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there is normative agreement about the changes reflecting a particular set of values, over time there should be some consensus on those values among organization members.

Given this developmental view of institutionalization, it is implicit that whenever one of the last indicators is present, all the previous ones are automatically included as well. For example, if employees normatively agree with the behaviors associated with job enrichment, then they also have knowledge about the behaviors, can perform them effectively, and prefer them. An OD intervention is fully institutionalized only when all five factors are present.

Application 9.2 describes Hewlett-Packard's successful history of institutionalizing a new set of behaviors through structural change. It describes how culture and reward systems can play a strong role in both supporting and constraining change.[23]

SUMMARY

We discussed in this chapter the final two stages of planned change—evaluating interventions and institutionalizing them. Evaluation was discussed in terms of two kinds of necessary feedback: implementation feedback, concerned with whether the intervention is being implemented as intended, and evaluation feedback, indicating whether the intervention is producing expected results. The former comprises collected data about features of the intervention, perceptions of the people involved, and its immediate effects, which are fed back repeatedly and at short intervals. The latter comprises data about the long-term effects of the intervention, which are fed back at long intervals.

Evaluation of interventions also involves decisions about measurement and research design. Measurement issues focus on selecting variables and designing good measures. Ideally, measurement decisions should derive from the theory underlying the intervention and should include measures of the features of the intervention and its immediate and long-term consequences. Further, these measures should be operationally defined, reliable, and valid and should involve multiple methods, such as a combination of questionnaires, interviews, and company records.

Research design focuses on setting up the conditions for making valid assessments of an intervention's effects. This involves ruling out explanations for the observed results other than the intervention. Although randomized experimental designs are rarely feasible in OD, quasi-experimental designs exist for eliminating alternative explanations.

OD interventions are institutionalized when the change program persists and becomes part of the organization's normal functioning. A framework for understanding and improving the institutionalization of interventions identified organization characteristics (congruence, stability of environment and technology, and unionization) and intervention characteristics (goal specificity, programmability, level of change target, internal support, and sponsorship) that affect institutionalization processes. The framework also described specific institutionalization processes (socialization, commitment, reward allocation, diffusion, and sensing and calibration) that directly affect indicators of intervention persistence (knowledge, performance, preferences, normative consensus, and value consensus).

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However, while support and participation from the top is important, implementation should take place by empowering decision makers at the level where the work is being done. Honeywell also demonstrated that reengineering must be a business-driven and continuous process. Initiatives like fail-safing demonstrated the need to challenge the status quo continuously. Stretch goals must be set throughout the process to keep employees motivated. Finally, the most critical component of a successful reengineering initiative is the ability to actively implement and execute against the plan. By keeping its eye on the end goal, Honeywell was able to successfully optimize its customer satisfaction through this process.

reengineering cases found that they were characterized by a clear vision of the future, specific goals for change, use of information technology, top management's involvement and commitment, clear milestones and measurements, and the training of participants in process analysis and teamwork.[59]

SUMMARY

This chapter presented interventions aimed at restructuring organizations. Several basic structures, such as the functional, divisional, and matrix structures, dominate most organizations. Three newer forms, process-based, customer-centric, and network-based structures, were also described. Each of these structures has corresponding strengths and weaknesses, and supportive conditions must be assessed when determining which structure is an appropriate fit with the organization's environment, strategy, technology, and size.

Two restructuring interventions were described: downsizing and reengineering. Downsizing decreases the size of the organization through workforce reduction or organizational redesign. It generally is associated with layoffs where a certain number or class of organization member are no longer employed by the organization. Downsizing can contribute to organization development by focusing on the organization's strategy, using a variety of downsizing tactics, addressing the needs of all organization members, and following through with growth plans. Reengineering involves the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance. It seeks to transform how organizations traditionally produce and deliver goods and services. A typical reengineering project prepares the organization, rethinks the way work gets done, and restructures the organization around the newly designed core processes.

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SUMMARY

This chapter described employee involvement interventions. These technostructural change programs are aimed at moving organization decision making downward to improve responsiveness and performance and to increase member flexibility, commitment, and satisfaction. Different approaches to EI can be described by the extent to which power, information, knowledge and skills, and rewards are shared with employees.

The relationship between EI and productivity can be oversimplified. Productivity can be increased through improved employee communication, motivation, and skills and abilities. It also can be affected through increased worker satisfaction, which in turn results in productive employees joining and remaining with the organization.

Major EI interventions are parallel structures, including cooperative union–management projects and quality circles, TQM, and high-involvement organizations. The results of these approaches generally are positive, and the quality of research supporting these interventions is increasing.

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Clearly, the strategy of designing work to bring technology and people more into line with each other is preferable to the compromise work-design strategy. Although the latter approach seems necessary when there are heavy constraints on changing the contingencies, in many cases those constraints are more imagined than real. The important thing is to understand the technical and personal factors existing in a particular situation and to design work accordingly. Traditional jobs and traditional work groups will be successful in certain situations (as shown in Figures 14.4 and 14.5); in other settings, enriched jobs and self-managed teams will be more effective.

SUMMARY

In this chapter, we discussed three different approaches to work design and described a contingency framework to determine the approach most likely to result in high productivity and worker satisfaction. The contingency framework reconciles the strengths and weaknesses of each approach. The engineering approach produces traditional jobs and traditional work groups. Traditional jobs are highly simplified and involve routine and repetitive forms of work with little coordination among people to produce a product or service. Traditional jobs achieve high productivity and worker satisfaction in situations characterized by low technical uncertainty and interdependence and low growth and social needs.

Traditional work groups are composed of members who perform routine yet interrelated tasks. Member interactions are controlled externally, usually supervisors, schedules, and rigid workflows. Traditional work groups are best suited to conditions of low technical uncertainty but high technical interdependence. They fit people with low growth needs but high social needs.

The motivational approach produces enriched jobs involving high levels of skill variety, task identity, task significance, autonomy, and feedback from the work itself. Enriched jobs achieve good results when the technology is uncertain but does not require high levels of coordination and when employees have high growth needs and low social needs.

Finally, the STS approach is associated with self-managed teams. These groups are composed of members performing interrelated tasks. Members are given the multiple skills, autonomy, and information necessary to control their own task behaviors with relatively little external control. Many OD practitioners argue that self-managed teams represent the work design of the 2000s because high levels of technical uncertainty and interdependence are prevalent in today's workplaces and because today's workers often have high growth and social needs.

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