

Relating OD (Organizational Development) Interventions to Strategy

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Abstract

In this paper we relate different OD interventions to the strategy of the firm (as given by Miles and Snow 1978: these being cost leaders (CL) and differentiators (DIFF)). Later we identify essential personality attributed of OD consultants (in the Big-5 and MBTI personality typology). Interesting testable hypotheses are presented.

Keywords

OD Interventions, Strategy of the Firm, Analytics for OD Interventions.

1. Introduction

Different strategy types are given in Miles and Snow et al (1978). It is reproduced below for ready reference.

Strategy-

Strategy is derived from the Greek word which means the art of leaders of troop wherein it was defined as “general plan for the achievement of long term or overall goal under uncertain conditions”. (Michael porter, 1980) defined strategy as “formula of a business to compete, defining business goals and framing different policies to achieve those goals”. He provided different type of strategies named Cost leadership, Differentiation and focus to cope up with 5 competitive forces (i.e. Suppliers, buyers, new entrants, Competitive rival and Substitutes)

- 1) **Cost leader-** Firm by adopting this strategy try to gain market share by providing lower cost value and by doing so it gains competitive advantage over other rival firms. To provide low cost generally firm produces large volume of products to have benefits of economies of scale (CL).
- 2) **Differentiator-** Firm adopting this strategy tends to differentiate its products on some or other basis like offering innovative products or some other certain differentiating criteria like building its product brand image, and try to charge higher price. (Porter 1980 and 1985) (DIFF).
- 3) **Focus-**By this firm tries to focus on the particular buyer or on producing particular segment of product. By having the focus strategy firm can focus on differentiating its products or providing low cost.

Miles and snow (1978) gave strategies to solve engineering, administrative and entrepreneurial problem and named those strategies as defender, prospector, analyser and reactor. Wherein he defined-

Analysers - as Organisations that operates in turbulent as well as also in stable arenas. Depending on different situations analyser adopt different strategies i.e. Follow formal process and structure in stable and routine environment whereas during turbulent times they observe their competitor closely and if find it to be promising then follow them. Millers and Roth (1994) identified 3 manufacturing strategies wherein one was named innovator. He defined it as-

Innovators basically focus on Changing in designs, Technological wise doing certain innovations, designing new product and introduce the same to the market (INNO).

Rebecca Henderson and Kim Clark (1990) in their paper talked about 4 kinds of product innovation named incremental, Radical, Architectural and modular innovation. These are defined below-

- 1) **Continuous /Incremental innovation**- this type of innovation is done by improving, refining and exploiting the existing innovations thus is predictable, reliable and have low risk. Components existing concept gets strengthened without affecting its traditional linkage (CI).
- 2) **Radical Innovation**- Radical innovation involves discontinuation of status quo and focuses on development of new competencies and thus includes innovations that improve the performance. Hence different aspects i.e. technology, market, organisation gets affected very frequently (RI).
- 3) **Architectural Innovation**- It links the existing components altogether in a new manner. It changes the components in such a manner such that the new linkage or new interactions gets created with other components. It generally relies on already proven technology and take lessons from them and apply the same in new market (AI).
- 4) **Modular innovation**- It changes only core design concept without changing the products whole architecture (MI).

Personality types details are given in Wiki (see the link below).

MBTI- Myers-Briggs type indicator is used to assess the personality. It was developed by mother- daughter Katharine Cook Briggs and Isabel Brigg Myers. It's a test using 100 question that tests the personality by asking questions that how and why people feel and behave in a certain way in any particular situation. Based on the responses the respondents are classified in 4 pairs of 16 personality types-

- 1) **Extrovert and Introvert**- Extrovert are the people who are social in nature having outgoing personality whereas introverts are shy, timid and quiet
- 2) **Sensing and Intuitive**- People who prefer practicality as well as routine and order are sensing types whereas Intuitive are those who rely on big pictures and are not so practical.
- 3) **Thinking and feeling**- People using logic and reasoning for solving any problems are thinking types whereas people relying on their values and emotions are of feeling types.
- 4) **Judging and perceiving**- people who prefer order and structure are of judging type whereas people who are flexible and spontaneous are perceiving types.

Big 5 theory of personality- Big 5 model is also known as OCEAN model. This theory says that there are 5 dimensions that cover all the major variation of personality of humans. They categorised those dimensions as-

- 1) **Extraversion**- People having qualities to assertiveness, social and gregarious are said to be extravert whereas people who are quiet and reserved in nature are said to be Introvert.
- 2) **Agreeableness**- The people who are having cooperative and good nature are high on agreeableness whereas people who are uncooperative, antagonistic are low at agreeableness.
- 3) **Conscientiousness**- People who are responsible, organised and persistent in nature and are reliable are high in conscientiousness whereas people with low score are not reliable and are highly irresponsible and disorganised.
- 4) **Emotional stability**- Its ability of the people to handle stress hence if person is self-confident and remain in calm and cool manner in any turbulent situations are said to be emotionally stable whereas people who don't have such qualities are emotionally unstable.
- 5) **Openness to experience**- People with qualities like creative, artistic and curious in nature are open towards anything and any new situation. They try to do something unique and novel.

Latest on OD interventions and strategy is also given in Sharma (2018, 2019, 2019). Different types of OD interventions are given in Sharma and Pandey (2008, 2011). For a good treatise on OD interventions, refer to French et al. (2006). A brief on OD interventions is also given below.

OD Interventions-

Organisation development is a process wherein it helps the organisation to achieve effectiveness by applying different practices. (Beer,1980) says that OD interventions helps to enhance the overall organisation effectiveness by establishing the congruence between organisation culture, different organisation process, structure, strategy, people and develops self-renewal capacity of the organisation. It is required in the organisation basically to improve the individuals, teams as well as organisations overall functioning.

Attitude, Cognition, Feeling and behaviour-

Attitude- Attitudes can be defined as evaluative (favourable or unfavourable) statements about event, people and objects. It includes 3 components i.e. Cognitive, affective and behavioural.

- 1) **Cognitive component** can be defined as certain belief or opinion.
- 2) **Affective(Feeling) component** can be defined as feeling or emotional segment
- 3) **Behavioural component-** Intention of a person to behave in a particular manner

Virtual teams- Virtual teams can be defined as the team working to achieve the common goal but the members are geographically dispersed with no boundaries and connected through electronic communication with limited face to face communication(Dulebohn and Hoch, 2017).

Enterprise Social media- As nowadays usage of social media as the platform for communication is trending and thus the concept of Enterprise social media emerged. Leonardi et al,2013 defined it as “the platform that helps in communicating messages within the organisation as well as it also indicates communication partners and helps to view the messages files posted by anyone within the organisation.” Thus people as individual or as community i.e. Individual/group level uses ESM which helps the OD consultant to find out that which intervention is needed at the individual/group/organisation level (see van Osch and Bulgurucu, 2020).

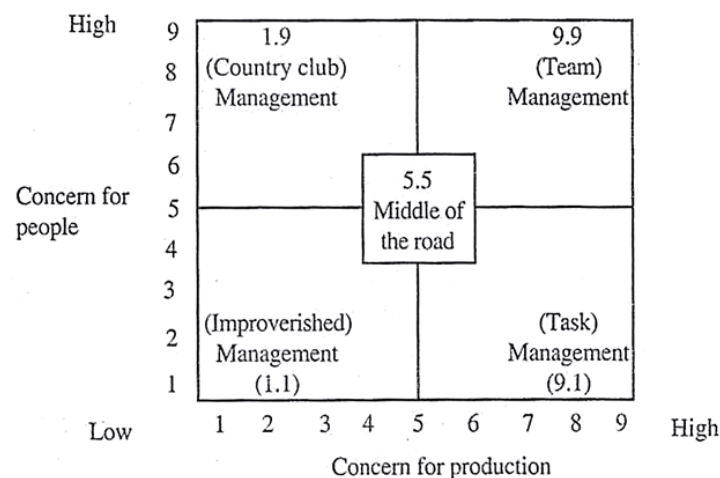


Figure 1. Managerial Grid

Grid OD- The concept of Grid Organisation development was given by Robert Blake and Jane Mouton(1964). Grid OD is the intervention to improve the managerial practice and focuses on two dimension i.e. Concern for people and concern for production.

Hence there are 5 styles-

- 1) **Impoverishes/Indifferent style (1,1)**- style wherein managers concern for production as well as people is low and hence it results in less innovation.
- 2) **Country Club style /Accommodating style (1,9)**- Wherein there is high concern for people and low concern for production thus the environment is highly friendly but may or may not be productive.
- 3) **Task management style/Produce-perish style/Dictatorial style (9,1)**- This style is based on McGregor's theory X wherein employees have to follow strict rules and regulations. Here the concern for production is high but concern for people is low.
- 4) **Team management style (9,9)**- In this style concern for both people and production is high. The focus is on encouraging commitment and teamwork amongst employees.
- 5) **Middle of the road style/Status Quo (5,5)**- This approach tries to balance the employee as well as organisational goal.

Amongst all above style the middle of the road (5,5) i.e. balancing the employee and organisational goal is preferred.

Structural OD- Structural interventions are the interventions which basically make changes in the Structure, task, technology, processes in order to improve organisation effectiveness. These interventions make basically the changes in certain areas like how the organisation's overall work is divided, its reporting relationships, arrangements of work flow, communication flow, authority relationships etc.

Consolidated OD activities-

Responsibility charting- Responsibility charting is the chart that makes it clear who will be taking what kind of actions and decisions (Bechard&Harris,1997). It basically consists of actors and decisions/issues wherein a behaviour(responsibility) is assigned to each actors against each issues/decisions.

Visioning- Ronald Lippit (1949) is given credit for this concept as in 1949 he recorded planning meeting wherein he found that people looked more stressed and depressed when problem lists were long and that led to their low effectiveness and thus they started using potential images in starting points to bring change. Visioning is the intervention wherein the members of the group describe their vision about the organisation about how they want the organisation to be in future. It's done by many methods like by mental imagery or by developing cognitive map.

Force field analysis- (Kurt Lewin,1947) proposed this technique wherein he said that the changes occur due to the imbalance between restraining and driving forces where restraining force is the force against change while driving force is the force that's in favour of change. Hence this technique helps to understand the problem and then adopt corrective actions to solve the problem by examining the restraining and driving forces. It helps to achieve the desired future or condition by examining the field of forces and accordingly adding or removing the restraining and driving forces.

Diagnostic activities- Diagnostic activities are the activities that helps to diagnose a problem or situation. In order to find the current status of problem or particular state of a system some fact finding activities i.e. diagnostic activities are designed. Facts are diagnosed on the basis of questionnaire, interviews, surveys or by conducting specific meetings. Existing organisational records can also be examined.

Inter-group activities- The activities that helps the inter-group (two groups that works together in order to achieve a particular goal) to achieve the effectiveness.

Survey feedback- It is the organisation wide intervention developed by Mann and his associates. Survey feedback generally involves activities in which surveys are used to gather the information which is further used while problem identification. In simple words we can say that it's a process in which members of organisation fill questionnaire on various problem/issues of organisation and then feedback of results of questionnaire is received which in turn becomes the basis to address critical concerns in future.

Education and training- These are set of activities that are designed in order to improve the skill, abilities and knowledge of organisational members. Training can be provided on the job as well off the job. Training can be given

for improving technical skills, interpersonal skills, leadership skills, decision making, problem solving skills, Planning etc.

Structural activities- Activities that makes the changes in the organisation structure, task, process, technology etc.

Process consulting- Set of activities that helps the client to understand the process events that occurs in environment of organisation and then act accordingly in desired manner. Hence in these set of activities the client learns and understand the human processes as well as learn to diagnose and manage those processes. Process consulting involves leader and member role, decision making, Communication, leadership, group cooperation and conflict, group norms etc.

Grid OD- Grid Organisation development was given by Robert Blake and Jane Mouton. Grid OD is the intervention to improve the managerial practice and focuses on two dimension i.e. Concern for people and concern for production. The approach is to bring the balance between the two concerns i.e. concern of people and concern of production(Task).

Third party peace-making- R.E. Walton gave this approach of third party peace making. These are set of activities that helps the members of organisation to sort out their interpersonal issues and resolve their conflict. In this the consultant as a third party tries to understand the conflict process and then by certain confrontation tactics tries to resolve it.

Coaching and counselling- In this consultant working with some individual members tries to help them to recognise that how other people see their behaviour as well as help them to learn and inculcate new behaviour so that they can achieve their set certain goals. In these set of activities individuals get feedback from other people and then consultant tries to help the individual in exploring some alternate behaviour.

Career planning- Certain activities that helps the members of organisation to focus on their career objective and make the whole steps that how they can achieve their objective. These activities involve goals and objective discussion, career inventories, Capability assessment etc

Goal setting- These activities helps in goal setting, planning, problem solving skills of people of organisation at each and every level of organisation i.e. Individual, group as well as organisation.

Role negotiation- It's a very powerful intervention where people don't want to change their certain behaviour due to their thinking that changed behaviour will lead to their loss of influence or power. Role negotiation technique was first developed by Roger Harrison wherein its described as the negotiation between the parties regarding changing their certain behaviours that might lead both the parties to do their job more effectively and in better manner than before. (Harrison,1972) stated that this whole technique relies on assumption that "When people sense some kind of unresolved conflict they tend to prefer negotiated settlement and to achieve a particular solution they tend to invest time and also indulge in making certain concessions." Thus he gave the following steps for this technique-

- 1) **Contract setting-** Wherein the OD consultant sets the climate for the individuals who will negotiate in written about what behaviour each will change or which they will continue. The important here is to maintain quid pro quo where no one will change their any behaviour until and unless other party negotiating agrees to change their certain behaviour.
- 2) **Issue diagnosis-** Each person participating will fill issue diagnosis form wherein they mention that what they want others to change, maintain unchanged certain set of behaviour. Messages are exchanged and written on chalkboard/newsprint so that it can be seen by all.
- 3) **Influence trade or negotiation period-** Individuals discuss with one another and agree on changing their certain behaviour. Negotiation ends after everyone is satisfied that they are agreeing to change in their certain behaviour and in turn others are also changing their behaviour that they want them to.

Process completes when all agreements are made and written. Follow-up meeting is done after some period of time to assess the effectiveness of made contracts. Thus this technique becomes very helpful and effective wherein people don't want to change by assuming their loss of influence or power.

Horizontal strategy- Horizontal strategy is a concept of corporate strategy which is given by Porter in 1985 which focuses to generate synergy by the help of related and unrelated diversification. According to Porter (1985), "Horizontal strategy facilitates the coordination between business units such that the total corporate strategy becomes more than the sum of individual business units." Horizontal strategy helps to achieve competitive advantage by differentiating one's business. But it's not easy to successfully execute horizontal strategy in certain conglomerates. When certain firms have high decentralisation and high autonomy traditions then it becomes difficult to change the behavioural pattern which can match with the firm having horizontal strategy. Hence Role negotiation technique of OD intervention helps to get the issue resolved.

Gestalt Approach-

Gestalt approach is the OD intervention that focuses on individual rather than group. This approach is based on a psychotherapy named gestalt therapy which was developed by Fredrick S. "Fritz". According to Gestalt therapy people function as a whole with having negative and positive features. It's of view that people tend to face troubles when they try to focus on what they should be according to demand rather than being their true selves. Stanley Herman, a OD consultant was the major advocate of this approach and applied this concept in team building and leader-subordinate relations with the primary concern of making the individuals authentic and more in touch with their own feelings (Perls et al (1951).

Structural OD Intervention-

Structural OD Interventions are those interventions that aims to change Organisation's task, structure, Technology and goal processes in order to bring organisational effectiveness. This intervention focuses to bring the changes in overall organisation and thus it includes Self-managed teams, Management by objective, Quality circles, Total quality management, Work redesign etc.

1) **Self-managed teams-** According to Robbins & Vohra, self-managed team is a group of 10-12 people that perform interdependent task as well as take the responsibilities of their supervisors. Self-managed team have clear boundaries so that responsibilities and freedom can be created in order to get the task done in efficient way (Ken Blanchard,2007).

2) **Management by Objective-** The term was first coined by Peter Drucar in 1954 in his book named "The practice of management". Management by objective is all about achieving the objective of organisation in an effective and efficient way (Wehrich & Koontz,H.,1993).

3) **Quality circles-** The excellent treatise on Quality circles is given by Munchus (1983). Quality circle is a group of around 10 employees who meet together once in a week to discuss about the quality of product and other issues but their main focus is on enhancement of quality of product.

4) **Total Quality management-** The concept of TQM was evolved from quality control techniques. TQM is ongoing process to detect and reduce the errors and make continuous improvement. Basically every employee who are involved in production process are said to be accountable for the quality of the product.

5) **Work Redesign-** OD approach to work redesign is based on the model named Job characteristic model given by Richard Hackman and Greg Oldham in 1976. They identified 5 core job characteristics named Skill variety, task identity, task significance, autonomy and feedback wherein person experience meaningfulness of work from skill variety, task identity and task significance and experience responsibility through autonomy whereas knowledge of actual results from feedback.

T Group- T group is also known as sensitivity training which was given by Kurt Lewin and his staff in 1946. T group training is basically training provided to group wherein members learn from group dynamics, their experience as well as actions.

Socio technical approach and Socio clinical approach-

Socio technical and Socio-clinical approach of OD intervention tries to help groups as well as organisation. Socio technical approach was developed by Eric Trist and others in 1950s at Tavistock Institute. This approach has the view that each and every organisation have two interdependent systems i.e. social system and technical system where if there some changes occur in one then it affects the other. Hence it becomes important to optimise the above two systems in order to achieve Productivity. Now we give our hypotheses below.

2. Theoretical Framework

Relating OD Intervention to Strategy

(H1): Firms following differentiation strategy will require significant changes in attitudes (cognition (knowledge), feelings and behaviour). And hence, OD interventions will be more intensive; and will last for much higher period of time.

(H2): Firms following cost leader strategy (with no JIT) will NOT require significant changes in attitudes (cognition (knowledge), feelings and behaviour). And hence, OD interventions will be NOT intensive; and will last for NOT much period of time.

(H3): Firms following cost leadership strategy (with JIT implementation) will require significant changes in attitudes (cognition (knowledge), feelings and behaviour). And hence, OD interventions will be more intensive; and will last for much higher period of time.

Analytics for OD Interventions and Strategy

(H4): OD intervention team/ consultant can go through Enterprise Social Media (ESM) and Virtual Team (VT) proceedings and easily figure out where OD interventions need to be directed (in terms of persons and groups) in firms with cost leader (CL) strategy. Hence we say that analytics for OD interventions in CL will be predictive/ prescriptive.

(H5): OD intervention team/consultant can go through Enterprise Social Media (ESM) and Virtual Team (VT) proceedings and will NOT be able easily figure out where OD interventions need to be directed (in terms of persons and groups) in firms with differentiation (DIFF) strategy. Hence we say that analytics for OD interventions in DIFF will be descriptive/ diagnostic.

OD Interventions for Cost Leaders and Differentiations

(H6): In cost leadership organizations, OD interventions are targeted at Individuals.

(H7): In differentiation organizations, OD interventions are targeted at Teams and Groups, and intergroup relations (between Production and Marketing function).

(H8): In cost leadership (JIT) organizations, OD interventions are targeted at Teams and Groups.

Relating Grid and Structural OD Interventions to Strategy

(H9): Grid OD (that attempts to strike a balance between people and task orientation) is used in differentiators and innovators.

(H10): Structural OD interventions (small teams/ process structure/ flexible structure) are used in differentiators and innovators.

OD Interventions for Organizations Pursuing Modular Innovation (OPMI)

(H11): Differentiators (DIFF) and OPMI have several similarities: Suppliers and customers (who are looking for differentiated products) are critical in both DIFF and OPMI. Hence we argue that DIFF and OPMI will need same type of OD interventions; but some will be more intensive.

(H12): OD interventions like: (a) Communication with multi location suppliers (Virtual Teams: VTs); (b): Work-life balance (designing flexi jobs) and (c) Building high involvement structures (or Building Collectivism in organization) ARE SAME IN both DIFF and OPMI.

(H13): OD interventions like Talent Management (critical modules on the floor may require architectural innovation and hence talent management is more critical in OPMI & any module that is with supplier and becomes critical has to brought in house & hence knowledge management is more intensive) is more intensive in OPMI than in DIFF.

OD Intervention for an Organization that is Engaged in Modular Designs

In Modular products, one has a modular designs, and module is produced in many (generally 2-5) sizes and thus we have product variety and have economies of scale. Thus mfg is organized as a mass producer (cost leader CL); and marketing is organized as differentiator (DIFF). Hence, we also have the following.

(H14): In the manufacturing function, we need OD interventions that are recommended for CL; and in the marketing function we need OD interventions recommended for primarily for DIFF.

Thus, we have an organization that has different generic strategies for different functions; and these different functions need totally different OD intervention.

Relating OD Interventions and Strategy of Organizations

(H15): As uncertainty goes up (least in cost leadership, moderate in differentiation, high in modular innovators and very high in architectural innovators), unfreezing, change and refreezing model faces more and more challenges.

(H16): Action research is easiest in physical form (not the electronic form); and action research is greatly facilitated with the use of Enterprise Social media.

Strategy of the Firm and Implementation of Family of OD Interventions

Consolidated list of various OD interventions are (as given in OD by French, Bell and Vohra Pearson 2006): Diagnostic activities; Intergroup activities, Survey Feedback, Educations and Training, Structural activities, Process Consulting, Grid OD, Third Party Peace making, Coaching and Counselling, Career Planning, Goal Setting, Strategic Management activities, and Organizational Activities (CODA: consolidated OD activities).

(H17): CODA are easiest in firms with cost leadership strategy; and more difficult in firms with differentiation/innovation strategy, as uncertainty is lowest in CL and is high in DIFF.

(H18): OD interventions take more time (3-5 yeards) and hence, in firms with innovation strategies that have short product life cycles its (OD interventions) utility is limited, and hence innovation driven firms should start (fresh for each product) with well aligned set of organizational variables.

Relating OD Interventions to Strategy of the Firm

(H19): OD intervention such as responsibility charting is easier in CL (firms with cost leadership strategy); and it is difficult in DIFF (firms with differentiation strategy) and/or firms pursuing innovation strategy (INNO).

(H20): OD intervention such as visioning is easier in CL (firms with cost leadership strategy); and it is difficult in DIFF (firms with differentiation strategy) and / or firms pursuing innovation strategy (INNO).

(H21): OD intervention such force field analysis is easier in CL (firms with cost leadership strategy); and it is difficult in DIFF (firms with differentiation strategy) and/or firms pursuing innovation strategy (INNO).

(H22): Comprehensive OD interventions such as, Getting whole system in a room; Stream Analysis, Appreciative Inquiry; and Trans organizational development: are most useful in CL (firms with cost leadership strategy); and it is difficult in DIFF (firms with differentiation strategy) and/or firms pursuing innovation strategy (INNO).

Role of Strategy in Planning Short and Long Term OD Interventions in Different Functional Areas of Organizations

Conjecture 1: In cost leader organizations, Long Term OD interventions to be used in Manufacturing and Finance. And in differentiation organizations, Long Term OD interventions to be used in marketing and Research and Development.

In manufacturing (in CL), we need to have OD interventions for going up the experience curve (here literature seems to be silent), and JIT implementation (here we want to inculcate the values of collectivism, right blend of masculinity and feminism (for example: here we could have the policy of everybody takes the layoff equally), and low power distance.

These interventions are probably not required in firms with differentiation strategy, as here we focus on effectiveness (and not on efficiency).

In marketing (in DIFF), we need to inculcate the values of aesthetics, indulgence (and in R&D dept also, here we need to have values of aesthetic taken together with high theoretical values). Also here, the OD interventions in market research dept and sales dept will be different.

And by a similar logic, the above is not required in marketing in CL (firms with cost leadership strategy).

Framework for Organization Development Process (ODP) and Designing Interventions

OD consultant must start by taking a look at environment and see if right strategy has been chosen. Then accordingly see if right structure and systems are chosen (framework of AD Chandler). That is it must see if strategy implementation is done. And next see if right persons are there for critical functions of the organization. See if structure and systems are driving strategy, (Framework of Fredrickson *et al.* is applicable), then a different set of interventions are applicable.

(H23): Analytics for ODP process in firms with cost leadership strategy will be predictive and/or prescriptive.

(H24): Analytics for ODP process in firms with differentiation/ or innovation strategy will be descriptive and/or diagnostic. Use of ESM (Enterprise Social Media) will be of great help in the ODP. A future research topic is to investigate the efficacy of TOC (theory of constraints) and ODP.

Role Negotiation Model of Organization Development: A New Perspective

During and Aftermath of ERP Implementation, there is shift in power. And to resolve this use of Role Negotiation model of Organizational Development is helpful. This type of intervention is most needed in firms with differentiation strategy (as here earlier power was with knowledge workers (at the bottom) and now it goes to computer professional (at the top)).

(H25): As firms go from Cost leadership strategy to Differentiation strategy (or vice versa), there is attendant change in power equation and Role Negotiation form of organizational development is very helpful.

(H26): In horizontal strategy implementation (for a conglomerate) the divisions from different organizations need to collaborate to achieve synergy (and this happens with loss of freedom of many that they enjoyed due to decentralized businesses), and here Role Negotiation form of OD is very helpful.

Organization Development (OD): The Gestalt Approach

In OD the Gestalt approach focuses on individuals and thus facilitates the desired change. It is time consuming as we are trying to change everyone in the organization.

(H27): In firms with Architectural Innovation (AI) that has many products on the floor, Gestalt approach must be institutionalized. It will give the AI firm a strength that is not easily imitable.

Gestalt approach to OD is not helpful in one or two product AIs (especially in short product life cycles). This (the above statement) explains why earlier it was claimed that OD techniques are not to be used as it takes long time to show results.

(H28): AI being the riskiest business model Gestalt approach of OD must be used with greater enthusiasm in AI (applicable to large AI only); and it (Gestalt approach of OD) will be required in firms with moderate intensity in firms with modular innovation and/or differentiation strategy.

Structural OD Interventions: A Comprehensive Framework

Structural intervention ideas are not that new, but bits and pieces of theoretical underpinnings are scattered in OB/Strategy Literature; and we piece them together to get a comprehensive framework that is given below.

Statement 1: Self-managed teams are a must in Architectural Innovation and Modular Innovation.

Statement 2: MBO (Management by Objection) is recommended for cost leaders (here uncertainty is low). MBO are very time consuming in high uncertainty environments (that is dynamic and very complex). It follows that these (MBOs) are not recommended for firms with differentiation strategy and firms engaged in architectural and modular innovation.

Statement 3: Quality is given special attention in Architectural/ Modular Innovation; and it is similar in firms with differentiation strategy. However by doing QC/ TQM (Quality Circles/ Total Quality management in firms engaged in cost leadership, one gets a unbeatable quality advantage; and at times it can unsettle firms with differentiation strategy; (Ref. Japanese cars was giving same quality in much lesser price: The case of BMW going for custom made cars).

Statement 4: Work redesign is already prevalent in firms with differentiation and innovation strategy; and here jobs are already enriched. In firms with hierarchical structure (bureaucratic organization), work redesign is recommended for achievement of job enrichment (here firms with cost leadership strategy will also benefit).

Statement 5: In cost leaders when JIT concepts are to be implemented, we need to go from Theory X to Theory Z; and this job is so difficult that there are many stories of failure. Hence it may be recommended that on goes from Theory X to Theory Y and then from Theory Y to Theory Z (in a phased manner).

Relating T Group and Organizational Strategy

T group helps to sensitize employees to organizational environment so that it leads to better performance at the workplace. In high uncertainty environment role of contingency is that much higher; and hence an employee learns by interacting with persons on the job (and this is referred to as kinesthetic behavior/ leadership). Hence we have the following.

(H29): In organizations with cost leadership (CL) strategy T Group need not be that intensive; whereas T group is very intensive (has composition of T group is such that employee does not the others members in advance (and it is challenging to employee to operate here; all it means is employee learns to adjust to uncertainty; and this is the environment in his organization)) in firms with differentiation (DIFF)/ innovation (INNO) strategy.

On Client and OD Consultant Relationship

(H30): As environment is stable, in firms with cost leadership (CL) strategy, expectations from OD consultant are crystal clear; and hence relationship between Client and OD consultant are expected to be cordial in CL.

(H31): As environment is dynamic and complex, in firms with differentiation/innovation (DIFF/ INNO) strategy, expectations from OD consultant are very fuzzy and unclear; and hence relationship between Client and OD consultant in DIFF/ INNO are expected to be full of friction and argumentative as it is difficult to define deliverables and expectations.

The issue of inadequate understanding of business model by external OD consultant is severe in DIFF/ INNO; and therefore it is worthwhile for DIFF/ INNO type of organizations to have in house OD division in HR functional area.

Analytics and Personality of OD Team in Not for Profit Organization

(H32): Personality of OD intervention team in NGO would be extrovert, Sensing-Feeling, Agreeable and Perceptive.

(H33): OD consultants personality conducting T-Group in firms with cost leadership strategy is predominantly sensing-thinking; and in T-group for organizations with differentiation/ innovation strategy is predominantly Intuition-Thinking; Intuition-Feeling and Perceptive (this means that OD consultants group size is lower in T group for CL and much larger in DIFF/INNO).

Relating Socio-Clinical and Socio-Technical Approach (of Organizational Development) and Personality of Trainer to Strategy of the Firm

(H34): Socio clinical/ technical approach is most useful in Innovators (Architectural and Modular); Differentiators and cost leaders with JIT/TQM implementation. Here we sort out problems encountered in group that exist in work place setting.

(H35): Socio clinical/ technical approach will not be frequently required in firms cost leadership strategy without JIT/TQM implementation. Here training/sensitizing will be mostly done separately for each individual.

Personality of OD consultant Team: High on Extroversion; ST/NT; Perceptive; Open to experience; Agreeable; systematic. He should have good knowledge of behavioural sciences and must be good at diagnosis in social settings.

Conclusions

In this paper we gave several interesting hypotheses that related different types of OD interventions to strategy of organizations. An experimental investigation is underway to empirically verify these. The hypotheses given here are taken from books of working papers by Sharma (2019, 2019, 2020, and 2021) and are given here in refined forms.

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