

# EDITORIAL COMMENTS

Organization Development (OD) as a subject has grown in significance the world over, be it as a field of study, as a distinct profession, as an organizational function, as a business improvement strategy or as a people development initiative with a rich body of knowledge. From its beginnings as behavioral sciences based interventions, it has come to incorporate various other perspectives from sociology, systems thinking, marketing/business strategies, cultural beliefs and patterns and other cross-functional areas.

In India, OD from its beginnings in 1970 through interventions in large engineering organizations, NGOs and academic institutions, has grown steadily to find its application in various industries in a wide variety of context. Associated with this growth has been, a growing body of literature from academicians, consultants and behavioral science practitioners and from a number of organizations with their own experiences of success and failure.

This issue of the journal attempts to capture, the movement of OD across time and organizations as it is conceptualized, explored, managed, experienced and driven by consultants, practitioners of HR and business managers. The effort has been to broad base the journal, to give a wholesome perspective on OD as it stands today globally with its emphasis on India. To give it a proper balance, the flip side of failed interventions have also been looked at, a case in example being the article Changing Paradigms in OD - A Practitioner's Perspective where the author has tried to dwell upon both success as well as failure stories.

To set an appropriate context to the entire initiative the editorial team has presented an article on the evolving field of OD, which tries to capture the various eminent contributions to the field of OD in the past and also looks at present and future trends. The articles that follow, are presented in six categories; namely, 1.Context of OD 2.OD Conceptual Framework 3. OD Practices and Applications 4. OD Interventions 5. OD in Non-Corporates and 6.The Future of OD.

## **OD Conceptual Framework**

Akhilesh and Ajay Goel present a conceptual model on OD Interventions for innovation at group Level, which proposes assimilating newer theoretical developments, and shifting organizational needs into OD theory, while Rosemary Viswanath explores applications of Group Relations concepts in OD. Subash Sharma has looked at the flip side of how organizational structures are changing and how this will impact OD as a process in times to come.

Globalization is creating a large pool of internationally mobile human resources and since organizations are increasingly evolving as multi-locational and multi-cultural entities with increasing emphasis on diversity this issue attempts to address the cultural aspects of OD. Spiderman in Tonga written by Arthur Jue explores a very innovative approach for Transcultural OD. Ashish Pandey focuses on how OD can be used to reach a state of cultural well being in organizations. Mary Maloney talks about how we can foster social capital, by using specific interventions to build social capital in the cross-border context. William Byham-in his article Reaching the Finishing Line-looks at the flip side of how OD initiatives can avoid failing.

## **OD Practices and Applications**

Ramnarayan focuses on designing participative processes for change initiatives. OD Interventions in Employer Branding by Sapna and Sanghamitra explores the ROI based

approach for a successful intervention. Zahid Gangjee and Ajit Mulla share OD approach towards consulting. Marvin Weisbord and Sandra Janoff have explored what prevents OD consultants from giving their best. TV Rao explores how an OD approach can help in enriching HRD systems. In the process he also presents how a traditional OD approach can contribute to success in HRD.

### **OD Interventions**

There are articles capturing the Organizational perspective, be it the case study of OD in Primacy industries written by Talithaya, which looks at how to create a continuous and self sustaining model of OD, or the article focusing on how to use OD as an approach for Culture and Value Building as narrated by Uma Jain and Ganesh Anantharaman. Key aspects of successful OD initiatives such as Leadership Development, Customer Orientation have been captured in articles like the story of transforming into a customer centric organization at BPL by Inbavanan and the article on OD and Leadership Development by Ranjan Acharya.

### **OD In Non-Corporates**

The corporatization of the non-profit sector in the recent years has also created a need for tackling HR challenges in that segment and also to creating a self-sustaining business model. With increasing size, scale and complexity of operations, this sector is experiencing similar challenges as faced by the profit-oriented sector. There have been some interesting OD initiatives in this segment as well. A case in point being, the initiatives taken by the NGO Harsha, as presented by Bismaya Mahapatra. I.R.Nagraj presents the case in building Adaptive Capability, and how OD interventions are developed and applied in a social enterprise. Rupande and Vijay Padaki have explored what it takes to do OD in the non-profit and rural sector.

### **Future of OD**

And finally, OD is a dynamic body of knowledge, which is continuously expanding and inter-linking with other bodies of knowledge. Hence the evolutionary nature of OD has been explored by leading voices in the field through their articles. To begin with, William Rothwell and Lin Gao have looked at OD today and tomorrow in the context of changing technology and globalization. Udai Pareek examines the OD journey in the process perspective. Pallab Bandyopadhyay has focused on OD experiences in organizations to trace the evolution of OD and also to contemplate on future direction. Prasad Kaipa and Sudhanshu Palsule focus on how OD may evolve in the light of three crises/ opportunity points that are emerging in the organizational context.

Overall we tried to present a mix of concept and practice of OD with a slant over Indian Scenario.



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