Interventions for Organisational Development

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ABSTRACT

Today a number of organisations are increasingly recognising the need for introducing organisational development initiatives in their enterprises to improve their functioning. Organizational development can be defined as a planned process of introducing change in an organization's culture through the use of behavioural science technology, theory and research. To develop an organizational module, the management by objective (MBO) technique was used. This approach uses strategically planned objectives to impact managerial performance and effectiveness. The intervention developed using this technique has been divided into a 12 step module uniquely addressing to different dimensions of organisational development which impact work functioning. The first day of the training begins with two ice breaking exercises to introduce participants to each other and build familiarity. Next, an individual counselling session was kept to address the key issue and concerns of the employees. The last session of the day was Johari window - an interactive fun activity to gain insights about one's potential and other's perspectives about oneself; such activities tend to keep participants interested. For day two, the follow was to develop friendships and team work. The mine field activity and seek a peak activity aimed at enhancing interpersonal relationships by promoting helping behaviour in work place. This was followed by the back of the napkin game which promotes of the box thinking and collaborative effort. The last session of the day was a panel discussion to help employees gain a holistic understanding of organisational issues after hearing different expert opinions on it. Finally, the third day of the module started with a collective problem solving activity, followed by a conflict resolution exercise to teach employees manage work disputes. To ensure smooth flow of work, it is important that different departments/groups within the organisation synergies with each other; for this reason team role development exercise was employed. The module was ended with a final relaxation exercise after a tiring day of training.

Keywords: Organisational Development, Management by Objective, MBO, Training

Organizational Development can be defined as an organised process to bring some change which is usually managed hierarchy, giving consideration to both aspects of organisation - technical and human. Burke (1982) defined Organizational Development as a planned process of introducing change in an organization's culture through the use of behavioural science technology, theory and research. All forms of developments in organisations require planned programmes or process which can alter employee behaviours till a certain extent. The developments are instilled by system wide process of data gathering, diagnosis, making an action plan, planning intervention, and a final assessment to ensure congruence among factors such as structure of decision making, process that are unique to the company, strategy, employee's preferences, and work culture. . Only after careful consideration of all such aspects as planned development, improvement, and reinforcement of the strategies, structures, and processes, organizational effectiveness can be achieved.

Need for Organisational Developments in Organisations

Primarily OD follows an interdisciplinary approach that draws knowledge from diverse fields such as Psychology, Sociology, Human Resource Management, Counselling, Business, and even Public Administration. Today a wide number of

Organisations are noticing the need for OD for effective functioning. The major reasons why OD is needed in organisations are:

1. ODs major objective is to manage improvements in organizational efficiency and effectiveness.

2. ODs activities are planned at a holistic organization wide basic concerning all its departments, work teams and individuals. It connects the whole organisation into a collective entity.

3. OD understands the organisational hierarchy's commitment, support, and participation. Initiatives for OD are usually lead and directed by top management, and it thrives on such participation.

4. OD involves a planned method for managing change, while also recognizing the organisations unique environment which can impact these initiatives.

5. OD uses a collaborative approach in which all affected by change are involved in the process. It helps educate employees about different values, attitudes, norms, and management skills which can contribute to Organisational success.

6. OD is concerned with humanistic principles.

7. OD used a data-based method to approach Organisations.

8. OD employs systematic follow-ups to maintain changes.

OD Intervention

Organizational Development Interventions are planned programs designed to solve a problem which can further lead to some form of Organisational goal achievement. Such activities are aimed at positively impacting work functioning and encourage top management to get in touch with their teams at a personal level. OD interventions can be used to solve problems concerning processes, work performance, skill and abilities, motivation to work, technology, talent selection and retention among other arenas.

There are three forms of interventions that an organization should identify and plan to implement are the following:

❒ **Individual**: This should concern individual employees.

❒ **Group:** This should concern work teams.

❒ **Organization**: This concern the whole organisation - its policies, way of functioning and culture.

The first is to find what is the issue and for it, which kind of intervention is most suitable. Once identified the an action plan is strategically made. The process of OD is defined below:

1. **Establishing need for intervention:** In this first step, the organisation is entered, and using a number of method such as interviews, group discussion and surveys it is ascertained is any problem is present which requires management.

2. **Establishing cause and identifying intervention:** After the issue is identifying, the causal factors and maintaining factors of the issue are found. With careful consideration to such casual and maintenance factors, a suitable intervention is sought.

3. **Planning the intervention:** Here, different techniques are planned to address the casual and maintenance factors of the issue.

4. **Implementing intervention**: A focused group including member of top management and various stakeholders are made to guide the change process. This usually follows a top-down approach.

5. **Evaluation:** This is the process of checking if the program managed to meet the goals it was originally intended to meet. If not, the program is re-designed.

Management by Objective (MBO)

Management by Objective can be understood as an approach in which strategically planned objectives are used to impact managerial performance and effectiveness positively. These objectives are used as guiding mechanisms to direct, check and measure the impact of interventions. However, its not only limited to studying performance appraisal and gives a framework to study management decisions. The emphasis resides on improving interventions to promote good results which focusing on the

objective as well as the process. The objectives vary with the managerial level they are intended to serve. A significant feature is that these objectives are based on each organisation's unique culture and goals. MBO allows for distant, unclear goals to be made into achievable, specific interventions leading to wide success of this technique. Major emphasis includes planned activities, objectives made of selected employees and groups, participatory approach, and use of review and feedback system.

Management by Objective as an Intervention

By using interventions based on MBO principles, organisations and its employees can gain greater role clarity, increased job satisfaction, and a means of measuring job performance. When objectives are collectively decided and specified, employees know what they need to achieve and can easily plan their actions towards this. Role and goal clarity leads to proper utilisation of resources that the organisation offers with minimal wastage. With regular feedback and measurement of performance against objectives, employees can develop skills suited for the job and become more efficient. These can also positively impact motivation to work, job satisfaction and weed out non-performers. Job satisfaction results from knowing that you have done a job well as well as the positive feedback approval you get for it.

MBO advocates that participation by employees in an organisation can contribute to greater motivation. Employees across top to bottom f the organisation can discuss their roles, issues and competencies, and what they want to achieve leading to increased formation of a collaborative relationship based on trust. One of the major advantages is that it provides an objective basis for reviewing performance based on meeting goals.

This approach gives major emphasis on managerial effectiveness as a core value for the development of the entire organisation. Secondly, with its focus on objectives, it improves concentration and clarity in effort. The periodic reviewing system can also help identify potential for advancing skills of workers. Finally, MBO creates many points of accountabilities by dividing power and roles. Thus it leads to decentralisation in terms of setting goals and achieving objectives.

METHODS

Rationale

For reaching organisational goals, proper training of employees is essential. Training aims at maintaining and improving current job performance, and thus, is essential for proper and efficient working of an organisation. The development of a training module can help organisations and its employees to develop their competencies both at personal and organisational level. Using MBO as a technique, can contribute to goal clarity and building of cooperative teams.

Objectives

1. To understand the use training modules in Organisation development.
2. To identify activities associated with OD training module.
3. To develop an Organisational training module using MBO.

Design

The focus was to understated organization development by developing an intervention module for organizations. Management by Objectives is used to make intervention sessions clearer and more objective-focused. Activities are chosen based specifically on the principles of OD and MBO. Each session pertains to concerns of organizations and the entire module provides a well-provided approach to organization development.

Procedure/Development of Training Module

The initiation of the training module was conducted through a brain storming, from which a number of ideas were noted down. In the session, the focus was on the kind of training organisations need in order to function better. In the session, goals that the training supports were identified. The tasks the workers need to perform so the company can reach that goal were discussed. The training activities that will help the workers learn to perform the tasks were also discussed. Each member of the group selected one technique in the similar fashion. It was ensured that the module consisted two ice breaker sessions, two individual sessions, group session, and one relaxation session. The training module

was a 3 day program with 4 sessions for each day. For the first day, 'Find 10 things in common' was developed. This activity helps in getting to know each other better. By knowing 10 things that are common among people, it can help in building familiarity. By getting to know each other's hobbies, shortcomings, favourite and least favourite family vacations etc., we can build on trust, cooperation etc.

The second activity was planned to be an ice breaking session as well in order to make the participants more comfortable and at ease with the training program. For so, 'The best one word' was developed. The activity focuses on getting to know each other better. As a result employees who do not know each other will get to know each other individually as a person. This activity serves as an introduction to the sessions where employees get to know each other and perform other activities effectively. In the third session, the focus was on making connection with each member of the group to make him/her feel more involved in the session. For this, an Individual counselling session was conducted. This activity was chosen to solve the following organisation related and personal issues at workplace. There are issues related specifically to the work place, such as matters like career development, discipline, performance, relating to customers or clients, promotion, redeployment, transfers, redundancies, retirement, etc. The final session for the day was made with the objective to make the person at ease, while still energetic after a tiring training day. For this, Johari Window was selected. This activity was used to make the person self aware about his/her feelings, experience, attitudes, skills, intentions to improve which contributes to his/her personal development by receiving feedbacks from other individual working under the same environment and setting to encourage the positive development of the 'open area' or 'open self' for the individual, which is a fundamental aspect of effective leadership as well.

On the second day, the focus shifted to team building rather than an individual centric approach. For the 5th training activity, The Mine Field was selected. It was chosen to improve or build trust and communication skills between the employees. This technique is related to organizational development as relationship are build on trust and when the employees starts trusting each other's decision, they

will start working together towards organizational goals in harmony instead of pursuing their own individual goals. The 6th session focused on enhancing team building and relationships among the employees. A play-like orientation was considered suitable to reduce stress. For this, Sneak a peek was conducted. Sneak a peek' is a Team Building activity which is essential in corporates to make the organization a better place to work. Sneak a peak will bring employees closer and make them feel better. Individuals will start enjoying their work and feel fresh the entire day. Team Building activities can contribute to building of collaborative relationships and bond among the employees.

Since the earlier activities of the day already covered the aspect of team building, communication skills and relationship management, the 7th session was made to ensure the participants would be able to manage work in a 'smart' way after the completion of the training. This is essential today to function in a more productive and resourceful manner. For this 'Back of the Napkin' was conducted. The activity was used to promote "out of the box" thinking patter for the employees and for them to have a better understanding of each other's thought process. It was done by giving them a bunch of open ended problems related to different fields and time to interact with each other so different groups can respectively come up with a unanimous solution. The day was full of play-like activities to lighten the mood, to end on a concrete note, the 8th session concluded with Panel Discussion. It was designed to provide an opportunity for a group to hear several people knowledgeable about a specific issue or topic present information and discuss personal views. A panel discussion can help employees gain perspective on organisational issues being and understand other's perspective on it.

Day 3 of the training program was developed was constructed with special focus on promoting positive environment in an organisation for effective functioning. An important aspect of this is problem solving. For this purpose, Problem Solving Team Building (PSTB) was considered. In this activity, everyone feels they have contributed in some way to solve a problem. This activity can be replaced with unstructured and time consuming meetings that discuss problems but are unable to reach a solution. Here, all the team members will get opportunity to

shape the options and form solution. Moreover, the team feels they have worked together to enrich the thinking behind the solution. Session 10 focused on Conflict Resolution. This will help to draw attention to the number of conflicts and similar stressful situations experienced by delegates in one week and use others in the group to come up with reasonable solutions for each conflict. As the participants will discuss the various conflicts with each other, the understanding and cooperation among them will improve.

Session 11 was made with the objective to identify synergies between different roles within a team or between multiple departments. For this purpose, Team Role Development was made. The team role development activity focuses on getting through the process and promotes interaction, and all the members share their knowledge and expertise. In this way, everyone contributes to the discussion and help the team attain the goal. It is very useful in an organization and its development. Every role which is needed to achieve the team's goal is being performed fully and well. Session 12 was made with the objective of relaxing the participants after a stressful training day. The relaxation technique of Self Hypnosis was used. Once the skills of self-hypnosis are acquired, they can be used to manage change, reach goals and increase productivity. Senior Executives, Managers and Directors learn self-hypnosis in order to make better decisions and improve productivity for themselves and their organisations. This workshop provides underpinning knowledge and skills acquisition necessary in the use of hypnosis for relaxation, stress management and Goal attainment. With this last session, the training module was completed, and in a series of revisions to increase its productivity, it was finalized.

TRAINING MODULE

DAY 1

Session 1

Find 10 things in common

Objective: Ice breaking session.

Group size: 10

Explanation: This activity helps in getting to know

each other better. By knowing 10 things that are common among members of the group, it can help in building familiarity among members. Employees can discuss hobbies, life events, etc, and build on mutual trust and cooperation. This activity can be helpful in improving work performance due to the established rapport.

Procedure: Participants need to sit in a circle facing each other. The task is to identify ten things that they have in common, not concerning the work. They were given 2-3 minutes to find these and then discuss these within the group to find commonalities outside of the work environment. One person takes the notes and then reads them aloud upon completion. Duration would be 10-15 minutes.

De-briefing: This activity is an excellent way to establish rapport among employees. This can enhance personal relationship and help employees communicate more freely. Through this activity we want employees to know a bit about each other so that communication for the rest of the session is easy, people can get more engaged in the proceedings and contribute more effectively towards a successful outcome.

Session 2

The best one word ice-breaker

Objective: Ice breaking session.

Group size: 10-15

Explanation: The activity focuses on getting to know each other better and introduce employees to one another. This can contribute to organizational development by enhancing the knowledge of organisational members about other members. This aims at making the organisation into a coherent unit by increasing familiarity by knowing other's skills, thoughts, strengths and weaknesses.

Procedure: Participants were divided into groups of 4-5 people. This group is assigned to think for one minute and decide a word that describes X (e.g, an event, place, things). This icebreaker promotes exploring their thoughts on a common issues and channelizes spontaneous conversation. When completed, they all the groups share their words with the larger group. Next, they explore several questions in their small group. For example, on the topic of conflict resolution, participants were

asked what they think of conflict. Duration would be 10-15 minutes.

Debriefing: The icebreaker is debriefed by asking for a volunteer from each group to share a point or two that highlighted their discussion. Because the participants are almost always the best source of laughter and fun in a meeting or training session, each of these steps generated remarks, insights, ah-has, and examples. Through this activity we want employees to know a bit about each other so that communication for the rest of the session is easy by getting to know each other, people can get more engaged in the proceedings and contribute more effectively towards a successful outcome.

Session 3

Individual counselling

Objective: Improving interpersonal relations at work and/or improving personal performance.

Group size: 3

Explanation: This activity was chosen to solve organisation related and personal issues at workplace. Issue concerning career development, discipline, promotion, transfers, retirement, etc can be discussed and resolved. Employees may have problems in relating to others, and dealing with issues at work either as individuals or in a team. Like employees, bosses can also face problems in relating to their juniors. By discussions about the problems and developing strategies to help cope better with the issues, they can be mass improvements in interpersonal relationships and greater degree of satisfaction which motivates the employee to reach personal and organisational goals.

Procedure: Counselling may be applied to individual, groups and may be used in widely differing contexts. In individual counselling a simpler way of discussing, talking and dealing with problems can be used by a proficient counsellor. It's done in a face to face mode and is a more personalized. Duration would be 20 minutes.

Debriefing: This activity was chosen to solve organisation related and personal issues at workplace. There are issues related specifically to the work place, such as matters like career development, discipline, work performance, dealing with clients, promotion,

demotions, changes in work structures, etc. The outcome is improved interpersonal relations at work and/or improving personal performance.

Session 4

Johari Window

Objective: Self-awareness & personal development

Group size: 2

Explanation: Johari window is a popular tool used for communicating what is already known and works on disclosing the unknown features f a person's personality using discovery, feedback and disclosing. This activity was chosen to make the employees aware of their feelings, views, talents, intentions, etc in relation to the work team's view on them. This helps achieve a more concrete understanding which can be helpful for personal development. A team of individuals which understands themselves well, and have a mutual understanding is an effective team. Such a team will have superior performance and lesser conflict.

Procedure: Print out the multiple copies of the Johari Window Worksheet. Take it to 3-5 people you work with that you can trust to give honest yet supportive feedback and ask them to fill one sheet with features that define your personality. Ensure you both mutually agree on the Open Area items. Words they wrote, but you didn't come under your Blind Area. Then share items for the Hidden Area which you didn't write but they did. For the Unknown Area, ask them to share some what they believe would be your untapped potential. Later, combine all finding in one master form. This will take approximately 20 minutes.

Debriefing: This activity was used to make the person self aware about his/her feelings, experience, attitudes, skills, intentions to improve which contributes to his/her personal development by receiving feedbacks from other individual working under the same environment and setting to encourage the positive development of one's potential This can also help while planing activities after understanding which untapped skills can be useful.

DAY 2

Session 5

The Mine field

Objective: Enhance Team relationships

Group size: 2

Explanation: The technique can be used to enhance communication skills and build trust among employees impacting team building. Mutual trust is a significant aspect of all relationships and when employees tend to trust each other, they start pursuing collective goals and not just individual goals. The the better the team relationships are, the building blocks of an organization become.

Procedure: In an open hall, distribute 'mines' all around the area. The 'mines' can be cones, bottles, books or any other object. Then, teams of two members each are made. One member is blindfolded and the other directs this partner in the hall. The challenge is for the blind folded person to walk from one side of the field to the other, avoiding the mines by listening to instructions of their partners. Duration would be 25 minutes.

De-briefing: Through this activity employees get better acquainted to each other and can open new communication channels. By getting to know team mates anf other employees, people can be better engaged in the office proceedings and contribute more effectively to the organisation.

Session 6

Sneak a Peek

OBJECTIVE: To enhance interpersonal relationship and Team Building

Group size: Minimum of 4

Explanation: Sneak a peak aims at bringing employees close to each other by trying to achieve a common goal. The productivity as a team and mutual trust increases in such an activity. In this activity, team mates divide task and learn to cooperate with each other. Sneak a peek can also help build problem solving skills and interpersonal communication.

Procedure: At first, few small sculptures are made using building blocks and are hidden from the group. Next, participants are divided into team of four and are asked to recreate one of the small sculpture. Only one member from each team can come at a time to look at the sculpture for ten seconds and attempt to memorize it. Then they get 25 seconds to instruct their teams about how to build the sculpture. After one minute of trying another member can come up for a "sneak a peek". The challenge should be continued till the group makes a replica of the sculpture. Total time taken would be 25 minutes.

Debriefing: Working with others can ignite creativity and novelty along with problem-solving skills. Working together to solve tasks can help individuals think rationally and strategically. Teams which can find constructive solutions when problem arises can take charge well when a real crisis occurs. This activity gives leaders of organisation the opportunity to be seen as a colleagues and not a boss too.

Session 7

Back of the Napkin

Objective: Promote unconventional thinking and teamwork

Group size: 6-24, divided into teams of 3-4

Explanation: The "back of the napkin" is where many novel ideas and start ups were first formulated. This gives participants something fun to do while promoting teamwork and out of the box thinking. It is related to organizational development as it improves workplace projects that involve teamwork. After completing the activity together, employees better understand each other's strengths, weaknesses, and interests and beliefs. This understanding helps them work even better together on future progress vital to a company.

Procedure: Fist, find some open ended problems which can be related to your business. Make teams of 2 to 4 players in roles of co-founders who are preferably strangers. Give each team a napkin and a pen. All teams try to find a solution to the problem as a flow chart/sketch/graph. Evaluate all solutions and pick the best one. Duration- 10-20 minutes

Debriefing: The activity was used to promote "out of the box" thinking pattern for the employees and get them better acquainted to each other. By interacting with each other they develop a unanimous solution and can understand each other's perspectives better.

Session 8

Name of the activity- Panel Discussion

Objective: To analyse a problem from different angles

Group size: All

Explanation: A panel discussion is a specific format used in a meeting and conferences. It can be a live or virtual discussion among a particular group of panellists who share their perspectives on the issue with a larger audience.

Procedure: Identify a problem that involves a conflict of view. Panellists who are well informed about the topic come together to put their view regarding the topic. This usually involves 3-4 panellists and a moderator. Before stating, allow time for panel members to prepare for the discussion. The panellists discuss the topic with each other by asking questions or reacting to the views and opinions. At the end, the moderator calls for a forum period where audience members interact with the panel. The panel session typically lasts for 60-90 minutes.

Debriefing: A panel discussion provides an opportunity for a group to hear several people's view points about a topic. A panel discussion may help the audience further clarify and evaluate their positions regarding specific issues or topics being discussed and increase their understanding of the positions of others.

DAY 3

Session 9

Problem Solving Team Building (PSTB)

Objective: To solve problems with team building

Group size: 10-12

Explanation: This activity was chosen as, often in organisations, certain problems emerge which are difficult to solve and they usually emerge due to difference of opinions between employees. It is important for an organisation to solve problems or differences in opinions efficiently. Thus, this activity is an excellent technique to help overcome problems in an organisation and also, help in team development and the role it plays in solving problems.

Procedure: One individual from the team plays the role of the 'problem owner' while another plays the role of a 'facilitator', who focuses on getting through the process. The rest form a 'team' who contribute their ideas. A Problem Statement is stated which is a simple "How do I …?" question followed by idea generation. After that 1-3 ideas are selected by the facilitator. The team can then weigh ideas and also raise concerns. After that, the process of action planning is conducted. Duration: 30-45 minutes.

De-briefing: In this activity, employees tend to feel that they have contributed to solve a problem. This activity can be replaced with unstructured and time consuming meetings which are often unfruitful. Moreover, the team enrich the thinking behind the solution. This is an excellent way to find solutions of intractable problems and also encourage working in teams and team building.

Session 10

Conflict Resolution Exercise

Objective: resolving conflicts and stressful situations.

Group size: 10-20

Explanation: The activity helps tin becoming aware of the conflicts and stressful situations experienced by delegates in one week and use others in the group to come up with reasonable solutions for each conflict. Participants need to recall 3 conflicts they have experienced in the past 3 days and get solutions to some these issues by each member. The lesser the conflicts, more will be the understanding among the workers. This in turn will increase the productivity of the organization.

Procedure: Distribute "Conflict sheet" to each participant. Ask the delegates to record 3 conflicts they faced in the last 3 days, especially using 'toxic words' that triggered the conflicts. Then a volunteer reads the first conflict. The person on the left should then proceed to provide a solution to this. This cycle continues until all cases have been presented. Duration: approximately 30 minutes.

Debriefing: This will help to draw attention to the conflicts and stressful situations experienced by delegates in one week and use others in the group to come up with reasonable solutions for each conflict. As the participants will discuss the various conflicts with each other, the understanding and cooperation among them will improve.

Session 11

Team Role Development

Objective: To identify synergies between different roles within a team or between multiple departments.

Group size: A group of 20 people

Explanation: The technique is used to improve team efficiency by finding any gaps, mismatch or faults between roles and work groups, and then developing potential solutions to solve them. It helps generate a collaborative list of team building ideas and can motivate employees towards better performance. This helps build relationships between team members of the same team or between multiple team units too.

Procedure: The moderator explains the objectives of the activity to the participants. The Participants select the 6-7 roles that are represented in their team The Participants identify 3 key objectives for each role and write them down. After making groups, each group takes a role and write what they do for each of the other roles represented in the chart, how they contribute to their role, what they provide for them, etc. Once the chart is completed, everyone reviews the whole chart. The mismatches and issues are discussed and everyone collectively finds a solution. The total duration would be about an hour.

Debriefing: The activity promotes interaction, mutual knowledge and expertise. In this way, everyone contributes to the discussion and help the team attain the goal. Every role which is needed to achieve the team's goal is being performed fully and well. This can help develop collaborative teams.

Session 12

Relaxation Technique - Self Hypnosis

Objective: Reducing Job related stress

Group size: All

Explanation: Self-Hypnosis deals with using self-suggestions to improve one's mental well being in the process. Work stress is one of the most serious occupational health hazards reducing workers satisfaction and productivity. In organizations, individuals who are stressed and/or lack self-esteem can be taught self-hypnotic techniques which can induce relaxation and/or strengthen their self-esteem, which can also enhance performance. Self

hypnosis can also be used to strengthen the immune system against the negative effects of workload as it prepares people to deal well under stress.

Procedure: Self-hypnosis requires motivation. Employees need to be informed about the benefits of this technique to increase motivation. The individual must be thoroughly relaxed and must set aside time to involve in this activity. Additionally, distractions should be eliminated. The act requires one to concentrate completely and keep the mind focuses on one-slef. Then the person directs his attention to a specific goal. The individual must direct their concentration on visualizing the desired result. This will take approximately 15 minutes.

Debriefing: Once the skills of self-hypnosis are acquired, they can be used to manage change, reach goals and increase productivity. Top managers can learn self-hypnosis in order to make better decisions and improve productivity. This workshop provides underpinning knowledge and skills acquisition necessary in the use of hypnosis for relaxation, stress management and Goal attainment.

SUMMARY TABLES

DAY 1

Session	Activity	Duration	Group Size	Objective
1	Find 10 things in common	10-15 minutes	10	Ice breaking session.
2	The best one word ice-breaker	10-15 minutes	10-15	Ice breaking session.
3	Individual counselling	20 minutes	3	Improving Interpersonal relations at work and/ or improving personal performance.
4	Johari Window	20 minutes	2	Self-awareness & personal development

Day 2

Session	Activity	Duration	Group Size	Objective
5	The Mine field	25 minutes	2	Enhance Team relationships

6	Sneak a Peek	25 minutes	4	To enhance interpersonal relationship and Team Building
7	Back of the Napkin	10-20 minutes	6-24, divided into teams of 3-4	Promote unconventional thinking and teamwork
8	Panel Discussion	60-90 minutes	All	To analyze a problem from different angles

DAY 3

Session	Activity	Duration	Group Size	Objective
9	Problem Solving Team Building (PSTB)	35-45 minutes	10-12	To solve problems with team building
10	Conflict Resolution Exercise	30 minutes	10-20	Resolving conflicts and stressful situations.
11	Team Role Development	20 minutes	A willing group of people (max 20 for best results)	To identify synergies between different roles within a team or between multiple departments.
12	Relaxation Technique - Self Hypnosis	15 minutes	All	Reducing Job related stress

DISCUSSION

Modern day society is organisational in nature. The roles people play in an organisation, the stress they face and the implications it has towards their attitudes and well being are important considerations in developing organisations today. The issues which are gaining primary importance nowadays are if e employees are facing occupational role stress, whether the quality of work life is good, if one satisfied with their jobs, etc. To combat these stressors, it is important to develop organisations in a controlled way.

Organisational development techniques aim at building positive atmosphere in the organisation where employees can horn their skills. To build

these skills, employes need to be trained well. The training module developed in the study was aimed at developing organizations and its employees' skills. The Technique of Management by Objective was used in the development of the training module. W hen specific objectives are pre decided, the employees knows exactly what he has to achieve and thus puts his efforts systematically. Role and goal clarity ensure better performance. The intervention module has been divided into a 12 step technique uniquely addressing to different dimensions of Organisational development. The techniques and its relevance in OD have been discussed below.

Session 1 was an ice breaking session and 'Find 10 things in common' was used for so. This activity helps in getting to know each other better and help in building familiarity. It's a good icebreaker for meetings as it gives good results in a short span of time As employees have to work together in an organisation, a better rapport formation among the employees, can contribute to higher work performance.

Session 2 was another ice breaking session aimed at making participants comfortable with each other. For this, 'Best One word' exercise was used. The activity focuses on getting to know each other better. As a result employees who do not know each other will get to know at least something about each other. It can form a starting point for friendships to arise The entire organization can perform better if the members work as a coherent unit for which they need to know the other's skills, thought process, strengths and weaknesses.

Session 3 was an individual session aimed at addressing individual needs through Counselling. This activity was chosen to address workplace issues such as career development, discipline, performance, retirement, etc. By discussing these issues via professional help, people can better a dress these issues and develop more adaptive styles of coping which results in increased employee satisfaction.

For Session 4, Johari window was used to increase self awareness of the participants. Using this, employees can become better ware of their feelings, experience, views, attitudes, and skills leading to personal development. A team of individuals which

understands themselves that is, is far more effective than a team which does not. By understanding other's perspectives on one's own skills, one can develop these new competencies too.

Session 5 – The mine field aimed at building team relationships. It was chosen to improve or build trust and communication skills between the employees. When the employees starts trusting each other, they work towards reaching organizational goals in harmony. This can also help improve communication and develop friendships inside the organisation. By getting to know each other better, people better feel more connected to each other in the organisation and contribute more effectively towards building a successful organisation.

Session 6 – Sneak a peek aimed at building positive work environment, bring employees closer and make them feel better. Team Building activities improve personal relations and strengthen bonds between employees. In this task, as everyone works together as a team to reach a goal, the trust and understanding among employees increase along with their productivity as a team. By dividing work among themselves, they reach goals more efficiently. Being part of a team, team members tend to express themselves freely which is essential for organisational development.

Session 7- Back of the napkin was included to promote unconventional thinking. This simple activity gives the employees something fun to do while promoting teamwork and outside the box thinking. With this activity employees better understand other's strengths, weaknesses, and interests and preferences, helping them collaborate better for future work projects.

Session 8 – Panel Discussion was implemented with the objective that an activity to induce analytic thinking in the participants should be present. It was designed to provide an opportunity for the employees to hear several different opinions about matters important in the work place. A panel discussion may help the audience further clarify and evaluate their positions regarding work issues and also get in tune with other's relative positions. The interactive session at the end also calls for feedback, making it a well rounded approach.

Session 9 was Problem solving - team building (PSTB). This activity was chosen as, often in organisations, certain differences of opinions emerge among the employees and these need t be dealt with efficiently. After this activity, all employees feel that they have contributed in finding solutions to problems given in the tasks collectively, they develop membership of this unique group. Team feels they have worked together to enrich the thinking behind the solution and thus encourage solution oriented team work.

Session 10 was a conflict resolution exercise. As the participants recalled 3 conflicts they recently faced and receive solutions from others, they gained a better understanding on each other's thought process. This can invite lesser conflicts in the organisation resulting in higher productivity. As the participants keep on discussing work issues with each other, the understanding and cooperation among the employees will improve.

Session 11 aimed to improves team efficiency by managing key issues between different work groups or departments that need resolving and develop action plans for so. It helps in generating a collaborative list of team building ideas and increase motivation. The core aim of Team Role Development in an organisational development is to build relationships between team members between different units. Thus it helps in identifying and building synergies between different role types to improve cohesion and efficiency.

Session 12 was focused on relaxation after a tiring training. For this process, Self Hypnosis was used. Once the skills of self-hypnosis are acquired, they can be used to manage change, reach goals and increase productivity. Top managers can learn self-hypnosis in order to make better decisions and improve productivity. This workshop provides underpinning knowledge and skills acquisition necessary in the use of hypnosis for relaxation, stress management and Goal attainment.

SCOPE

This module can be applied to a variety of organisations to increase their productivity. The module stressed at important components of organisational development such as relationship development, creative thinking development, gaining clarity about work roles and organisational goals, managing conflicts, stress management, and increasing of work productivity. Thus, it can be an

effective technique in developing organisations. Further research on this Module can increase its effectiveness.

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