

# OD Research -- what seems to work?

For the details look at *Organization Development* French and Bell pp.312 - 319

## Results seen in a significant number of cases

- ◆ Economic performance improved - impact on costs, profits, quality (about half the time)
- ◆ Improvement in process variables -- goal emphasis, decision making, human interaction such as openness
- ◆ Employee productivity
- ◆ Worker satisfaction

## Methods Used

- ◆ Managerial Grid
- ◆ Task-oriented laboratory training
- ◆ Survey feedback
- ◆ Use of multiple intervention approaches
- ◆ Relatively short term OD projects (4-6 months) and relatively long term projects (25 or more months)
- ◆ Socio-technical systems (STS)
- ◆ Goal setting
- ◆ Training
- ◆ Appraisal and feedback

## Examples of links between results and type of intervention

### Results

- ❖ Greater impact on attitudes
- ❖ Higher job satisfaction, commitment, performance and lower role stress, physical symptoms, turnover
- ❖ Increased productivity, reduced absenteeism, turnover
- ❖ Increased productivity
- ❖ Outstanding financial returns to shareholders and significant competitive advantage

### Intervention

- ❖ Human process interventions (team building, lab training) ; STS- lesser affect
- ❖ Increasing autonomy and participation
- ❖ STS interventions (increase pay, self directing teams, etc)
- ❖ Organizational arrangements like -- employee feeling more in control, belief in the value of the work, being challenged, engaged in life long learning, recognition for achievements
- ❖ Employment security, selective hiring of new personnel, self managing teams and decision making decentralizing, high compensation related to organizational performance, extensive training, reduction in status distinctions across levels, extensive sharing of financial and performance information throughout the organization