourage change within an Organisation. Their main steps are diagnosis, data collection, feedback, analysis, fixing change policies and finally putting actions into practice.

Progress made in the field of strategic Organisational change is Segundo's fourth turning point in the origins of O.D. Strategic change –especially the one developed over the last 30 years- aims to relate the institutional structure to the changing environment. These efforts, as Segundo explains, have led to the construction of several theoretical models.

Having gone through Segundo's factors in the O.D. origins, we can conclude that only his first turning point is shared by Chiavenato's (1999) list of eight factors. Not finding more coincidences will be an interesting fact, as it helps us to understand why there is not a consensus or unique definition for O.D.

French and Bell (1996) also present a complete synthesis of the origins of O.D. In their judgement, four main roots have contributed significantly to O.D. history. They are discoveries applied to complex Organisations at sensitization training laboratories, survey investigations and feedback methodology, the emergence of action research and the arising of the social-technical and social analytical approaches at Tavistock, England.

The first root dates back to 1946 and refers to the research conducted at training labs by Kurt Lewin. As we mentioned before, this work consisted of training small informal groups to modify their behaviour from their interaction and the dynamic of the group evolution. Later on, with the contribution of experts such as Benne, Bradford, Lippitt and Lewin himself, this technique was perfected and thus the training groups (T-groups) were born. These groups were formed by several members, a leader and an observer whose duty was to make notes about the way the different members interacted. Then these notes were discussed at feedback sessions. Soon this technique spread and became to be used at several universities and other influential Organisations. Naturally, other authors added new elements or modifications to the T-group technique initiating an evolution process that eventually exercised a great influence in the arising of O.D.

Before we continue our revision of the other three roots that French and Bell regard as important in O.D. history, it is convenient to point out that T-groups were not easily applicable to bigger and more complex social systems. In other words, personal skills learnt and discoveries made by behavioural science at the training laboratories were not directly transferable to the problem-solution process at large Organisations.

Research and survey feedback is in French and Bell's (1996) opinion the second root in the origins of O.D. It can be considered a specialized form of action research. Its history which starts around 1946 is closely related to techniques and approaches developed at Michigan University. One of the main responsible for the research and survey feedback technique was Rensis Likert who also contributed with vast investigations in the field of leadership, motivation, Organisational climate and productivity. The approach he helped to develop was based on the improvement of survey methodologies. In plain words, the technique consisted of designing a questionnaire for a specific purpose, after applying it, the results were broadly discussed in groups with the employees and finally, a positive change was introduced.

One of the principal advantages of this method is that bosses and subordinates can change together and that problems are faced within the context of each worker.

A third root included in French and Bell's (1996) description is action research. They define it as "an inquiry of client-consultant collaboration, which consists of a preliminary diagnosis, data collection of the client group, data feedback to the client group and action planning by the client group, and action." (1996:51)

It is necessary to point out that the sequence just described will tend to be cyclic as it will try to anticipate problems that will be dealt with in the same way, so the process will start over and over again. Many authors (Argyris, Chein, Cook and Harding) regard action research as the best way to study complex social situations due to its capacity to solve problems, focus on the client, defy immobility and produce propositions that could be applied to real everyday situations.

The evolution of the social-technical and social clinical approaches at Tavistock Clinic, England are in French and Bell's (1996) opinion the fourth root in the origins of O.D. These approaches were meant to help groups and Organisations. Firstly, as family therapy where fathers and sons received treatment at the same time, and then as an attempt to offer practical help to Organisations.

Some of the main experts at Tavistock Clinic such as Bion, Kickman and Trist received a strong influence of Lewin's work and they also maintained contact with Likert and Argyris. In addition, if you consider that two of the most important O.D. gurus –Blake and Bennis- studied at Tavistock, the relation between this clinic and the origins of O.D. becomes evident.

Contrasting French and Bell’s (1996) four roots in the origins of O.D. with Segundo’s four turning points, we can find a good degree of coincidence as they share three of them: T-groups, survey and feedback methodology and the contribution of action research.

The origins of O.D. are usually related to two main streams or currents: philosophical perspectives and practice approaches. The philosophical perspectives include the rational-empirical, the normative re-educative and the power coercive. The practice approaches are laboratory training, survey research and action research.

STAGES IN THE PROCESS OF ORGANISATIONAL DEVELOPMENT

So far we have presented some definitions of O.D. and we have studied its origins. This is helpful to understand the concept and to have some background information; notwithstanding, it will not be of great use if you need to implement an O.D. process. To do so, you have to get to know its steps or stages and sequence; consequently, in this section, we will deal with the main steps different authors include and describe in their writings about O.D.

Koontz and Weihrich (1996) identify six basic steps in an O.D. process. The first one is to be aware that there are problems in your Organisation and that expert help is needed. This help may be given by an O.D. consultant, ideally someone with experience and prestige. A second step is an Organisational diagnosis. It is carried out by the consultant who collects information via direct observations, interviews and questionnaires. Then data is analysed and used as feedback. Normally, the top management calls a meeting where the consultant presents the most important findings. The executives who attend the meeting classify the problems according to their importance and with the help of the consultant, try to provide solutions for them. Once the problems have been studied and analysed, different change strategies are proposed. This constitutes the fourth step. Next, specific interventions are planned and applied. These interventions may affect the Organisational structure. Procedures or work teams. You also have to plan evaluation sessions to determine whether the O.D. efforts have been successful or not. As one may infer, this process does not end; it starts over and over again. In this respect, Koontz and Weihrich state: “... O.D. becomes a continuous process (planned, systematic and change-oriented) whose purpose is to increase the enterprise’s efficiency.” (1996: 435)

The O.D. steps presented by Koontz and Weirich (1996) have the merit of being clear, well-sequenced and applicable to almost any organisation. Perhaps, the only detail we can find is that all the steps are carried out by the top executives and the consultant without the direct participation of the lower levels and workers.

Chiavenato (1999) also presents a series of stages that form an O.D. process. In his case, he differentiates eight steps or stages: institutional decision to use O.D. and consultant selection; needs a diagnosis (top management and consultant), data collection, feedback and data confrontation, action planning and problem solution, development of teams, intergroup development, and evaluation and follow up.

According to Chiavenato (1999), the first step, enterprise decision to use O.D., is given by the top management. High executives select an external consultant whose job will be to coordinate the whole process.

The second step, the initial diagnosis is conducted by the consultant who will try to obtain trustful information through interviews and other devices to decide which O.D. model is needed. The data collection stage is also carried out by the consultant. This is an investigation phase whose main objective is to know the internal environment, to evaluate the Organisational climate and to obtain data.

The feedback and data confrontation step is executed by workgroups whose mission is to check the collected data and to establish change priorities. Action planning and problem solution constitute the fifth step. The workgroups use the data to support their recommendations. They try to focus on real problems and their plans include ways to conduct actions plus their corresponding timing.

Team development is Chiavenato's (1999) sixth stage. The O.D. process includes the forming of different groups whose work is guided and encouraged by the external consultant. Subordinates also work together and are included in the process. These groups aim to study how they work internally and how they interact with the other groups. This would lead to improvements in trust and communication and thus in a renewed efficiency.

The seventh step is intergroup development. In plain words, groups sessions are held to achieve a better intergroup relation. Finally, evaluation and follow up. The Organisation guided by the consultant evaluates the results and develops new programmes were still needed. As one may realise, Chiavenato's (1999) steps share many elements in common with Koontz and Weihrich's (1996) O.D. steps. Maybe the former is a bit more precise and collaborative, as they recommend the participation of subordinates in different workgroups.

If we think of the eight stages presented by Chiavenato (1999), we may conclude that they are all important. However, the author lets us know that on certain occasions, you may want to design a simpler process in which only three of the stages are essential or indispensable. Firstly, data collection; secondly, Organisational diagnosis; and finally, intervention actions.

The first step is formed by all the data needed and the methods to gather them. The second is oriented to the problem-solution process. In it, problems are identified and possible solutions and alternative ways to apply them are generated. The third step consists of the application of the O.D. techniques. Chiavenato (1999) emphasizes that these three phases are interdependent and that they act continuously.

Coincidently enough, French and Bell (1996) also consider that the basic components of an O.D. programme are three: diagnosis, action and programme management. In their own words:

> The diagnosis component represents a continuous data collection about the system as a whole or its subunits, about the system's processes and culture, and other objects of interest. The action component consists of all the designed activities and interventions to improve Organisational functioning. The programme management component comprises all the designed activities to ensure the success of the programme, such as developing the general O.D. strategy, guarding the happenings along the way and facing the complexities and inherent surprises of all programmes. (pp. 115-116)

The three components are crucial at the moment of designing an O.D. programme. If you can handle them properly your chances to improve the efficiency of your organisation will be higher.

French and Bell (1996) also include a longer sequence of phases to be considered when planning an O.D. process. This set of phases was developed by Warner Burke and as his stages have very much in common with the ones we have already studied, we will go quickly through them. They are (i) entrance, first client-consultant contact and exploration sessions; (ii) drawing a contract, developing mutual expectations and deciding how time, efforts and money will be spent; (iii) diagnosis, picturing the situation, getting information; (iv) feedback, data is confronted with the client who tries to be precise and understand the information; (v) change planning, based on the information he has received, the client decides what actions are going to be introduced; (vi) interventions, actions designed to solve problems are put into practice; and (vii) evaluation, the final phase in which you measure the impact of the whole process or programme.

These seven steps are sensible and logical, hence a key to sound O.D. will be the correct and wise management of each of them.

Rothwell, Sullivan and McLean (1995) include a series of steps that should be considered in an O.D. process. They are all based on an action research approach.

The first step is an *entry*. It consists of identifying a problem and selecting qualified help. *Start-up*, where the practitioner tries to clarify the situation and seeks support. Then, *assessment and feedback* in which the practitioner collects information about the problem and presents it to those who will make the decision. The fourth step is *action planning*. The practitioner and top managers work together trying to develop an action plan. *Intervention*, the plan designed in the previous step is applied. Next, *evaluation*. The practitioner and people involved measuring the impact of the intervention and the degree of progress obtained. *Adoption* is the seventh step. Here the practitioner tries to get every member of the Organisation to feel committed to the change initiative. The final step is *separation*. The practitioner prepares his way out. First, he has to make sure that people involved in the change process have acquired the necessary skills and knowledge to continue by their means.

Gaynor (2003), proposes eight phases an O.D. consultant should apply when conducting an improvement intervention. The following figure illustrates them.

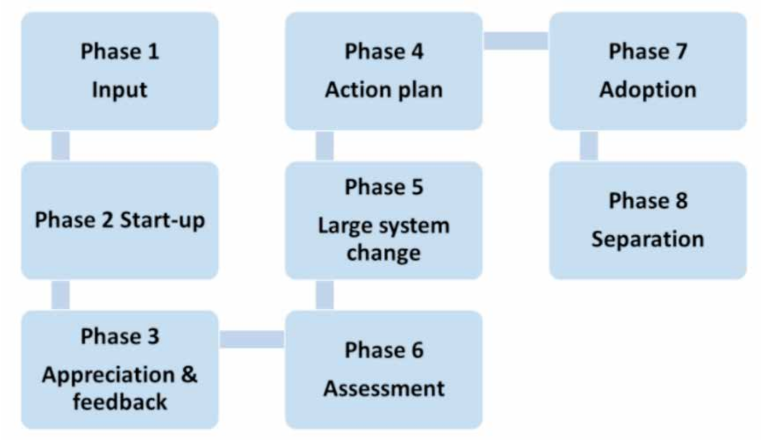

Figure 1. Gaynor's phases of O.D.

Source: Author's creation

The first phase requires two main conditions: desire to generate a change and the need for help in doing so. In this phase, one should get to determine the scope of work and the methodology to follow. In the second phase, one should be able to identify to resources available, the total amount of participants, how the resources are going to be distributed, how the decision-making process is going to be conducted, and the access to rewards or incentives.

Phase 3 is considered vital in an O.D. process as one collects and values the information that allows identifying the strengths and weaknesses of the organisation and establishing the causal relationship between variables. Providing feedback is also essential. Effective feedback has to be clear, understandable, objective, emotionally controlled, summarised, valid, and it should lead to improvement objectives. In phase 4, the consultant should try to determine the degree of option that exists regarding the change, what needs to be changed, where to start the intervention, the methodology to be applied, and the technological resources required.

Phase 5 implies a large system change that will require involving as many people as possible. Such involvement will require training and qualification, counselling towards objectives or performance, career development, monitoring and reinforcing desired behaviour and providing timely feedback. Gaynor (2003) identifies three different kinds of assessment in phase 6. Formative, summative, and longitudinal. The first one is the evaluation carried out during the intervention. The second one is the evaluation carried out immediately after the completion of the intervention. Finally, the third one is the evaluation carried out at a precise moment, after the completion of the intervention. The assessment process should provide valid information regarding if one is going in the right direction, at the appropriate speed, if persistence is needed, and if the intensity is compatible with the needs of the project.

Phase 7 or the adoption stage means that the results of a change effort have become a component of the organizational culture. People work and relate differently, patterns of authority and communications channels change. Adoption is valued and results in internalising new patterns of action and reflection. Rush (2019) identifies five stages in the adoption process. *Knowledge* where one becomes aware of the innovation and interested in understanding it. *Persuasion* is essential to convince all the involved agents of the usefulness and benefit of the innovation. The *decision* process consists of accepting or rejecting the innovation. The *implementation* stage means carrying out the innovation. The fifth stage is the *confirmation*, an assessment process confirming whether the intended outcomes and criteria have been met.

Finally, phase 8 where the consultant separates from the organisation. After the assessment process, the institution should be able to conduct follow-up autonomously and sustainably. A gradual departure may be advisable, as well as, occasional counselling visits or meetings as deemed necessary.

Once again, these steps are very much like the other authors' proposals; nevertheless, we find the eighth one particularly interesting. The step called separation respects organisational autonomy. No external consultant or practitioner, in normal circumstances, may pretend to be guiding an O.D. process for an extended period. As a result, planning a gradual exit which also ensures the process continuity seems the right thing to do.

CONCLUSION

What conclusion might we come to regarding Organisational Development? That there exist a great number of definitions that try to clarify and establish limits to the concept. In our opinion, any definition you may want to handle should include at least five elements.

First, the *planned change* element. An O.D. programme implies a systematic diagnosis process, the development of a strategic plan and the allocation of the necessary resources to carry on the whole process. Then, the *whole system* concept. O.D. conveys a change in the whole Organisation. At certain stages, you may have to work with given areas within the institution but in the long run, the O.D. effort will modify the whole enterprise. *Top management administered* is the third element to be included. Any change effort requires formal support, commitment and financing to be successful. High executives have to be convinced of the benefits of the changes to come and they should eagerly support the whole programme. This does not mean that they have to take part in all the activities designed but they have to know them and encourage broad and active participation. The fourth concept any definition should include is the *objective of the O.D. process*, in other words, an ideal to increase efficiency and Organisational welfare. To understand this aim, you need to have a clear vision of how a perfect and sound Organisation would be. The last element we recommend to include is the means to achieve the goals. That is to say, *planned interventions* based on the knowledge generated by the behavioural sciences.

The second part of this paper was devoted to reviewing some expert opinions about the origins of O.D. Despite different positions and views about when and how O.D. was born, most authors agree that laboratory training, survey research and action research played an important role in its origins and development.

Finally, we also went through a series of steps upon which an O.D. process or programme should be built. It was surprising to discover that despite the many theoretical differences expressed in the definitions we presented, there was much consensus as far as putting an O.D. process into practice was concerned. Diagnosis, feedback, action planning, interventions and evaluation were components suggested, maybe under slightly different names, by every author studied here.

To conclude, we would like to state that nowadays change and conflict are part of everyday organisational life. To face an urgent need for innovation you have to acquire and develop new skills and knowledge. You have to be able to manage change successfully. Despite not being precisely defined, O.D. is an excellent and valid alternative to cope with change since it provides an ever-increasing knowledge about human relations, Organisational behaviour and useful well-sequenced strategies to apply in search of realistic solutions.

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